

Community
College
of Philadelphia
The Path to Possibilities™

MEETING OF THE BOARD OF TRUSTEES
Thursday, November 5, 2015– 3:00 p.m.
Isadore A. Shrager Boardroom – M2-1

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, November 5, 2015 – 3:00 p.m.

Isadore A. Shrager Boardroom, M2-1

- (1) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of October 1, 2015
 - (b) Gifts and Grants
- (2) Public Comment
- (3) Report of the Chair
- (4) Foundation Report
- (5) Report of the President
- (6) New Business
- (7) Next Meeting: Thursday, February 4, 2016 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1
- (8) Executive Session

Future Committee Meetings:

Student Outcomes: Thursday, November 5, 2015
1:30 p.m. – M2-34

Business Affairs: Wednesday, November 18, 2015
9:00 a.m. – Isadore A. Shrager Boardroom, M2-1

Upcoming Events

PA Commission for Community Colleges Southeast Regional Trustees Meeting	Tuesday, November 17, 2015 Community College of Philadelphia 1700 Spring Garden Street Pavilion Building, Klein Cube, P2-3
Thanksgiving Holiday – College Closed	November 26-27, 2015
Pathways Magazine Breakfast	Wednesday, December 2, 2015 8:00 a.m. – 9:00 a.m. Center for Business and Industry 18 th & Callowhill Streets, Room C2-5
Celebration of the Stars	Tuesday, December 15, 2015 12:00 p.m. – 2:00 p.m. Great Hall, S2-19
Winter Recess – College Closed	December 24, 2015 – 12:00 p.m. – January 1, 2016
Board of Trustees Retreat	Thursday, January 7, 2016 8:30 a.m. – 3:30 p.m. Center for Business and Industry 18 th & Callowhill Streets, Room C2-5
Philadelphia Martin Luther King, Jr. Association for Non-Violence, Inc. Awards and Benefit Luncheon	Monday, January 18, 2016 12:00 p.m. Sheraton Philadelphia City Center Hotel 17 th & Race Streets, Liberty Ballroom
Community College National Legislative Summit	February 8-11, 2016 Marriott Wardman Park Hotel 2660 Woodley Road Washington, DC

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, October 1, 2015 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Armbrister, Mr. Bergheiser, Ms. Biemiller, Ms. Hernández Vélez, Mr. Herzog, Ms. Horstmann, Dr. Rényi, Representative Roebuck, Ms. Tsai, Dr. Generals, Ms. Brown-Sow, Ms. de Fries, Ms. DiGregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Mr. Murphy, Mr. Turner, and Ms. Zellers

(1) Executive Session

The Executive Session was devoted to a discussion of real estate and academic issues.

(2) Resolution of Appreciation for Former Board Chair

Mr. White read a Resolution of Appreciation for Mr. Bergheiser, immediate past Chair of the Board of Trustees, acknowledging his excellent leadership during his tenure as Chair of the Board. Mr. White stated that Mr. Bergheiser had successfully led the College through numerous challenges. On behalf of the Board of Trustees, Mr. White presented a thank you gift to Mr. Bergheiser.

Dr. Generals unveiled a portrait of Mr. Bergheiser which was placed on the Boardroom wall with portraits of former Chairs of the Board of Trustees.

Mr. Bergheiser stated that it was an honor to serve as Chair of the Board. He stated that he looked forward to continuing to serve as a member of the Board of Trustees.

(3) Consent Agenda

Mr. White requested approval of the Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of September 3, 2015
- (b) Gifts and Grants
- (c) Academic Audit Programs
 - Music Performance A.A.
 - Music Non-Performance A.A.
 - Sound Recording and Music Technology A.A.S.
- (d) WRT Facilities Master Plan Contract

Ms. Hernández Vélez moved, with Ms. Horstmann seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(4) Resolution for Approval of Quad Learning, Inc.

Mr. White asked for approval of a Resolution to enter into a contract with Quad Learning, Inc. to assist the College in recruitment and admission of international students as discussed in Executive Session.

Ms. Hernández Vélez moved, with Dr. Rényi seconding, that the Resolution be approved. The motion carried unanimously.

(5) 2014-15 Fiscal Year Audit Report

Mr. Bergheiser reported that the Audit Committee had met on September 30, 2015 and reviewed the 2014-15 Fiscal Year Audit Report and was recommending its acceptance. Mr. Bergheiser stated that the College received a clean audit. He commended Dr. Generals and Msrs. Eapen, Spiewak, and Murphy for the excellent work. Mr. Bergheiser stated that the Committee also spent some time reflecting on performance during the past year.

After discussion, Mr. Bergheiser moved, with Ms. Horstmann seconding, that the Board accept the 2014-15 Fiscal Year Audit Report. The motion carried unanimously.

(6) Public Comment

There were no requests to address the Board at the meeting.

(7) Report of the Chair

Mr. White reported that he had met with Dr. Generals and discussed the role of Board of Trustees moving forward. He stated that much has been accomplished in the last year, but more work remains to be done. Mr. White stated that there is a tremendous amount of talent and expertise on the Board and that he planned to use the Board's expertise in developing an agenda for the future.

Mr. White stated that he planned to schedule a meeting of the Executive Committee of the Board to meet with Dr. Generals to discuss issues that the Board will need to work in order to move the College forward.

Mr. White stated that as Chair of the Board, he will need to appoint two members of the Board of Trustees to serve on the Foundation Board. He asked that members of the Board contact him if interested in serving on the Foundation Board.

(7a) Board Retreat

Mr. White stated that members of the Board will be contacted regarding their availability for a Board Retreat in January 2016. He stated that he planned to circulate to the Board documents that will provide a framework for the Board in making policy decisions.

(7b) 50th Anniversary Art and Soul Gala

Mr. White stated that the 50th Anniversary Art and Soul Gala is scheduled for Friday, October 2, 2015 at 6:00 p.m. in the Pavilion Building. He urged members of the Board to attend.

(8) Foundation Report

Mr. Murphy reported that since the Record of Grants and Gifts was printed for the Board, the College has received \$3,000,000 for the Center for Male Engagement for the next five years.

Mr. Murphy reported that the Predominantly Black Institutions (PBI) Formula funds that the College has been receiving since 2010 and which average about \$575,000 per year will end one year from today. He stated that the College will have to sit out two years before reapplying.

Mr. Murphy reported that the College has partnered with the University of Pennsylvania for the National Science Foundation (NSF) Nanotechnology Grant, from which the College has the potential to receive up to \$143,000 to develop a nanotechnology technician program.

Mr. Murphy reported that the Foundation is raising money for the 50th Anniversary Scholarship Program and is also raising money for an endowment to sustain the program. As part of these efforts, the College is applying for a grant from Goldman Sachs Gives, which is distinct from the fund which underwrites the 10,000 Small Businesses Program. Mr. Murphy stated that this is an unusual proposal because Goldman Sachs Gives is one of the few Foundations that will support scholarship endowment. He stated that it is a matching-gift proposal, and in order to make our proposal more attractive, the College has asked the eight cohorts from the 10KSB Program to commit to raising \$250,000 every year for three years. Mr. Murphy stated that to date, the cohorts have raised \$35,000. Mr. Murphy stated that \$15,750 will also be added to the 50th Anniversary Scholars Program from an estate gift that was received last week. He noted that solicitations for the 50th Anniversary Scholars Program have resulted in 25 new Mint level donors.

(9) Report of the President

Dr. Generals stated that a complete list of his activities for the month of September was included in the Board folder for the meeting.

Dr. Generals informed the Board regarding two excellent articles that appeared in the *Philadelphia Inquirer* regarding the College's Art Department and the 50th Anniversary Art and Soul Gala, and the article on CCP graduate Deesha Dyer, White House social secretary, which appeared in the *New York Times*.

Dr. Generals introduced Ms. Nadia Soriano Mendez, President of the Student Government Association who informed the Board regarding the various initiatives that Student Government is working on including a student food pantry and space for student clubs and organizations.

(9a) On-Campus Activities

Dr. Generals circulated a list of College activities in observance of Hispanic Heritage Month.

Dr. Generals reported that the English Department is sponsoring a series of events on the work of Edgar Allan Poe. The events are funded in part by the National Endowment for the Arts Grant Program, The Big Read, are designed to encourage and increase reading in communities. Dr. Generals stated that he will lead a conversation about the “One Story, One College” selection, “The Fall of the House of Usher” during his October 20, 2015, 3:00 p.m. Fireside Chat in the Winnet Student Life Building Coffee House.

Dr. Generals reported that new street lighting has been installed on 17th Street. He stated that the project was to increase light in the area but also to make it a gateway to the Campus.

Dr. Generals thanked members of the Board for attending the September 12, 2015 reception at his home.

Dr. Generals reported that he, Mr. White, Dr. Roebuck, Dr. Rényi, and Ms. Tsai will be attending the Association of Community College Trustees Leadership Congress October 14-17, 2015 in San Diego, California.

(9b) State Budget

Dr. Generals reported that there is still no budget from the State. He stated that the College has received an advance from the City.

There was a discussion regarding the implications of having no budget from the State. Dr. Roebuck urged members of the Board to contact their local representatives and urge them to support a budget that is education friendly.

(10) New Business

There was no business discussed.

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, November 5, 2015 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:30 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, October 1, 2015 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Armbrister, Mr. Bergheiser, Ms. Biemiller, Ms. Hernández Vélez, Mr. Herzog, Ms. Horstmann, Dr. Rényi, Representative Roebuck, Ms. Tsai, Dr. Generals, Ms. Brown-Sow, Ms. de Fries, Ms. DiGregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Mr. Murphy, Mr. Turner, and Ms. Zellers

(1) Executive Session

The Executive Session was devoted to a discussion of real estate and academic issues.

(2) Resolution of Appreciation for Former Board Chair

A Resolution of Appreciation and gift were presented to Mr. Bergheiser, immediate past Chair of the Board of Trustees, acknowledging his excellent leadership during his tenure as Chair of the Board.

(3) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of September 3, 2015
- (b) Gifts and Grants
- (c) Academic Audit Programs
 - Music Performance A.A.
 - Music Non-Performance A.A.
 - Sound Recording and Music Technology A.A.S.
- (d) WRT Facilities Master Plan Contract

(4) Resolution for Approval of Quad Learning, Inc.

The Board approved a Resolution to enter into a contract with Quad Learning, Inc. to assist the College in recruitment and admission of international students as discussed in Executive Session.

(5) 2014-15 Fiscal Year Audit Report

The Board accepted the 2014-15 Fiscal Year Audit Report.

(6) Public Comment

There were no requests to address the Board at the meeting.

(7) Report of the Chair

Two members of the Board of Trustees will be appointed to serve on the Foundation Board. Members of the Board interested in serving on the Foundation Board should contact Mr. White, Chair of the Board.

(7a) Board Retreat

The Board Retreat is scheduled for January 7, 2016.

(7b) 50th Anniversary Art and Soul Gala

The 50th Anniversary Art and Soul Gala took place on Friday, October 2, 2015.

(8) Foundation Report

Since the Record of Gifts and Grants was printed for the Board, the College has received \$3,000,000 for the Center for Male Engagement for the next five years.

(9) Report of the President

A complete list of activities in which President Generals participated during the month of September was included in the Board folder for the meeting.

Ms. Nadia Soriano Mendez, President of the Student Government Association, informed the Board regarding various student initiatives underway by the Student Government Association.

(9a) On-Campus Activities

A list of College activities in observance of Hispanic Heritage Month was circulated.

The English Department is sponsoring a series of events on the work of Edgar Allan Poe. The events, funded in part by the National Endowment for the Arts Grant Program, The Big Read, are designed to encourage and increase reading in communities.

Dr. Generals, Mr. White, Dr. Roebuck, Dr. Rényi, and Ms. Tsai attended the Association of Community College Trustees Leadership Congress October 14-17, 2015 in San Diego, California.

(9b) State Budget

There is still no budget from the State.

(10) New Business

There was no business discussed.

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, November 5, 2015 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:30 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Office of Institutional Advancement
Monthly Summary of Grants and Gifts
for the November 2015
Meeting of the Board of Trustees

Federal Grants

United States Department of Education (subcontracted through the University of Pennsylvania) has funded the Title VI National Resource Centers - Middle East Center grant for \$6,000. This project is a partnership with two of Penn's National Resource Centers and the College's Center for International Understanding. Funds will support an annual World Cultures and Languages Day at the College and increase support for faculty to further engage with the area studies topics through their classes.

The United States Department of Education has funded year one of the five-year Predominantly Black Institutions Program – Competitive Grant for \$600,000. This grant will support the next five years of the Center for Male Engagement. The CME is designed to increase the retention and graduation rates of African-American male students at the College through intentional, coordinated and culturally responsive programming that holistically addresses the particular academic and non-cognitive needs of African-American males as they pursue a degree, establish short and long-term career goals, become more civic-minded, and learn to effectively use their social capital in order to become contributing participants of a global workforce.

State Grant

The Pennsylvania Department of Education has funded the Perkins Postsecondary Local Plan grant for \$1,356,522 for fiscal year 2015-2016. The goal of the Perkins Postsecondary Local Plan grant is to develop more fully the academic, career and technical skills of students enrolled in career and technical education programs.

**STUDENT OUTCOMES COMMITTEE OF THE
BOARD OF TRUSTEES**

MINUTES

**Thursday, October 1, 2015
1:30 p.m. – Conference Room M2-34**

Presiding: Dr. Rényi

Present: Mr. Armbrister, Dr. Gay, Dr. General, Ms. Hernández Vélez, Dr. Hirsch,
Ms. Horstmann, Mr. White

(1) Executive Session

No Items

(2) Public Session

a) Approval of Minutes of September 3, 2015 (Action Item)

The minutes were accepted. Referring to the minutes, Mr. Armbrister requested information on the status of the College's Middle States accreditation status. Dr. Gay responded by providing a brief overview of the actions and activities taken to date. She stated that the progress report is due to Middle States on December 1, 2015 with a team visit scheduled during the week of January 11, 2016. Dr. Rényi asked how the Board can be supportive. Dr. Gay responded that Board reinforcement of the necessary assessment-related recommendations in the academic program audits helps to emphasize Board expectations. The Committee agreed and indicated that careful attention must be paid to ensure programs are meeting assessment requirements. To that end, the Committee agreed that programs that have not completed the required assessments will be given one year to complete the requirement.

b) Student Outcomes Dashboard

Dr. Hirsch distributed an updated draft of the Student Outcomes Dashboard that included outcomes for 2014-15. He highlighted the additions made to the draft based on the input from Committee members at the September meeting. Additions to the dashboard included: developmental education outcomes; expanded completion outcomes; ethnicity information; and peer institution outcomes. Dr. Rényi requested that the dashboard be expanded to include targets and an easy way to determine progress, such as a color coded system. For example, indicators that are in development could be shaded in blue. The Committee discussed the purpose of the dashboard and suggested various formats. The Committee concluded that a conference call will be scheduled for members to review a revised version of the dashboard prior to the November Committee meeting.

(c) Guided Pathways

Dr. Hirsch distributed a PowerPoint presentation on Guided Pathways and reviewed the major principles of the model. Highlights of the Guided Pathways approach include: accelerate entry into coherent programs of study; reduce the time required to become college-ready; ensure students know the requirements to succeed; integrate student supports with instruction; monitor student progress within a developed feedback mechanism; and leverage technology to improve learning and program delivery. Dr. Generals commented that an intent of the recent reorganization was to position the College to move in this new direction. Information was also provided on changes to the College's placement test for incoming students. The Committee requested periodic progress updates.

(d) Strategic Initiatives

Agenda item was postponed until next meeting.

The meeting was adjourned.

Next Meeting:

The next meeting of the Student Outcomes Committee of the Board is scheduled for Thursday, November 5, 2015 at 1:30 p.m. in conference room M2-34.

Attachments:

Minutes of September 3, 2015
2014-15 Draft Student Outcomes Dashboard
Guided Pathways Presentation
Placement Test Change

**STUDENT OUTCOMES COMMITTEE OF THE
BOARD OF TRUSTEES**

MINUTES

**Thursday, September 3, 2015
1:30 p.m. – Conference Room M2-34**

Presiding: Dr. Judith Rényi

Present: Mr. Mark Edwards, Dr. Judith Gay, Dr. Donald Generals, Dr. Samuel Hirsch, Ms. Mary Horstmann, Dr. James Roebuck, Ms. Lydia Hernández Vélez

Guests: Ms. Christine McDonnell, Mr. Robert Ross, Dr. Sharon Thompson

(1) Executive Session

The Executive Session was devoted to a discussion concerning the recruitment of international students.

(2) Public Session

a) Approval of Minutes of May 7, 2015 (Action Item)

The minutes were accepted.

b) Academic Program Audits: Music Performance Option A.A.; Music Non-Performance A.A.; and Sound Recording and Music Technology A.A.S. (Action Item)

Ms. McDonnell reviewed highlights of the Audits of the Music Programs. Dr. Rényi questioned the diversity of the programs in that it does not mirror the general college population. Mr. Ross, Department Head of Music, responded that the programs are not well known in the City. Dr. Roebuck asked about the pipeline into the Music Programs. Mr. Ross said that he is working with the head of music at the School District of Philadelphia to improve the pipeline. Dr. Rényi recommended seeking a partnership with the Settlement Music School. Mr. Ross explained that many music students fall into a non-traditional category. Students typically come to the College after attending another school or have some other music experience. Dr. Roebuck noted that the annual enrollment update did not include the actual number of students.

The Student Outcomes Committee reviewed the audit recommendations with the following actions:

Recommendation 1: Close the Music Non-Performance Option
Action: The Committee accepted the recommendation.

Recommendation 2: Program Assessment

Action: The Committee accepted the recommendation with the requirement that a brief update be provided by the end of December 2015.

Recommendation 3: Program Management

Action: The Committee accepted the recommendation with the provision that enrollment targets need to be established and with the requirement that a brief update be provided by the end of December 2015.

Recommendation 4: Attempt to Decrease Program Costs or Increase Program Revenue

Action: The Committee accepted the recommendation with the requirement that a brief update be provided by the end of April 2016.

Recommendation 5: Increase Program Pipeline

Action: The Committee accepted the recommendation with the requirement that a brief update be provided by the end of December 2015.

Action: The Student Outcomes Committee of the Board recommends that the Board of Trustees accept the audit and require a full report on all recommendations in one year before recertifying the programs.

(c) Middle States Update

Dr. Gay gave a brief update on the actions and activities taken to date. Several faculty have been identified to serve on a Curriculum Assessment Team. They are working with Department Heads and Curriculum Coordinators to review individual program assessments and provide in a prescription format feedback for improvements. During the College's Professional Development Week an entire day was devoted to assessment activities for the faculty. The day began with a presentation by Dr. Generals who provided an overview of the assessment process. The remainder of the day focused on assisting departments with their assessment plans. Dr. Rényi asked if there was anything more the Board could be doing to support the effort. Dr. Gay said that the Board is assisting by reviewing and reinforcing the actions associated with assessment in the academic program audits. Dr. Gay stated that the progress report is due to Middle States on December 1, 2015 with a team visit scheduled during the week of January 11, 2016.

(d) Student Outcomes Dashboard

Dr. Hirsch distributed a draft of the Student Outcomes Dashboard that includes preliminary data for 2014-15. Dr. Rényi requested data be included on the progress of students in developmental education. Ms. Horstmann also requested information be included on achievement gaps and peer institution outcomes. An updated dashboard will be presented at the next Committee meeting.

(e) Additional Item

Dr. Hirsch distributed information regarding an opportunity to partner with the American Association of Community Colleges (AACC) on a collaborative project focusing on developing structured academic and career pathways for students. Dr. Hirsch explained that this focus is in alignment with the College direction of implementing Guided Pathways. If selected, the AACC Pathways Project would provide the College with technical support and guidance. As part of the application process, the College must provide evidence of support from the Board of Trustees.

Action: The Student Outcomes Committee of the Board fully supports the College's participation in the Pathways Project.

The meeting was adjourned.

Next Meeting:

The next meeting of the Student Outcomes Committee of the Board is scheduled for Thursday, October 1, 2015 at 1:30 p.m. in conference room M2-34.

Attachments:

Minutes of May 7, 2015
Academic Program Audits:
Music Performance Option A.A.
Music Non-Performance A.A.
Sound Recording and Music Technology A.A.S.
2014-15 Draft Student Outcomes Dashboard
Overview – Pathways Project

Guided Pathways

Transforming the Student Experience

Dr. Samuel Hirsch

Vice President

For

Academic and Student Success



Strategic Approaches

- Create coherent and structured program pathways
- Institute mandated processes to guide student decision-making
- Accelerate student entry into coherent and structured programs of study
- Minimize time requirement to get college-ready



Strategic Approaches (cont.)

- Strengthen the learning experience by integrating student support with instruction
- Develop systems to monitor student progress and proactively provide feedback
- Leverage technology to improve learning and program delivery



Action Steps

- Establish implementation teams to identify and facilitate reform efforts
- Adopt agile processes for changes leading to improved outcomes
- Develop and offer a focused faculty and staff development effort
- Institute placement test changes, including multiple assessment measures
- Pilot, evaluate and scale up developmental education and ESL innovate delivery approaches



Measures of Success

- Increases in enrollment with emphasis on full-time enrollment, retention and completion rates
- Guided Pathway Implementation Plan completed with strategies underway
- Reform strategies initiated and assessed
- Enhanced technology infrastructure operational

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Measures of Success (cont.)

- Progress toward enhanced models of service delivery
- Support services in stages of realignment
- Targeted programs of study are initiated
- Improved levels of student satisfaction and engagement as measured by Noel-Levitz and CCSSE Student Surveys

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Subject: Placement Test Change

On October 5, 2015, the College will begin using College Board's ACCUPLACER for placement testing.

The College decided to move to ACCUPLACER for a variety of reasons. This past summer, ACT notified us that COMPASS will no longer be available after Fall 2016. Therefore, moving to ACCUPLACER is timely and brings with it a number of positive aspects that will benefit students. While we are moving to a new assessment tool that is better aligned to students' writing, reading and mathematics skills, it is important to know that the College's structure of course placement will remain the same in English and Mathematics.

- **Alignment of ACCUPLACER with curriculum** - The Director of Assessment and Placement has been working with English and Mathematics faculty for the past six months to develop the composite scores in ACCUPLACER which align the test results with curriculum in reading, writing and mathematics. The projections are that students will be more accurately placed when they test the first time. As you are aware, we have been allowing students at the ABE and Level 1 levels to retest; this pilot will continue during the Fall 2015 semester but will be monitored closely to see if retesting is needed in the future.
- **Test Prep Program** - A benefit of using ACCUPLACER is that it includes a test prep program that simulates to a certain extent the actual testing environment. This prep program offers students opportunities to practice on the different subject tests, providing them explanations and immediate feedback. Most importantly, it can be accessed through web-based applications as well as smart phone apps. All of this, of course, will help prospective students better prepare for what can be seen as a relatively high-stakes test, one that often shapes a student's first year academic experience at the College.
- **Multiple Measures and Placement** – ACCUPLACER offers the ability to include a student's high school grade point average as part of the placement process. We are working with the School District of Philadelphia to move in the direction of including grade point averages.
- **Multiple Measures and Placement** – ACCUPLACER offers the ability to include non-cognitive assessments in the placement process. A pilot is in place to gauge the impact of a student's non-cognitive skills on their academic performance.
- **Remote Testing of High School Students** - We can now begin to administer the ACCUPLACER placement test remotely to prospective students at high schools and other partnering organizations. This initiative will give prospective students the opportunity to develop their academic skills before entering the College.

If you would like to find out more about ACCUPLACER, please contact Chris Theodoropoulos in the Assessment Center.

Dr. Samuel Hirsch
Vice President for Academic and Student Success

Community College of Philadelphia
Student Outcomes Committee of the Board
2014-2015

ENROLLMENT	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	Change Since 2011-12
New Full-time (Fall Admission) ¹	1,707	1,614	1,600	1,574	-133
New Part-time (Fall Admission) ¹	3,327	3,380	3,573	3,700	+373
Annual Unduplicated New Students ²	10,328	10,222	10,529	10,401	+73
Total Annual FTE ²	15,767	15,116	15,050	14,851	-916

College Readiness Upon Entrance	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	Change Since 2011-12
All Developmental (Fall Admission) ⁴	26.6%	24.8%	28.9%	29.6%	+3%
Some Developmental (Fall Admission) ⁴	46.9%	47.7%	43.5%	41.2%	-5.7%
College Level (Fall Admission) ⁴	26.4%	27.5%	27.6%	28.5%	+2.1%

Persistence	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	Change Since 2011-12
Fall to Spring New Full-time ³	81.4%	79.8%	83.6%	82.9%	+1.5%
Fall to Spring New Part-time ³	66.0%	65.7%	70.0%	69.6%	+3.6%
Fall to Fall New Full-time ³	56.8%	55.8%	54.3%	54.6%	-2.2%
Fall to Fall New Part-time ³	40.0%	43.8%	43.7%	46.2%	+6.2%
% Credit Hours Earned to Attempted ⁴	88.1%	88.0%	87.4%	85.4%	-2.7%

Total Awards By Grad Year										
		2007	2008	2009	2010	2011	2012	2013	2014	2015
AA, AS, AGS	Transfer	49.5%	48.9%	58.4%	56%	55.7%	56.4%	55.8%	56.9%	54.8%
Associate in Applied Science	Career	36.9%	34.2%	28.6%	32.3%	30.9%	32.4%	30.7%	27.6%	26.4%
Certificate Program	CERT	13.6%	16.8%	12.9%	10.8%	9.1%	8.2%	8.3%	7.3%	5.9%
Proficiency Cert. **	PRCERT				0.1%	2.3%	1.5%	3.5%	4.4%	6.3%
Proficiency Cert. ***	PFCERT				0.9%	2.1%	1.4%	1.7%	3.8%	6.7%
Total	Total	1789	1984	2125	1908	1949	2101	2040	2246	2367

** Proficiency certificates are short-term, focused course offerings that are developed primarily to prepare students for employment. The number of required courses and credit hours for completion varies from 9 to 28 credit hours, depending on the specific program

PRCERT - Program requires 16 or more total credits, financial aid eligible**

PFCERT - Program requires less than 16 credits, not financial aid eligible**

¹ Source: Harrisburg Enrollment Report, All new to Community College of Philadelphia full-time and part-time students

² Source: Institutional Research Unduplicated Annual Enrollment Report, All enrolled students

³ Source: Institutional Research Cohort Retention and Completion Reports, All new to Community College of Philadelphia full-time and part-time students

⁴ Source: Institutional Research Academic Performance Measures, Entering Developmental includes all new students; Credit Hour completion ratio includes all enrolled students

Unduplicated Number of Completers By Grad Year									
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015
Unduplicated Completers	1,524	1,602	1,763	1,662	1,746	1,865	1,791	1,996	2,064

3-Year CCP Outcomes	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Projected
First-time Cohort	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
First-time Cohort Headcount	1,626	1,994	1,782	1,485	1,411
3-Year IPEDS Cohort, Full-time, First-time College Associate Deg/Cert Awards	9.3%	8.2%	8.7%	10.7%	11.3%
New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 3 years	22.0%	24.0%	27.3%	25.0%	n/a
Total percentage of satisfactory student outcomes	31.3%	32.3%	36.0%	35.7%	n/a

6-Year CCP Outcomes	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2014-15 Projected
First-time Cohort	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009
First-time Cohort Headcount	1,532	1,736	1,910	1,866	1,994
6-Year IPEDS Cohort, Full-time, First-time College, Associate Deg/Cert Awards	18.3%	17.2%	17.1%	20.1%	17.4%
New Part-time Students Who Left the College Prior to Earning a Degree and Transferred within 6 years	30.0%	28.0%	26.7%	29.1%	n/a
Total percentage of satisfactory student outcomes	48.3%	45.2%	43.8%	49.2%	n/a

3-Year Peer Outcomes*	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual
Cohort	Fall 2008	Fall 2009	Fall 2010	Fall 2011
New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 3 years, median of peer institutions*	16%	17%	16%	17%
3-Year IPEDS Cohort, Full-time, First-time College Associate Deg/Cert Awards, median of peer institutions*	17%	16%	16%	21%
Total percentage of satisfactory student outcomes	33%	33%	32%	38%

6-Year Peer Outcomes*	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual
First-time Cohort	Fall 2005	Fall 2006	Fall 2007	Fall 2008
New Part-time Students Who Left the College Prior to Earning a Degree and Transferred within 6 years, median of peer institutions*	16%	15%	18%	23%
6-Year IPEDS Cohort, Full-time, First-time College, Associate Deg/Cert Awards, median of peer institutions*	24%	24%	24%	29%
Total percentage of satisfactory student outcomes	40%	39%	42%	52%

** Data Source NCCBP (National Community College Benchmark Project) facilitates peer comparisons between our institution and other participating institutions. PA peer institutions were selected for demonstration purposes; we can self-select a group of peer from all participants with the condition that a minimum of five peer institutions must comprise a group. The full list of 2015 participants is attached as a separate document.

*Peer institutions include public, urban, semester-schedule community colleges with a unionized faculty.

Distribution of Placement into Developmental Courses	Fall 2013	Fall 2014	Fall 2015
First-time Headcount	5,179	5,281	5,435
Placed Dev English	55.2%	54.9%	47.8%
Placed Dev ESL	8.0%	7.0%	6.6%
Placed Dev Math	42.6%	46.5%	45.1%

First Year Success in Developmental English	Fall 2012	Fall 2013	Fall 2014
Total Placed Dev English	2,845	2,858	2,898
First-Year Success in E098	64.7%	64.3%	63.8%
Attempted E098, Not Successful	29.9%	29.8%	30.9%
Did not Attempt E098	5.3%	5.8%	5.3%

*Satisfactory completion of developmental writing, English 098, is a minimum prerequisite for most first-year college-level courses. On average, ninety-five percent of the students referred to developmental English attempted English 098 during their first-year of enrollment and on average, more than sixty percent successfully completed English 098 within their first-year

First Year Success in Developmental Math	Fall 2012	Fall 2013	Fall 2014
Total Placed Dev Math	2,271	2,206	2,452
Success in M017	31.6%	33.1%	32.6%
Attempted M017, Not Successful	27.9%	26.7%	27.1%
Did not Attempt M017	40.4%	40.2%	27.1%

*Developmental math, Math 016 and Math 017, reflect two-levels of deficiency in math and are designed as sequential courses. Depending on placement, students would need to complete one or both courses to complete developmental math requirements. Math 016 covers basic arithmetic theory and operations while Math 017 is focused on algebraic theory, operations, and practice. Both courses are non-credit and completion of Math 017 or higher placement is a prerequisite for college-level Math 118.

First Year Success in Developmental English by Ethnicity	Fall 2012	Fall 2013	Fall 2014
All First-time	64.7%	64.3%	63.8%
• Black	60.9%	59.1%	59.7%
• Hispanic	65.9%	67.6%	65.4%
• White	72.0%	73.5%	73.2%

First First Year Success in Developmental English by Gender	Fall 2012	Fall 2013	Fall 2014
All First-time	64.7%	63.8%	63.8%
• Male	60.1%	61.4%	59.4%
• Female	64.7%	66.4%	67.1%

First Second Year Success in College Level English	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Total Placed Dev English (English 098)	3,002	2,845	2,858	2,898
Completed E101 within two years	41.1%	42.7%	42.8%	Available Fall 2016
Attempted E101 within two years, not successful	13.3%	15.4%	14.1%	
Did not attempt E101	45.5%	41.9%	43.1%	

First Second Year Success in College Level English	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Total Placed Ready for English 101			991	
Completed E101 within two years			60.4%	Available Fall 2016
Attempted E101 within two years, not successful			19.3%	
Did not attempt E101			20.2%	

First Second Year Success in College Level Math	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Total Placed Dev Math (Math 016 and/or Math 017)	2,420	2,272	2,452	
Completed M118 within two years	16.3%	16.6%	15%	Available Fall 2016
Attempted M118 within two years, not successful	8.7%	10.7%	11%	
Attempted M118 after two years	9.4%	7.0%	10%	
Did not attempt M118	65.6%	65.8%	64%	

Peer Institutions
 Urban, Semester, Union, Public

Chippewa Valley Technical College	WI	240116
Cincinnati State Technical and Community College	OH	201928
Columbus State Community College	OH	202222
Community College of Allegheny County	PA	210605
Community College of Philadelphia	PA	215239
Cuyahoga Community College	OH	202356
Fresno City College	CA	114789
Grand Rapids Community College	MI	170055
Hawkeye Community College	IA	153445
Honolulu Community College	HI	141680
Illinois Central College	IL	145682
Kansas City Kansas Community College	KS	155292
Kapiolani Community College	HI	141796
Kirkwood Community College	IA	153737
Leeward Community College	HI	141811
Madison Area Technical College	WI	238263
Mott Community College	MI	169275
Northeast Wisconsin Technical College	WI	394881
Onondaga Community College	NY	194222
Passaic County Community College	NJ	186034
Saint Paul College	MN	175041
Schenectady County Community College	NY	195322
Southeast Technical Institute	SD	219426
St. Clair County Community College	MI	172291
St. Louis Community College	MO	179283
Truckee Meadows Community College	NV	182500
Tulsa Technology Center	OK	261300
Washtenaw Community College	MI	172617

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, October 21, 2015 – 9:00 A.M.**

Present: Mr. Matthew Bergheiser, presiding; Ms. Suzanne Biemiller (*via* teleconference); Mr. Steve Herzog, Stella Tsai, Esq. (*via* teleconference), Mr. Jeremiah J. White, Jr. (*via* teleconference), Dr. Donald Generals, Mr. Jacob Eapen, Mr. Todd Murphy, Mr. James P. Spiewak, and Victoria Zellers, Esq.

AGENDA – PUBLIC SESSION

(1) 2015-16 Budget Update (Information Item):

Staff provided an overview of the College’s budget status for fiscal year 2015-16. (Please refer to Attachment A.) Staff noted that enrollments for the late summer and the fall semesters were slightly higher than budgeted; and that Philadelphia was one of only two Pennsylvania community colleges to have an increase in enrollments. Mr. Eapen reminded the Committee that, although total revenues were on target with the budget, the revenue budget includes an increase in state appropriations of \$1.98 million which is not certain. Staff stated that projected expenses are approximately \$1.5 million less than the original budget. This reduction is primarily related to a higher projected lapsed salary projection due to a higher level of unfilled positions than anticipated, and the fact that at the end of fiscal year 2014-15, three longer-term leases were brought out which eliminated the budgeted expense from fiscal year 2015-16. The College is spending slightly more in advertising and consulting than originally budgeted due to costs associated with 50th Anniversary events and a number of new initiatives related to the facility master plan, economic impact study and private-public partnerships. Mr. Eapen stated that the College will again look to buy-out long term leases at year-end if revenues exceed expenses in order to provide more budgetary flexibility in subsequent years.

Mr. White asked whether the College will be increasing tuition rates for the next fiscal year. Mr. Eapen responded that staff will make every effort to not have to raise tuition if funding from the City and State is stable and that the staff would prefer to have gradual rate increases if required and avoid a large spike in any given year. It was also noted that the current collective bargaining agreement ends August 31, 2016 and results of negotiations will have an impact on budgets. Mr. Bergheiser noted that the Board has a balancing act to play; possibly adding initiatives (and expenses) to promote student success while maintaining low tuition rates.

(2) 2015 Financial Performance Indicators (Information Item):

The annual financial performance indicators were developed in collaboration with the Board to provide a snapshot of the College’s current financial operating characteristics. These indicators incorporate the financial results for the 2014-15 fiscal year and include preliminary

projections for the current year. Mr. Eapen discussed the financial strengths of the College and pointed out some of the current financial challenges the College is facing. He provided an update on discussions staff have had with Moody's concerning bond ratings of Pennsylvania Colleges and other non-profit entities in light of the budget concerns for the State. Staff presented the 2015 Financial Performance Indicators which are shown in Attachment B.

(3) Next Meeting Date:

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, November 18, 2015 at 9:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

AGENDA – EXECUTIVE SESSION

(1) Confidential Personnel Issue (Information Item):

Staff reviewed a confidential personnel issue. A handout was distributed at the meeting.

JPS/lm
Attachments
BAC\1015MINUTES DRAFT

ATTACHMENT A
2015-16 BUDGET UPDATE

**Community College of Philadelphia
Enrollment Information (FTEs and Credit Hours)
Fiscal Year 2015-16**

	Actual Credit		Budgeted		Actual Credit		Credit Hour	
	Actual FTEs FY 14-15	Hours FY 14-15	FTEs 15-16	FY Credit Hours FY 15-16	Actual FTEs FY 15-16	Hours FY 15-16	Variance - Budgeted vs. Actual	% Variance
<u>CREDIT</u>								
Summer 2	1,716	20,591	1,717	20,609	1,730	20,763	154	0.7%
Fall	12,859	158,471	12,976	159,625	12,998	160,630	1,005	0.6%
Winter	46	546	50	600				
Spring	12,587	155,231	12,801	157,209				
Summer 1	2,494	29,926	2,550	30,600				
Credit Year-to-date Totals - Annual FTEs	<u>14,851</u>	<u>364,765</u>	<u>15,047</u>	<u>368,643</u>			<u>1,159</u>	
<u>NONCREDIT</u>								
Summer 2	54		95		64			
Fall	501		658		330			
Spring	344		615					
Summer 1	115		236					
Noncredit Year-to-date Totals - Annual FTEs	<u>507</u>		<u>802</u>					

**Community College of Philadelphia
Operating Budget Projections
Fiscal Year 2015-16**

	<u>Original Budget</u>	<u>Current Projection as of October 15, 2015</u>
<u>REVENUES</u>		
Student Tuition and Fees	\$76,691,245	\$76,807,142
Commonwealth of Pennsylvania	30,621,805	30,621,805
City of Philadelphia	23,247,363	23,204,632
Other Income	<u>1,728,720</u>	<u>1,728,720</u>
TOTAL REVENUES	\$132,289,133	\$132,362,299
<u>EXPENSES *</u>		
Salaries, Net of Lapsed Funds	\$75,642,290	\$75,007,290
Fringe Benefits	34,124,000	34,040,138
Other Expenses	22,322,843	21,519,378
Student Financial Aid	<u>200,000</u>	<u>200,000</u>
TOTAL EXPENSES	\$132,289,133	\$130,766,806
EXCESS REVENUES (EXPENSES)	<u>(\$0)</u>	<u>\$1,595,493</u>

* Prior to impact of GASB 45 and 68 accruals

Notes:

The amount included in Commonwealth of Pennsylvania includes the \$1.98 million increase which is included in the Governor's budget.

Staff will employ strategy of paying off longer term leases if there are excess revenues in order to have additional flexibility in subsequent budget years.

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2015-16**

	Original Budget	Current Projection as of October 15, 2015	Comment
<u>OPERATING REVENUES</u>			
State Funding	\$30,479,415	\$30,479,415	
State Lease funding	142,390	142,390	
Total State Revenues	30,621,805	30,621,805	
Tuition - Credit Students , net of write-offs, discounts and other offsets	60,784,200	60,877,680	
Technology Fee	10,631,700	10,631,700	
Course Fees	3,591,490	3,595,800	
Net Contribution from: Contracted Noncredit Instruction; Other Noncredit Instruction; Adult Community Noncredit Instruction	506,500	506,500	
Student Regulatory Fees	1,177,355	1,195,462	
Total Student Tuition & Fees	76,691,245	76,807,142	
City Operating Funds	23,247,363	23,204,632	
Investment Income	500,000	500,000	
Vocational Education Funding	200,000	200,000	
Indirect Costs, Administrative Allowances	300,000	300,000	
Parking Proceeds & Miscellaneous Income	728,720	728,720	
Total Other Income	1,728,720	1,728,720	
TOTAL OPERATING REVENUES	<u>\$132,289,133</u>	<u>\$132,362,299</u>	

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2015-16**

	Original Budget	Current Projection as of October 15, 2015	Comment
<u>OPERATING EXPENSES *</u>			
<u>Salaries</u>			
Full-Time Administrative Salaries	17,137,300	17,137,300	
Less: Projected Lapsed Salaries	(900,000)	(1,400,000)	
Net Full-Time Administrative Salaries	16,237,300	15,737,300	Higher than anticipated number of unfilled administrative positions during first quarter of fiscal year.
Full-Time Faculty Salaries	29,086,904	29,086,904	
Less: Projected Lapsed Salaries	(150,000)	(235,000)	
Net Full-Time Faculty Salaries	28,936,904	28,851,904	
Full-Time Classified Salaries	11,052,934	11,052,934	
Less: Projected Lapsed Salaries	(450,000)	(500,000)	
Net Full-Time Classified Salaries	10,602,934	10,552,934	
Subtotal - Full-Time Salaries	55,777,138	55,142,138	
Part-Time & Overload Credit Salaries	10,985,389	10,985,389	
Summer Credit Instruction	4,064,938	4,064,938	
Noncredit Instructional Salaries	424,310	424,310	
All Other Salaries	3,940,515	3,940,515	
Early Retirement Incentive Payments	450,000	450,000	
Subtotal - Other than Full-Time Salaries	19,865,152	19,865,152	
Total Salaries	75,642,290	75,007,290	

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2015-16**

	Original Budget	Current Projection as of October 15, 2015	Comment
Fringe Benefits			
Medical Program	22,853,700	22,853,700	
Retirement Contributions	5,893,500	5,893,500	
FICA	3,108,700	3,088,700	
Tuition Remission	650,000	650,000	
Group Life Insurance	482,200	482,200	
Unemployment Compensation	200,000	200,000	
Workers' Compensation Insurance	346,700	282,838	Lower than budgeted premiums for workers' compensation insurance.
Unused Vacation	100,000	100,000	
Disability Insurance	304,200	304,200	
Forgivable Education Loan	185,000	185,000	
Total Fringe Benefits	34,124,000	34,040,138	
Facility Expenses			
Utilities	2,004,341	2,004,341	
Contracted Security	1,700,000	1,750,000	
Contracted Cleaning	1,178,760	1,178,760	
All Other Facility Expenses	2,333,717	2,333,717	
Total Facility Expenses	7,216,818	7,266,818	

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2015-16**

	Original Budget	Current Projection as of October 15, 2015	Comment
<u>All Other Expenses</u>			
Leased Equipment & Software	5,425,659	4,572,194	Buyout of longer-term leases - Phone Switch, Cisco Equipment, JC Guaranteed Energy Savings Project
Catalogs and Advertising	1,418,856	1,499,856	Additional costs associated with 50th Anniversary Events
Supplies-Pool	1,395,718	1,395,718	
Contracted Services	1,805,175	1,805,175	
Consulting	538,300	747,700	Additional costs for: Facility Master Plan, Margolis-Healy Security Review, Economic Impact Study, Public-Private Partnership RFP, Hanover Research
Maintenance & Repairs	576,006	576,006	
Postage	315,200	315,200	
Insurance	662,000	662,000	
Legal Fees	322,000	322,000	
Other Expenses	2,647,111	2,356,711	
Total All Other Expenses	15,106,025	14,252,560	
Student Scholarships	200,000	200,000	
TOTAL OPERATING EXPENSES	\$132,289,133	\$130,766,806	
Excess Revenues (Expenses)	(\$0)	\$1,595,493	

* Prior to impact of GASB 45 and 68 accruals

Staff will employ strategy of paying off longer term leases if there are excess revenues in order to have additional flexibility in subsequent budget years. Value of potential lease to be paid off at year end is approximately \$2.2 million.

ATTACHMENT B

2015 FINANCIAL PERFORMANCE INDICATORS

**2015 FINANCIAL PERFORMANCE REPORT
OCTOBER 21, 2015**

Current Evidence of Financial Viability

- Through successful operational efficiencies and cost containment strategies, the College has finished the fiscal year with slight operating budget surpluses in each of the last twelve fiscal years. Initially budgeted deficits in 2011, 2012, 2013, 2014 and 2015 were eliminated and small surpluses achieved.
- Strong liquidity. Average daily cash and investment balances in excess of \$42.7 million.
- Moody's bond rating (A1) was reassessed and reaffirmed on April 7, 2015.
- Audits are consistently unqualified with no control weakness findings.
- Facility expansions and renewals are creating important enrollment growth opportunities.

Current Financial Challenges

- Levels of financial support from City and State.
- Large dependence on student tuition and fee revenues and associated federal aid to sustain College budgets.
- Growing vulnerability to shifts in Federal Financial Aid (Pell) policies.
- GASB 45 and GASB 68 impact on net assets.

CCP FINANCIAL PERFORMANCE MEASURES

OCTOBER 2015

FIGURE I

**Average Monthly Operating Fund Cash and Investment Assets
as a Percentage of Final Operating Budget Expense**

	Average Monthly Amount of Operating Cash and Liquid Investments	% of Annual Expense
2005-06	\$28,909,469	30.4%
2006-07	\$33,923,655	34.6%
2007-08	\$40,065,045	39.1%
2008-09	\$42,902,426	40.1%
2009-10	\$45,390,373	40.4%
2010-11	\$48,696,232	40.6%
2011-12	\$42,258,724	35.3%
2012-13	\$43,316,313	36.1%
2013-14	\$40,687,625	33.1%
2014-15	\$42,761,978	33.4%

Comment: An upward trend is indicative of improved liquidity and the ability to withstand short-term fluctuations in revenue receipts.

Target: 25% (coverage for 3 months of operations) or higher.

Current Status: The purchase of the 15th and Hamilton Street property in the amount of \$5.8 million using College cash resources in the second half of the 2010-11 fiscal year reduced the College's liquidity. Recent tightening of federal cash-draw-down procedures for federal student financial aid dollars has delayed College access to these funds and also reduced average monthly liquidity. The College's liquidity position for 2015-16 is being affected by a delay in receiving State appropriations due to the State budget impasse.

FIGURE II-A
Unrestricted (Carry-Over) Fund Balances Including Quasi Endowment Funds
as Percent of Operating Budget Excluding the
Impact of the Post-Employment Health Benefit (GASB 45 and GASB 68) Accrual

Fiscal Year	Unrestricted (Carry-Over) Funds Prior to Recording Post-Employment Benefit Accrual	Operating Budget	Unrestricted Carry-Over Funds as a Percent of Budget
2004-05	\$9,692,958	\$94,728,456	10.23%
2005-06	\$11,682,218	\$95,054,502	12.29%
2006-07	\$17,051,787	\$98,088,111	17.38%
2007-08	\$22,349,410*	\$102,513,725	21.80%*
2008-09	\$24,578,300*	\$106,942,052	22.99%*
2009-10	\$31,164,140*	\$112,444,701	27.72%*
2010-11	\$31,967,219*	\$120,084,822	26.62%*
2011-12	\$32,240,063*	\$119,272,435	27.03%*
2012-13	\$32,317,599*	\$119,945,027	26.94%*
2013-14	\$32,490,145*	\$122,839,164	26.45%*
2014-15	\$32,907,380*	\$127,867,268	25.74%*

*Prior to recording GASB 45 and GASB 68 accrual.

Comment: In fiscal 2008, the College was required to implement a new accounting reporting standard (GASB 45) which results in the College recording the estimated value of post-employment benefits for current and retired staff. This accrual for future expenses is being phased in over 30 years. In fiscal 2015, the College was required as a cost sharing pension employer, to record any additional liability for its proportionate share of the net pension liability of PSERS and SERS. The above chart shows the value of the College's unrestricted carry-over funds without the impact of reporting the GASB 45 and GASB 68 (post-employment health benefit accrual. Growth of unrestricted (carry-over) funds provides a resource to ensure stability in College operations in years of underfunding, as well as provides potential resources for one-time needs not fundable out of current-year budget resources. The GASB 45 and GASB 68 post-employment health benefit accrual reduces the amount reported for unrestricted funds but has no impact on the College's cash position. [See Figure II-B]

Target: At the end of fiscal 2006, the Board set a target to maintain unrestricted funds at a level equal to 15% of the operating budget (prior to the impact of GASB 45 and GASB 68).

Current Status: The 2015-16 fiscal year is currently projected to end with a small surplus. The ratio will remain essentially stable.

FIGURE II-B
Reported Value of Unrestricted (Carry-Over) Fund Balances
Including Quasi Endowment Funds
with the Impact of the Post-Employment Health Benefit (GASB 45 and GASB 68) Accrual

Fiscal Year	Cumulative Value of GASB 45 and GASB 68 Annual Accrual	Reported Value of Unrestricted Carry-Over Funds Including Quasi- Endowment Funds with GASB 45 and GASB 68 Accrual
2004-05	0	\$9,692,958
2005-06	0	\$11,682,218
2006-07	0	\$17,051,787
2007-08	\$5,194,673	\$17,154,757
2008-09	\$10,367,219	\$14,553,315
2009-10	\$16,575,690	\$14,588,450
2010-11	\$22,614,325	\$9,352,894
2011-12	\$30,225,327	\$2,014,736
2012-13	\$38,755,360	(\$6,437,761)
2013-14	\$47,396,561	(\$14,906,416)
2014-15	\$58,227,563	(\$25,320,183)

Comment: In fiscal 2008, the College was required to implement a new accounting reporting standard (GASB 45) which requires the College to record the estimated value of post-employment health benefits for current and retired staff. This accrual for future expenses is being phased in over 30 years. In fiscal 2015, the College was required as a cost sharing pension employer, to record any additional liability for its proportionate share of the net pension liability of PSERS and SERS. The GASB 45 and GASB 68 post-employment health benefit accrual reduces the amount reported for unrestricted funds but has no impact on the College's cash position. The above data shows the cumulative value of the accrual which reduces both the value reported for unrestricted net assets and the College's reported net position.

Current
Status

An additional accrual for the post-employment healthcare benefit will occur in 2015-16.

FIGURE III

Fiscal Year End Current Asset to Current Liability Ratio

	As Reported in Financial Statements	Including the Value of Liquid Long-Term Investments
2004-05	1.22	1.22
2005-06	1.29	1.29
2006-07	1.57	1.57
2007-08	1.47	1.65
2008-09	1.54	1.70
2009-10	1.50	1.65
2010-11	1.11*	1.66
2011-12	1.08*	1.61
2012-13	1.02*	1.52
2013-14	1.10*	1.65
2014-15	1.16*	1.61

* Current assets reduced by movement of some operating cash to long-term investments.

Comment: A positive trend in this ratio is indicative of a growing capacity to handle current debt obligations. Beginning in 2011, the nominal value for the current ratios was reduced by the movement of some core cash into liquid long-term investments. Long-term liquid investments in 2015 totaled \$16.2 million. Including these funds, the College's current ratio is 1.61. Because the longer-term fixed-income investments can be liquidated without penalty, the longer-term investment strategy did not create any significant operational risk for the College. The above chart shows the current ratio without and with the inclusion of liquid long-term investments.

Target: Ratio: 1.2 or higher

Current Status: No major change in this ratio is expected to occur during the 2015-16 year.

FIGURE IV
Total Debt Payments Made Using City Dollars
as a Percentage of Unrestricted Operating Revenue

	Total Debt Payments Made from City Dollars	Debt Payments Made from City Dollars as Percent of Total Operating Revenue
2004-05	\$3,378,206	3.56%
2005-06	\$3,378,259	3.46%
2006-07	\$3,469,762	3.37%
2007-08	\$3,848,690	3.57%
2008-09	\$6,819,821	6.25%
2009-10	\$6,183,563	5.20%
2010-11	\$6,471,559	5.32%
2011-12	\$6,576,665	5.49%
2012-13	\$6,822,960	5.64%
2013-14	\$6,785,455	5.43%
2014-15	\$5,316,296	4.15%

Comment: The portion of the College debt paid by the State is funded separately by the State and, as a result, growth in State-funded debt payments does not impact on the College's operating revenues. However, debt payments made using City revenues directly impact on dollars which are available for College operating purposes. Act 484 requires that local sponsor revenues be used to fund the local sponsor share of capital costs prior to applying funds to operating expenditures. A decline in the percentage of operating revenues required for debt payments is a positive indication of financial flexibility.

Target: The accepted standard for private colleges and universities is to keep this ratio below 7%.

Current Status: In fiscal year 2014-15, the debt service payment associated with the 2008 bond decreased by \$1.26 million. Debt payments from City funds for FY 2015-16 will increase slightly (\$388,000) due to debt service associated with the Biology Lab Renovation Project and the West Building Escalator Replacement Project.

FIGURE V
Revenue Dispersion - Operating Budget Revenues by Source

Operating Revenue by Source	FY 12-13	% of Total	FY 13-14	% of Total	FY 14-15	% of Total
State Appropriation	\$28,036,906		\$28,036,906		\$28,499,415	
State Lease Appropriation	202,918		142,404		132,174	
TOTAL STATE	28,239,824	23.32%	28,179,310	22.53%	28,631,589	22.37%
City Operating Appropriation	18,063,705	14.92%	18,346,138	14.67%	21,353,866	16.69%
Student Tuition & Course-related Fees	72,014,866		75,490,544		75,226,747	
Student Regulatory Fees	1,190,926		1,195,462		1,173,147	
TOTAL STUDENT	73,205,792	60.47%	76,686,006	61.31%	76,399,894	59.68%
Other	1,547,115	1.28%	1,865,665	1.49%	1,609,122	1.26%
Total	\$121,056,437		\$125,077,119		\$127,994,471	

Comment: The State operating appropriation for fiscal year 2014-15 increased (\$.46 million) for the first time since FY 2011-12. The City operating appropriation represents dollars remaining from the total City allocation after all City capital obligations are met. Since the 1999 bond series was retired and the outfitting portion of the 2008 bond series was retired, more City funds (\$1.33 million) were able to be applied to the Operating Budget and the overall City appropriation was increased by \$500,000. Other income includes investment income, Federal Perkins operating budget support for career programs, and other miscellaneous income. Revenue dispersion, lack of overdependence on one revenue source, is viewed as an important indicator of financial stability. The growth in College dependence on student revenues, and indirectly on State and Federal Student aid programs (see Figure VI), is a concern.

Target: To reduce operating budget dependence on student revenues over time.

Current Status: The Governor’s budget contains an increase to the Operating Budgets for Community Colleges; CCP’s share of the increase is \$1.98 million. The City increased its appropriation by \$3.4 million.

FIGURE VI

Trends in Student Revenue Dependency, Percent of Tuition and Fees Paid by Grant Aid, and Operating Budget Dependency on Student Financial Aid Programs

Year	Annual Tuition and Fee Revenues (in \$000)	Percent of Operating Revenues Dependent Upon Student Tuition and Fees	Percent of Student Revenues Paid by Federal and State Aid Grants	Percent of Operating Budget Dependent on Federal and State Aid Programs
2004-05	\$45,811	48.4%	45.3%	21.9%
2005-06	\$45,330	47.6%	45.0%	21.4%
2006-07	\$48,944	49.8%	47.3%	23.6%
2007-08	\$54,020	49.6%	47.3%	23.5%
2008-09	\$56,844	52.3%	46.5%	24.3%
2009-10	\$65,308	55.0%	56.2%	30.9%
2010-11	\$69,701	57.3%	61.1%	34.9%
2011-12	\$71,641	59.8%	60.0%	35.9%
2012 -13	\$73,206	60.5%	58.3%	35.3%
2013-14	\$76,686	61.3%	56.6%	35.3%
2014-15	\$76,400	59.7%	56.8%	33.9%

Comment: Over the last two decades, the College has become increasingly dependent on student-generated revenues as the largest source of operating revenues for the College. In fiscal 2015, 59.7 percent of revenues were generated by students. Of these student revenues, a growing percentage is being paid *via* federal financial aid (Pell). In FY 2015, 33.9 percent of College operating revenues came from federal and State (primarily Pell) aid awards. Levels of funding and eligibility standards for Pell awards are subject to a political environment in Washington which is frequently less supportive of higher education funding. The College is increasingly dependent on a revenue stream with growing unpredictability.

Target: To reduce dependency on student-generated revenues as the largest single source of operating funds and reduce the College’s exposure to the funding uncertainties associated with federal financial aid programs.

Current Status: The distribution of operating revenues by source is not expected to change significantly for the 2015-16 year.

FIGURE VII

Tuition and Fee Changes

	<u>2009-10⁽³⁾</u>	<u>2010-11⁽³⁾</u>	<u>2011-12⁽³⁾</u>	<u>2012-13⁽³⁾</u>	<u>2013-14⁽³⁾</u>	<u>2014-15⁽³⁾</u>	<u>2015-16⁽³⁾</u>
Tuition ⁽¹⁾	\$122 per cr. hr.	\$128 per. cr. hr.	\$138 per cr. hr.	\$148 per cr. hr.	\$153 per cr. hr.	\$153 per cr. hr.	\$153 per cr. hr.
General College Fee	\$4.00 per cr. hr.	\$4.00 per. cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.
Technology Fee	\$28.00 per cr. hr.	\$28.00 per. cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.
Average Course Fee	\$6.39 per cr. hr.	\$6.31 per. cr. hr.	\$7.15 per. cr. hr.	\$7.66 per cr. hr.	\$7.68 per. cr. hr.	\$7.66 per cr. hr.	\$7.90 per cr. hr.
Average Total Annual Costs for Full-time Study ⁽²⁾	\$3,849	\$3,991	\$4,263	\$4,504	\$4,624	\$4,624	\$4,630

Source: The College.

- (1) Per credit hour for Philadelphia residents. Other Pennsylvania residents pay double tuition and out-of-state students pay triple tuition.
- (2) Assumes full-time enrollment (12 credits in fall and spring terms). Amount includes: tuition, student activity fee, technology fee, and average course fees.
- (3) The College charges course fees in high cost course areas such as allied health and laboratory sciences. Course fees range from \$75 to \$300 per course.

Comment: Course fees are charged in disciplines where instructional delivery costs are above average based upon factors such as class size constraints, faculty workloads, and instructional materials costs. As a result, full-time student charges vary by program of study. The lowest possible charge for a full-time student in the 2015-16 fiscal year is \$4,440.

Target: To keep tuition and fee increases per year at the lowest feasible level.

Current Status: Tuition and fee charges for the 2015-16 year will remain the same as the prior two years.

FIGURE VIII

Total Credit Enrollments and Operating Cost Per FTE Credit Student

	Total Credit FTEs	Percent Increase/ Decrease in Enrollment	Total Operating Cost Per FTE Credit Student⁽¹⁾	Percent Increase/ Decrease in Cost Per FTE	Change in Philadelphia All Urban CPI Increase
2005-06	13,629		\$6,668		
2006-07	13,569	-4%	\$7,020	5.3%	3.9%
2007-08 ⁽¹⁾	13,942	2.8%	\$7,113	1.3%	2.4%
2008-09 ⁽¹⁾	14,208	1.9%	\$7,198	1.2%	3.2%
2009-10 ⁽¹⁾	15,808	11.3%	\$6,779	-5.5%	-0.2%
2010-11 ⁽¹⁾	16,091	1.8%	\$7,166	5.4%	1.9%
2011-12 ⁽¹⁾	15,796	-1.8%	\$7,355	2.6%	2.8%
2012-13 ⁽¹⁾	15,115	-4.3%	\$7,707	4.8%	1.8%
2013-14 ⁽¹⁾	15,051	- .4%	\$7,931	2.9%	1.3%
2014-15 ⁽¹⁾	14,851	- 1.3%	\$8,300*	4.7%*	0.2%

(1) Excludes the impact of GASB 45 post-retirement expense accrual.

*Estimated and includes the cost of retiring some longer-term leases. (\$3.58 million).

Comment: This chart reports total institutional operating cost per full-time equivalent (FTE) credit students. Because many of the College’s costs are relatively fixed, a significant increase or decrease in enrollments will have a major impact on costs per FTE student. The drop in cost per FTE in 2009-10 is explained by the large enrollment increase. Similarly the relatively large increase in cost per FTE for 2012-13 reflects the drop in credit enrollments which occurred for the year. The costs per FTE shown in this chart do not include the future expense accrual for post-employment benefit (GASB 45 and GASB 68) expenses. The value of this accrual for 2014-15 was \$8.373 million or \$563 per credit FTE.

Target: Over time to keep the average annual increase in cost per credit FTE at or below the Philadelphia Consumer Price Index increase.

Current Status: The currently projected slight increase in enrollments, coupled with the slight increase in College expenditures, will result in a stable cost per FTE for the 2015-16 year.

FIGURE IX

**Average Annual Salary and
Annual Percentage Increase in Average Salary**

	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>	<u>Fall 2014</u>	<u>Fall 2015</u>
Faculty and Lab Aides						
Average Salary	\$67,266	\$66,236	\$66,137	\$66,862	\$66,878	\$64,690
Percent Increase	+2.9%	-1.5%	0%	+1.1%	0%	-3.3%
Administrators						
Average Salary	\$74,652	\$75,744	\$75,731	\$74,804	\$75,630	\$78,572
Percent Increase	+3.8%	+1.5%	0%	-1.2%	+1.1%	+3.9%
Classified/Confidential						
Average Salary	\$41,307	\$40,944	\$40,609	\$41,322	\$41,312	\$42,194
Percent Increase	+4.4%	-9%	-8%	+1.8%	0%	+2.1%

Comment: Data for each year are points-in-time values as of the middle of the fall term based upon all full-time filled positions as of that date. Vacant position budgets are not included in the computation.

Target: All faculty and classified employees' salaries are set by collective bargaining agreements. The most recent five year employee contracts began on September 1, 2013. The five year contract provided no salary increases in 2011-12 and 1.5% increases in 2012-13. A mid-year increase of 3% occurred in 2013-14, 2014-15 and will also occur in 2015-16. However, through the opportunities provided by employee turnover and retirement, the goal is to keep overall average salary increases below the percentage increases granted to continuing employees over the five year contract period.

Current Status: The mid-year salary increase for 2015-16 will result in the salaries of continuing employees being approximately 3% higher in fall, 2016. However, employee turnover due to resignations and retirements are expected to result in a fall, 2016 average salary increase of less than 3% over the fall, 2015 salaries.