

Community
College
of Philadelphia
The Path to Possibilities™

MEETING OF THE BOARD OF TRUSTEES

Thursday, May 3, 2018 – 3:00 p.m.

Isadore A. Shrager Boardroom – M2-01

Table of Contents

(1)	Agenda	Pages 2-3
(2)	Proceedings and Minutes of Decisions and Resolutions Meeting of April 5, 2018	Pages 4-17
(3)	Gifts and Grants	Page 18
(4)	Minutes of the April 5, 2018 Student Outcomes Committee	Pages 19-55
(5)	Minutes of the April 18, 2018 Business Affairs Committee	Pages 56-57
(6)	Calendar of Events – May 2018	Pages 58-59

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, May 3, 2018– 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

- (1) Executive Session
- (2) Meeting Called to Order
- (3) Public Comment
- (4) Report of the Student Outcomes Committee
- (5) Report of the Business Affairs Committee
- (6) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of April 5, 2018
 - (b) Gifts and Grants
 - (c) Communication Studies/Mass Media Program
 - (d) Academic Program Review: Diagnostic Medical Imaging AAS
 - (e) Academic Program Review: Dental Hygiene AAS
 - (f) Foundation Footers for Public Art Project
- (7) Report of the Chair
 - (a) Nominating Committee for Board Officers
- (8) Foundation Report
- (9) Report of the President
- (10) New Business
- (11) Next Meeting: Thursday, June 7, 2018 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Business Affairs:

Wednesday, May 16, 2018
10:00 a.m. – Isadore A. Shrager Boardroom, M2-1

Student Outcomes: Thursday, June 7, 2018
1:30 p.m. – M2-34

Audit Committee: TBD

Upcoming Events

Nurses Pinning Ceremony Friday, May 4, 2018
10:00 a.m. - 12:00 p.m., Gymnasium

Academic Awards & Reception Friday, May 4, 2018
6:00 p.m. - 8:00 p.m.
Bonnell Building, Large Auditorium, BG-20

Commencement Saturday, May 5, 2018
10:00 a.m. - 2:00 p.m.
Temple University Liacouras Center
1776 North Broad Street

Classified/Confidential Awards Luncheon Wednesday, May 9, 2018
12:00 p.m. - 2:00 p.m.
Winnet Student Life Building, Great Hall, Room S2-19

Pathways Magazine Breakfast Monday, May 14, 2018
Spring 2018 Edition 9:00 a.m.
Pavilion Cube, P2-3

Foundation's Black and Gold Gala Wednesday, June 13, 2018
6:00 p.m.
Vie – 600 North Broad Street

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, April 5, 2018 – 3:00 p.m.

Present: Mr. White, Chair presiding, Ms. Biemiller, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Mr. Martz, Ms. McPherson, Dr. Rényi, Mr. Soileau, Judge Tsai, Dr. Generals, Ms. de Fries, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order.

(2) Acknowledgement of the 2017-2018 Men’s and Women’s Basketball Teams

Mr. Rogers Glispy, Director of Athletics, appeared at the meeting to inform the Board of the accomplishments of the 2017-2018 Men’s and Women’s Basketball teams. Mr. White recognized the 2017-2018 Men’s and Women’s Basketball teams with the following Resolutions:

Resolution Recognizing the 2017-2018 Men’s Basketball Team

WHEREAS, Community College of Philadelphia’s men’s and women’s basketball teams have assembled impressive accomplishments during the 2017 to 2018 season, demonstrating the dedication and tenacity of our student athletes.

WHEREAS, the men’s team, under head coach Joe Rome and assistant coaches Terrell Wright, Andre Wright, Solomon Walker, and Cornell Merricks, won the Eastern Pennsylvania Athletic Conference (EPAC) championship and reached the National Junior College Athletic Association’s (NJCAA) Region 19 Tournament, Division III, compiling a 15-1 record in the conference, a 17-5 record in the region, and a 20-9 overall record;

WHEREAS, the team was ranked as high as fifth in the region and ninth in the nation for the NJCAA, Div. III;

WHEREAS, freshman Jaylen Nixon was named Conference Player of the Year, first team All-EPAC and first team All-Region, and freshman Malachi Thompson made second team All-Conference (EPAC) and third team All-Region;

WHEREAS, Jeremiah Alston, Antwon Lester, and Malik Pitts were selected to play in the Sam Cozen Sophomore All-Star Game on March 25, 2018;

THEREFORE, BE IT RESOLVED, that the Community College Board of Trustees recognizes the hard work and outstanding efforts of these student athletes, coaches, and the Athletics staff, and congratulates this team for its success and for proudly representing Community College of Philadelphia, presented the fifth of April, two-thousand eighteen.

Resolution Recognizing the 2017-2018 Women's Basketball Team

WHEREAS, Community College of Philadelphia's men's and women's basketball teams have assembled impressive accomplishments during the 2017 to 2018 season, demonstrating the dedication and tenacity of our student athletes.

WHEREAS, under women's head basketball coach Kenyatta McKinney and assistant coaches Erica Massenburg and Sarai Nathaniel, freshman Andrea Bowleg achieved a 4.0 GPA and was ranked third in the nation in the NJCAA, Div. III in blocks and 23rd in rebounds per game; set single game school records for blocks, with 13, and rebounds, with 23; and had one triple-double;

WHEREAS, Alanna Grinnage, Alyssa Grinnage and Paula Urgiles were selected to play in the Sam Cozen Sophomore All-Star Game on March 25, 2018;

THEREFORE, BE IT RESOLVED, that the Community College Board of Trustees recognizes the hard work and outstanding efforts of these student athletes, coaches, and the Athletics staff, and congratulates this team for its success and for proudly representing Community College of Philadelphia, presented the fifth of April, two-thousand eighteen.

(3) Public Comment

Mr. White explained the process for Public Comment. He stated that Public Comment at Board of Trustees meetings is an opportunity for faculty, staff, students, and members of the community to give input to trustees on the direction of the College. Mr. White stated that today there will be five individuals who will provide Public Comment. Each presenter will have three minutes to address the Board. The presenters were as follows:

Ms. Marissa Johnson-Valenzuela, Assistant Professor, English spoke regarding the recruitment and retention of faculty of color and submitted a written statement that she represented was signed by several full-time faculty of color.

Mr. Gilbert Gonzalez, Graphic Designer, Marketing and Government Relations, and Co-President of the Faculty and Staff Federation of the Community College of Philadelphia spoke regarding his concerns regarding the College administration's proposals in collective bargaining negotiations. He submitted a petition that he represented was signed by numerous members of the Full-Time Faculty, Adjunct and Visiting Lecturer Faculty and Classified Bargaining Units.

Ms. Cynthia Son, former student; Ms. Suya George, student; and Mr. Alphonso Washington, student, each spoke expressing their concerns regarding the College's collective bargaining proposals in relation to full-time faculty workload.

Mr. White thanked the presenters for their comments.

(4) Executive Session

The Executive Session was devoted to a discussion of collective bargaining negotiations, legal matters, and personnel issues.

(5) Report of the Business Affairs Committee and Executive Committee – 2018 Bond Issue Ratification

Mr. White asked Ms. Biemiller and Mr. Eapen, the College's Vice President of Business and Finance, to discuss the 2018 Bond Issue separately from the Consent Agenda. On behalf of the Business Affairs Committee and the Executive Committee, Ms. Biemiller and Mr. Eapen discussed the library/learning commons project and the Resolution that was approved and adopted by the Business Affairs Committee and the Executive Committee of the Board of Trustees at a combined meeting on February 21, 2018 and presented it to the full Board for ratification. The Resolution in full provides as follows:

Community College of Philadelphia Resolution:

WHEREAS, the College desires to undertake a project consisting of 1) the renovation and improvement of its Library/Learning Commons facility located at its main campus (the "Construction Project"), 2) subject to favorable conditions, the refunding of the \$11,922,300 State Public School Building Authority's College Revenue Bonds ("Community College Philadelphia Project"), Series of 2017 (the "Refunding Project" and, collectively with the Construction Project, the "2018 Project") and 3) paying the costs of issuing the 2018 Bonds (defined herein);

WHEREAS, the College desires to finance the 2018 Project by having the State Public School Building Authority, or other appropriate governmental authority (the "Authority"), issue tax-exempt bonds in one or more series, in an aggregate principal amount not to exceed \$32,500,000 (the "2018 Bonds");

WHEREAS, THE 2018 Bonds will be issued pursuant to a trust indenture (the "Trust Indenture") between the Authority and a bond trustee and the proceeds of the sale of the 2018 Bonds will be loaned to the College pursuant to the terms of a loan agreement (the "Loan Agreement") between the Authority and the College;

WHEREAS, the College will appoint a municipal underwriter (the "Underwriter") to act as underwriter for the sale of the 2018 Bonds pursuant to a Bond Purchase Contract (the "Purchase Contract") by and among the Authority, the College and the Underwriter.

NOW THEREFORE, BE IT RESOLVED, THAT:

1. The 2018 Project be and hereby is approved and the College hereby authorizes the issuance by the Authority of the 2018 Bonds in an amount not to exceed \$32,500,000 to finance the 2018 Project.
2. The President of the College is hereby authorized, consistent with the general terms of this Resolution, to 1) determine, based on current market conditions, whether to proceed with the Refunding Project, and 2) approve the final terms of the 2018 Bonds, including, without limitation, the principal amount thereof (limited to \$32,500,000 or \$20,500,000 absent the Refunding Project), the rates of interest, dates of maturity and redemption, security for the 2018 Bonds and other provisions thereof.

3. The President of the College is authorized, consistent with the general terms of this Resolution, to approve the final terms of the forms of A) the Trust Indenture, the Loan Agreement and the Bond Purchase Agreement, and B) all other agreements and documents required pursuant to the financing of the 2018 Project and the issuance of the 2018 Bonds, including, without limitation, a continuing disclosure agreement, preliminary official statement and official statement and a tax certificate and the President and any other authorized officer be and hereby are authorized and directed to execute and deliver all such documents in such form as shall be approved by such officer executing the same, their approval to be conclusively evidenced by their execution of said document.
4. The College may apply its general funds to pay 2018 Project expenditures pending the issuance of the 2018 Bonds with the expectation that amounts so advanced will be reimbursed from the proceeds thereof pursuant to Treasury Regulation § 1.150-2.
5. The President and any other authorized officer be and hereby are authorized and directed to execute and deliver any and all other documents and to do any and all other things necessary or desirable in the opinion of such officers to complete the 2018 Project and consummate the transactions contemplated by these Resolutions.

Ms. Biemiller, on behalf of the Executive Committee moved, with Ms. Hernández Vélez seconding, that the Board ratify the Resolution for the 2018 Bond Issue. The motion carried unanimously.

(6) Report of the Student Outcomes Committee

(6a) Faculty Promotions

Dr. Rényi reported that the Student Outcomes Committee recommended that the Board accept its recommendation that six faculty members be promoted from Assistant Professor to Associate Professor. Each faculty member had demonstrated excellence in the areas of meeting routine responsibilities; instructional leadership and teaching and learning effectiveness; service to students; and contributions to the life of the College. On behalf of the Student Outcomes Committee, Dr. Rényi moved, with Mr. Martz seconding, for the Board to approve the promotion of the six faculty members. The motion carried unanimously.

(6b) Board of Trustees Policy on Student Success

Dr. Generals reminded the Board of the College's commitment to student success and finding tangible ways to measure student success at the College. Dr. Rényi discussed the Student Outcome Committee's decision to support a Board policy regarding student success.

On behalf of the Student Outcomes Committee, Dr. Rényi moved, with Ms. Hernández Vélez seconding, that the Board approve the Board of Trustees Policy on Student Success (See Attachment 1). The motion carried unanimously.

(7) Business Affairs Committee

Ms. Biemiller reported that the remaining items discussed in the joint meetings of the Business Affairs and Executive Committees from February 21, 2018 and March 21, 2018 were identified in the consent agenda. She had no additional items to add.

(8) Consent Agenda

- (a) Proceedings and Minutes of Decisions and Resolutions – Meeting of February 1, 2018
- (b) Gifts and Grants
- (c) Commission Agreement with Newmark Knight Frank
- (d) Resolution of Support for the West Regional Center Expansion Vision
- (e) Resolution for the 2018 Bond Issue *(ratified above)
- (f) Appointment of PNC Financial Services as the Underwriter for the Sale of the 2018 Bonds
- (g) Resolution of Support for 2018-19 PDE Capital Applications (See Attachment 2)
- (h) CSI Contract Renewal
- (i) Bonnell Freight Elevator Modernization¹
- (j) 2016-2017 A-133 Audit Report

On behalf of the Business Affairs Committee and Executive Committee, Ms. Biemiller moved, with Mr. Herzog seconding, that the Board approve and/or ratify all remaining items in the Consent Agenda. The motion carried unanimously.

(9) Report of the Chair

Mr. White reported that the AACC/ACCT National Legislative Summit took place on February 11-14, 2018 in Washington D.C. Dr. Generals, Ms. McPherson, Mr. Soileau, and Ms. Lynette Brown-Sow attended and had the opportunity to meet with members of the College's legislative delegation. Ms. McPherson commented that she appreciated the opportunity to attend and learn more about critical issues for the College; she was happy to see Dr. Generals in a leadership role during the Summit; and she welcomed the opportunity to participate in the future.

Mr. White informed the Board that he would be appointing a Nominating Committee for Board Officers at the May Board meeting.

Mr. White reported that the College's budget testimony hearing before Philadelphia City Council would take place on April 25, 2018, beginning at 11:00 a.m.

Mr. White informed the Board of the College's year-end events and solicited the following Board member participation:

- Retirees' Program and Reception – Mr. Herzog will attend.
Thursday, April 26, 2018 at 3:00 p.m. in the Pavilion Cube

¹ The Board previously approved the Bonnell Freight Elevator Modernization at the February 1, 2018 Board Meeting.

- Nurses' Pinning Ceremony – Ms. Biemiller will attend.
Friday, May 4, 2018 at 10:00 a.m. in the Gymnasium
- Academic Awards Ceremony – Mr. Martz will attend.
Friday, May 4, 2018 at 6:00 p.m. in the Bonnell Building, Large Auditorium
- Classified/Confidential Luncheon – Ms. Hernández Vélez will attend.
Wednesday, May 9, 2018 at 12:00 p.m., Winnet Great Hall

Mr. White also reminded the Board that Commencement will take place on Saturday, May 5, 2018 at 10:00 a.m. at the Temple University Liacouras Center. Dr. Generals noted that Hazim Hardeman, Rhodes Scholar and College graduate, will be the Commencement speaker.

(10) Foundation Report

Mr. Murphy reported that the Community College of Philadelphia Foundation's Black and Gold Gala will take place on June 13, 2018 at 6:00 p.m. at Vie, located at 600 North Broad Street. Rick Williams, 6ABC anchor, will MC the event, and Mayor Kenney will be present to welcome guests. Mr. Murphy reported that the Foundation had acquired several sponsorships for the event already and encouraged the Board to participate by sponsoring tables or providing Mr. Murphy with a list of potential sponsors for the Foundation to contact. At Mr. White's suggestion, Mr. Murphy stated he would contact Board members individually regarding table sponsorship opportunities and update Mr. White regarding his conversations. Mr. Murphy also called the Board's attention to the Foundation's Campaign Progress Report which laid out the tasks the Foundation had completed with regard to running a comprehensive campaign as well as next steps.

(11) Report of the President

Dr. Generals called attention to his memorandum in the Board folder outlining his activities during the months of February and March, and summarized the highlights.

Dr. Generals encouraged Board participation in the Pennsylvania Commission for Community Colleges annual meeting scheduled for April 9-10, 2018 in Harrisburg, PA, including Lobby Day, which is scheduled for April 10 at 10:00 a.m. This event presents an opportunity for College staff and students to meet with legislators and advocate on behalf of the College. Mr. White called on the Commission to be more active in advocating for community colleges in Pennsylvania. Dr. Generals noted that there was a growing consent that community colleges will need to do more to self-advocate before Pennsylvania legislators.

Dr. Generals asked various College administrators to provide a report on public safety enhancements at the College. Mr. Eapen and Mr. Merced, the College's Director of Public Safety reported on the progress the College has made in making enhancements to the Department of Public Safety as recommended by Margolis Healy & Associates, LLC. To date, the Department of Public Safety has made 40 of 41 changes recommended by Margolis Healy & Associates, LLC, including appointing the Director of Public Safety and strengthening the organizational structure, updating policies and procedures, implementing a College ID requirement, conducting emergency trainings and fire drills, forming an Emergency Management Team, upgrading CCTV and strengthening the College's emergency notification

system. Mr. Martz recommended that Dr. Generals be trained regarding emergency procedures for the College President.

Dr. Hirsch, Vice President of Academic and Student Success and Mr. David Asencio, Dean of Students, reported on the College's Code of Conduct and student judicial affairs process. Mr. Asencio noted that his philosophy regarding judicial affairs was to ensure fundamental fairness and due process for students, and to take a developmental rather than punitive approach. Mr. Asencio noted that he was in the process of developing a behavioral intervention team to proactively address potential student problems. Mr. White requested that College administration address the College's approach to handling security issues related to faculty at the next Board meeting.

Ms. Zellers, the College's General Counsel, reported on the College's Title IX compliance. The College has a full-time Title IX Coordinator, has long maintained an Anti-Discrimination and Harassment Complaint Policy and also has implemented a Policy Against Sexual Misconduct, Relationship Violence, and Stalking. The College also mandates sexual harassment training for employees and student workers. The College recently received the It's On Us Grant from the Commonwealth of Pennsylvania which will provide funds for the College to enhance its efforts to prevent and provide education regarding sexual harassment and sexual misconduct on campus. In response to a question from Ms. Biemiller, Ms. Zellers indicated that it is the College's practice to investigate incidents of sexual misconduct that are reported to the College and affect our students and/or employees learning and/or working environment regardless of where that conduct took place.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, May 3, 2018 at 3:00 p.m. in the Isadore A. Shrager Boardroom, M2-1.

The meeting adjourned at 5:15 p.m.

ATTACHMENT 1

Board of Trustees Policy on Student Success

Community College of Philadelphia
Board of Trustees Policy on Student Success
April 5, 2018

The Board of Trustees establishes this policy to affirm our enduring commitment to student success as the overarching purpose of Community College of Philadelphia.

We will measure the success of the College by the success of our students. In practice, such “student success” means that the College supports all students to achieve their individually determined and documented academic, personal, and economic goals in defined and measurable ways. We are driven by a shared aspiration to improve all student outcomes significantly while reducing achievement gaps. To achieve student success, we are committed to go beyond programmatic interventions and make institutional changes that affect the culture and strategic operation of the institution.

The College will consistently apply evidence-based and student-centered approaches in all programs and practices. We will require regular reporting on student outcomes and the progress of activities undertaken by the College to support student success at each meeting of the Board of Trustees. We will direct the College’s strategic plan, policies, and budget decisions toward success for all students. The College will rely upon evidence about student progress to make strategic decisions and allocate resources. The College will promote collaboration across the organization and among its stakeholders by achieving consensus on the measures of student success, and by ensuring that student success is everyone’s business.

PRINCIPLES:

- Assure organizational structures, policies, and practices support student success values and priorities;
- Commit to eliminating achievement gaps while ensuring quality standards among all student groups, including historically underrepresented students, with a student-centered vision that addresses diversity of preparedness and needs;
- Assure high-quality credit and non-credit instruction, curricula, and programs that advance innovation, relevance, and continuous improvement;
- Commit to the Guided Pathways approach that embraces an intentional design enabling students to identify, persist, and achieve their goals;
- Emphasize workforce development that includes integrated pathways of credit and non-credit programs to prepare students for in-demand careers, as well as deepening and expanding business and industry partnerships to ensure student pathways are responsive to local labor market needs;
- Engage strategic partnerships across the College with key external stakeholders, to include K-12 school communities, other higher education institutions, employers, and community-based organizations with the shared goal of improving student outcomes.

MEASURES:

Measures of the College’s success will be agreed upon between the administration and the Board and will draw on recognized national and professional standards. They will be disaggregated by student race/ethnicity, economic status, gender, and part-time/full-time status.

ATTACHMENT 2

Resolution of Support
for 2018-19
PDE Capital Applications

Board of Trustees

TITLE: **FISCAL YEAR 2018-19 PDE CAPITAL PROJECTS APPLICATIONS**

BE IT RESOLVED THAT THE BOARD OF TRUSTEES OF THE COMMUNITY COLLEGE OF PHILADELPHIA APPROVE THE SUBMISSION OF PDE APPLICATIONS FOR THE FOLLOWING CAPITAL PROJECTS:

PROJECT NAME:

A. West Regional Center Expansion

This project involves the acquisition of additional property adjacent to the existing Automotive Technologies facility and the building of a new facility that will accommodate the existing programs and enable the department to create new programs related to diesel, electric and hybrid vehicles, among others. In addition to automotive bays and laboratory spaces, classrooms, storage space and student study space will be created. Additional parking capacity will also be added as part of the project.

Estimated Total Cost of Project \$20,000,000

PROJECT NAME:

B. Library/Learning Commons Project - Phase 2

The initial plans for phase 1 renovations to the existing library were aesthetic and included partial enhancements to aging systems. Phase 2 will intentionally reconfigure the Library to support improved learning and study areas as defined within a new Learning Commons using both interior and exterior learning environments. Comprehensive technology upgrades will be used to modernize all systems and embrace the demands to support the paradigm in academic pedagogies and student success. These technologies will be available to students, tutors, staff, work-force development efforts and casual community users. This effort will create an ideal mix of spaces for: library management, library instructional spaces, wide-scale tutoring, increased access to technology for student access to materials, presentation development space, study group areas, quiet rooms, seminar spaces, conference / meeting rooms, bound volume storage and retrieval, and a café. Accessibility improvements, daylighting, implementation of comprehensive energy efficiency strategies and an exhibit center for the arts with interconnection to the Rotunda within the historic Mint Building are all included in Phase 2 efforts.

Estimated Total Cost of Project \$6,000,000

PROJECT NAME:

C. Physics Instructional Space Enhancements

The enhancement of the Physics learning environment consists of facilitating an integrated lecture and laboratory approach, providing easy access to technology and space for demonstration, increased and more efficient space utilization for materials handling / storage, and re-structuring of areas for lab preparation that are needed to support the new technologies, the state-of-the-art equipment and evolving pedagogy of the fields of Physics and Engineering Science. This update will include life-safety and improve accessibility throughout. Instructors and students will have technology rich tools for discovering information and acquiring knowledge thus creating an interactive environment that will foster the ability to exchange information and improve the students' learning experience and course outcomes. The estimated costs for the enhancements to the Physics instructional space are \$627,000 which includes all equipment.

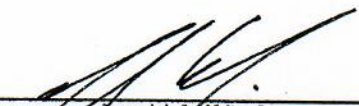
Estimated Total Cost of Project \$627,000
Cash Project

PROJECT NAME:

D. Mint Building Elevator

This project involves the reconditioning of the existing freight elevator in the Mint Building. This manually operated electro-mechanical heavy duty elevator is the only means of vertical transportation in the Mint Building for equipment and products from the ground floor service entrance and/or from the loading dock of the adjoining Bonnell Building to their destination. It is also heavily used by the Facilities and Information Technology staffs in their daily operations. This manual elevator needs to be upgraded with modern control and operating systems for improved operations and safety.

Estimated Total Cost of Project \$300,000
Cash Project


Jeremiah J. White, Jr.
Chair of the Board of Trustees
Community College of Philadelphia

DATE OF BOARD

March 21, 2018

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, April 5, 2018 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Ms. Biemiller, Ms. Fulmore-Townsend, Ms. Hernández-Vélez, Mr. Herzog, Mr. Martz, Ms. McPherson, Dr. Rényi, Mr. Soileau, the Honorable Ms. Tsai, Dr. Generals, Ms. de Fries, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order and welcomed guests.

(2) Acknowledgement of the 2017-2018 Men's and Women's Basketball Teams

The Board of Trustees recognized the Men's and Women's Basketball Teams on their hard work, outstanding efforts, and successes during the 2017-2018 season.

(3) Public Comment

Marissa Johnson-Valenzuela, Assistant Professor of English, presented concerns regarding the recruitment and retention of faculty of color.

Mr. Gilberto Gonzalez, Graphic Designer, Marketing and Government Relations, and Co-President of the Faculty and Staff Federation of the Community College of Philadelphia expressed his concerns regarding the College administration's proposals in collective bargaining negotiations. College alumna Cynthia Son and students Suya George and Alphonso Washington expressed their concerns regarding the College's collective bargaining proposals in relation to full-time faculty workload.

(4) Executive Session

The Executive Session was devoted to a discussion of collective bargaining negotiations, legal matters, and personnel issues.

At 4:15 p.m., the Board reconvened in Public Session.

(5) Report of the Business Affairs Committee and Executive Committee – 2018 Bond Issue Ratification

The Business Affairs Committee and the Executive Committee of the Board of Trustees met jointly on February 21, 2018 and approved the Resolution of Support for 2018-19 PDE Capital Applications.

(6) Report of the Student Outcomes Committee

(6a) Faculty Promotions

The Board approved the promotion of six professors from Assistant Professor to Associate Professor.

(6b) Board of Trustees Policy on Student Success

The Board approved the Board of Trustees Policy on Student Success.

(7) Business Affairs Committee

The remaining items discussed in the joint meetings of the Business Affairs and Executive Committees on February 21, 2018 and March 21, 2018 were identified in the Consent Agenda.

(8) Consent Agenda

The Board approved and/or ratified the following Consent Agenda:

- Proceedings and Minutes of Decisions and Resolutions Meeting of February 1, 2018
- Gifts and Grants
- Commission Agreement with Newmark Knight Frank
- Resolution of Support for the West Regional Center Expansion Vision
- Resolution for the 2018 Bond Issue *(Ratified Above)
- Appointment of PNC Financial Services as the Underwriter for the Sale of the 2018 Bonds
- Resolution of Support for 2018-2019 PDE Capital Applications (See Attachment 2)
- CSI Contract Renewal
- Bonnell Freight Elevator Modernization
- 2016-2017 A-133 Audit Report

(9) Report of the Chair

Mr. White, Ms. McPherson, Mr. Soileau, Dr. Generals, and Ms. Lynette Brown-Sow attended the AACCC/ACCT National Legislative Summit in Washington, D.C. on February 11-14, 2018.

Mr. White will be appointing a Nominating Committee for Board Officers at the May Board meeting.

The College's budget testimony hearing before Philadelphia City Council is scheduled for April 25, 2018 at 11:00 a.m.

The following Board members will be representing the Board at the following year-end events:

Mr. Herzog will attend the Retirees' Program and Reception on Thursday, April 26, 2018 at 3:00 p.m. in the Pavilion Klein Cube.

Ms. Biemiller will attend the Nurses' Pinning Ceremony on Friday, May 4, 2018 at 10:00 a.m. in the Gymnasium.

Mr. Martz will attend the Academic Awards Ceremony on Friday, May 4, 2018 at 6:00 p.m. in the Bonnell Building's Large Auditorium.

Ms. Hernández-Vélez will attend the Classified/Confidential Luncheon on Wednesday, May 9, 2018 at noon in the Winnet Building, Great Hall.

Commencement will take place on Saturday, May 5, 2018 at 10:00 a.m. at the Temple University Liacouras Center. The Commencement speaker will be Hazim Hardeman, Rhodes Scholar and graduate of the College.

(10) Foundation Report

The Foundation's Black and Gold Gala will be held on June 13, 2018 at 6:00 p.m. at Vie, located at 600 North Broad Street.

(11) Report of the President

The Board was encouraged to get involved in the Pennsylvania Commission for Community Colleges annual meeting and Lobby Day scheduled for April 9-10, 2018 in Harrisburg, PA.

Several administrators were called upon to report on public safety enhancements at the College.

Dr. Hirsch and Mr. David Asencio reported on the College's Code of Conduct and student judicial affairs process. Mr. White requested that College administration address the College's approach to handling security issues related to faculty at the next Board meeting.

Ms. Zellers reported on the College's Title IX compliance. The College already has several policies and resources in place to address sexual misconduct and harassment. The College also recently received the It's On Us Grant which provides funding to enhance these efforts.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, May 3, 2018 at 3:00 p.m. in the Isadore A. Shrager Boardroom, M2-1.

The meeting adjourned at 5:15 p.m.

**Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
May 2018 Meeting of the Board of Trustees**

GRANTS

Summary by Grant Type:

	4/1/18-4/24/18	2018 FY Year-to-Date
Government/Public Grants		
Federal		\$1,929,256
State		\$85,577
Local		\$1,228,200
Private Grants		
Corporation		\$10,000
Foundation		\$1,529,748
Organization		\$10,000
Other Grants		
Grant Total		\$4,792,781

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Amount	Purpose
Independence Blue Cross	\$25,000	Gala Sponsorship
Maguire Foundation	\$10,000	Student Scholarships
Private Donor	\$10,000	Student Scholarships
Private Donor	\$5,000	Gala Sponsorship
Stradley Ronon	\$5,000	Gala Sponsorship
Gifts In-Kind (estimated value \$200+)		
Chapman Nissan	\$2,650	Equipment to Automotive Technology

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

MINUTES

Thursday, April 5, 2018

1:30 p.m.

Conference Room M2-34

Presiding: Dr. Rényi

Committee

Members: Ms. Fulmore-Townsend, Ms. Hernández Vélez, Ms. McPherson

College

Members: Ms. de Fries, Dr. General, Dr. Hirsch, Dr. Roberts

Guests: Dr. Barnett, Ms. Canapary, Dr. Celenza, Ms. Grady, Ms. McDonnell, Ms. Peterson, Mr. Prejsnar, Mr. Raskin, Dr. Sweet

(1) Executive Session

The Executive Session was devoted to a discussion of faculty promotions.

(2) Public Session

(a) Approval of the Minutes of February 1, 2018

The minutes were accepted unanimously.

(b) Draft Board of Trustees Policy on Student Success

The committee discussed that the policy will result in actions, is tied to Guided Pathways, and is meant to be sustained beyond the current Board membership and administrative leadership. The committee approved the policy unanimously for presentation to the full board for its approval.

(c) Program Audit Follow-Up Reports

Religious Studies

Mr. Prejsnar stated that the new Guided Pathways initiative will help the program. He highlighted two reasons: it gives students a better way of coming into the program, and via work with the FYE course, students know about this option. Additionally, assessment at the course level is helping assessment at the program level and vice versa. Dr. Rényi asked about articulation agreements. Mr. Prejsnar reported that at least three students have transferred to the University of Pennsylvania. The program does not have a formal articulation agreement with the University of Pennsylvania,

but the faculty work closely with faculty at the University of Pennsylvania. Many students transfer to four-year institutions via the College's dual admissions agreements, which could be of greater focus. Ms. McPherson noted that although the program has connected with a Presbyterian church leader, the program has not yet connected with pastors from other major Philadelphia churches (such as Enon Baptist) asked about connections with local churches. Mr. Prejsnar explained that many students in the program are older, African-American female students who are studying to become ministers in their churches. He also explained that the program is working on increasing relationships with local religious leaders in the city; for instance, the Presbyterian Historical Society spoke on campus the previous day. Dr. Rényi noted that program approvals are for five years; as such, the program should be setting goals beyond 2019.

Action: The Student Outcomes Committee unanimously approved the motion that the update be accepted.

Communication Studies/Mass Media

Mr. Raskin discussed how the programs are working with the Assessment and Evaluation office to encourage the use of Canvas for assessment. Faculty can now more easily tie course-level student learning outcomes to assignments. The programs were doing so last year but the information was in individual faculty's folders. Now the programs are pulling together materials to aggregate data. The next step is to get all faculty on board using Canvas rubrics and submitting assessments through assignments in Canvas. Ms. McPherson asked if Drexel and Temple are the only two institutions with which the programs have articulation agreements. Mr. Raskin explained that the programs are included under several dual admissions agreements. Temple is the largest transfer school for the programs. It recently restructured its own program and the two College programs are hoping to work with Temple to reshape courses in line with their new curricula. Dr. Rényi asked if it will be possible to get faculty "happy" with assessment. Mr. Raskin said that the faculty will be able to look at the data together at upcoming meetings, thus engaging the faculty more. Ms. McPherson noted that the biggest problem for employers in this field is still poor writing skills of employees; it is therefore important for the programs to strengthen students' writing skills.

Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the program review with approval for five years effective 2017.

Paralegal Studies

Dr. Sweet explained that Ms. Canapary took over coordinating the Paralegal Studies program this past summer. She is a Visiting Lecturer in the Justice program but has worked with the Paralegal program over the past year. Ms. Canapary reported that marketing the program is a priority. The program is working with the Admissions office, which has helped the program raise awareness among high schools; about 100 high school students attended a recent career fair. Dr. Rényi asked about changes in

enrollment. Ms. Canapary replied that enrollments have been stable and that the program should see growth in the future. This is in part because of Guided Pathways and the revised curriculum. The program has a regular schedule of electives that is posted in advance so students can plan. Ms. Hernández Vélez asked how the profession has morphed in the past few years with technological changes. Ms. Canapary noted that the program receives input from the Advisory Board regarding which software is being used by companies and then tries to incorporate it. An example of addressing changing technology is the new electronic discovery course.

Action: The Student Outcomes Committee unanimously approved the motion that the update be accepted.

(d) Academic Program Review: Diagnostic Medical Imaging AAS

Dr. Barnett, from the Office of Assessment and Evaluation, commented on the retention, completion, and job placement rates for the Diagnostic Medical Imaging (DMI) program. She also noted the program has a strong assessment plan. It was recently accredited for eight years (the maximum amount of time possible) with no recommendations. The accrediting agency did suggest the program should try to increase diversity of the student body. The program has eight clinical sites and has a new site tracking system.

Dr. Rényi asked if sections could be filled, if cost and efficiency could improve while still being effective in teaching students. Ms. Peterson noted that they are limited in class size by their accreditation, although it would be possible to increase efficiency within limitations. Ms. Peterson discussed how the program has made changes to its grading policy to reduce attrition. She provided the example that the program saw that if a student did not pass the final exam, that the student would automatically be dismissed, even if s/he had a passing grade before the final. Based on reviewing the courses, the program changed this practice to average the final exam into the final grade instead of automatic dismissal.

Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the program review with approval for five years, with the proviso that the program set specific goals for increasing diversity annually for five years.

(e) Academic Program Review: Dental Hygiene AAS

Dr. Celenza highlighted that the program does a superb job of serving the community to the benefit of student learning. Patients using the free clinic have multiple dental problems, providing the students with comprehensive clinical practice. Dr. Rényi asked about diversity in the program; Ms. Grady affirmed that the program wants to work with Admissions on increasing diversity. Dr. Rényi asked if it would be possible to do some research in this area and set goals for increased diversity for the next five years. Ms. Grady commented that students are learning about the program more in the Allied Health 101 course. Dr. Hirsch explained that students are typically at the College for two years before they go into an Allied Health program to take core

content courses. With students taking Allied Health 101 at the beginning of their studies, students are more informed earlier.

Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the program review with approval for five years, with the proviso that the program set goals for increasing diversity annually for five years.

(f) Measures of Student Success

Dr. Rényi discussed three broad categories of student success measures:

- Momentum: this includes moving more quickly through the admissions process, taking more credits each semester, and taking credit-bearing courses in the first semester.
- Persistence (Fall-to-Spring and Fall-to-Fall) and completion
- Value-added of the program: this encompasses reducing debt, taking courses that fulfill transfer institutions' general education requirements, moving students through their studies efficiently, and employment.

Dr. Hirsch noted that metrics were discussed at the full Board retreat in November 2017. These included:

- Momentum: developmental education; college-level English and Math (gateway) completion. At a future meeting, the committee will review data from the Community College Research Center (CCRC) on momentum measures.
- Persistence and completion: IPEDS is the standard measure, which includes only full-time, first-time-enrolled-in-college (FTEIC) students. CCRC looks at data for both full- and part-time FTEIC students.
- Additional data addresses students who leave prior to earning a degree (which is on the Board dashboard) and disaggregating by race/ethnicity, gender, age, part-time/full-time, and Pell eligibility (economic status).

Dr. Rényi stated that the committee needs to develop a calendar of topics and to then examine each at length at Board meetings. Dr. Hirsch will map out the topics. One example is the retention data, which was provided to the Board at the retreat. Dr. Rényi reiterated that 2015-16 will be the baseline.

Ms. Fulmore-Townsend commented that the committee is examining measures before the members have clarified what policies affect student success. Dr. General gave as an example that financial aid policies greatly affect student retention, such as when students are dropped because their tuition balance is too high. Dr. General agreed that the Board needs to stay at the policy level. Dr. Rényi suggested the Board would examine if a trend is moving in the right direction and then look at the policy implications and possible next steps the College could take. Dr. Rényi said that at least one hour will be set aside at the next meeting for data and analysis.

(g) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for May 3, 2018 at 1:30 p.m. in Conference Room M2-34.

Attachments:

Minutes of February 1, 2018

Religious Studies Program Audit Follow-up Report

Communications Studies/Mass Media Program Audit Follow-up Report

Paralegal Studies Program Audit Follow-up Report

Diagnostic Medical Imaging Academic Program Review

Dental Hygiene Academic Program Review

Measures of Student Success

Academic Pathways

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

MINUTES

**Thursday, February 1, 2018
1:30 p.m.
Conference Room M2-34**

Presiding: Dr. Rényi

Committee

Members: Ms. Fulmore-Townsend, Ms. Hernández Vélez, Ms. McPherson

College

Members: Mr. Coleman (for Ms. de Fries), Dr. Generals, Dr. Hirsch, Dr. Roberts

Guests: Ms. McDonnell, Dr. Saia, Dr. Sweet,

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of November 2, 2017

The minutes were accepted unanimously.

(b) Draft Board of Trustees Policy on Student Success

The committee drafted a policy on student success to provide to the Board of Trustees.

(c) Academic Program Review: Education- Early Childhood A.A., Education Middle Level A.A., Education- Secondary Humanities/Social Studies Education Option A.A., Education-Secondary Math/ Science Option A.A. Degrees

Dr. Sweet, Dean of Liberal Studies, provided an introduction to the program review for Education degrees. Ms. McDonnell, the Academic Assessment Coordinator, gave a summary of the program review. The Early Childhood (Birth to 4th Grade) degree is the largest degree. Employment is not growing at the associate's degree level. There are population differences across the four programs. Transfer is of primary focus for the Early Childhood (Birth to 4th Grade) program. Dr. Saia indicated that the majority of students transfer to Temple University and that passing the required math courses has proven challenging to students. Dr. Generals asked how the College is meeting the needs of Philadelphia. Dr. Saia explained that the program is working with the

Workforce and Economic Innovation division on the Early Childhood (Birth to 4th Grade) program. There is currently no dire need for employment in K-4. Dr. Sweet explained that students need to have a bachelor's degree to teach in the Philadelphia school district.

ACTION: The Student Outcomes Committee approved the motion that action on the four associate's degrees in Education be deferred until a progress report is submitted. The report should address progress made on the recommendations in the Academic Program Review. An analysis on the viability of continuing each of the four Education Programs and a formulated recommendation for the future direction of the Education Program must in particular be carried out. The report should be submitted by November, 2018.

(d) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for April 5th, 2018 at 1:30 p.m. in Conference Room M2-34.

Attachments:

Minutes of November 2, 2017

Academic Program Review: Education- Early Childhood A.A., Education Middle Level A.A., Education- Secondary Humanities/Social Studies Education Option A.A., Education- Secondary Math/ Science Option A.A. Degree

Draft Board of Trustees Policy on Student Success

Academic Pathways 2017-18

Academic Program Audit Follow-up Report Summary
Religious Studies, AA
Prof. David Prejsnar, Coordinator for Religious Studies

- **Description of Program:** The Religious Studies program is designed for students preparing to transfer to a baccalaureate degree-granting institution with a major in religion or theology, students contemplating a career in religion either as a scholar or a cleric, students who want to explore their own religious beliefs in relation to the beliefs of others, and students interested in the role of religion in the contemporary world. The current Religious Studies AA major is predominately a transfer program.

Action

The Student Outcomes Committee took the following action on 2/5/15:

Action: The Student Outcomes Committee of the Board recommends that the Board accept the audit with amendments to the recommendations to include: identification of metrics/targets; identification of community partnerships; a strategy for recruitment and retention; comparison groups for benchmarking; and information about where students are going. The Committee recommends targets and potential partnerships be identified in a memo in one month, and a follow-up report be provided in October 2015.

Audit Recommendations and Responses Summary – The Religious Studies program has successfully responded to the recommendations and feedback from the SOC and the 2015 Audit report.

Action Items Updates

- **Program Metrics/Targets** – The headcount of students in the Religious Studies major in the fall of 2015 was 4 students. By the spring 2017 this had increased steadily to 15 students, with a slight decrease for early fall 2017 (October) to 11 students. With Guided Pathways we expect this to increase beginning spring 2018. The target is to have 20 students in the major by 2019.
- **Identification of Community Partnerships** – The Religious Studies Program and the Department of History, Philosophy & Religious Studies has begun a partnership with the Presbyterian Historical Society (PHS) to help students in History and Religious Studies learn how to use primary source archives working with trained archivists. Plans are for students in the fall 2018 RS 170 course to begin working at the PHS. The PHS Executive Director, Dr. Beth Hessel, will be visiting the College on April 3 and delivering the Diane Freedman Memorial Lecture on “The Intersections of Religious Freedom, Participatory Citizenship and Democracy.” The Religious Studies Program is also working with the city’s Department of Public Health – Faith and Spiritual Affairs to build partnerships with faith based groups in the city. In addition, through a series of grants faculty in the program and the department have worked with a number of departments at the University of Pennsylvania.
- **Retention and Recruitment Strategies - Guided Pathways** - The Religious Studies degree program is part of the College’s Guided Pathways initiative and beginning in spring 2018 the Religious Studies AA Program is part of the Liberal Arts & Communications Academic Pathway. The program has been revised to establish more guided choices to meet general education requirements, and improve student recruitment and retention. These structural changes will improve retention and recruitment, issues raised in the program audit. (Recommendation #4).

- **Comparison Groups For Benchmarking** – A survey by the American Academy of Religion (AAR) /Community College Humanities Association (CCHA) (2005) found the average number of majors in Religious Studies at 2-year colleges was 7.8. Two community colleges in New Jersey reported 4 and 5 majors each. Two other AAR benchmarking surveys placed the number of students in the Religious Studies major at 4-year institutions at 10-17. Based on these benchmarks the number of Religious Studies majors at the College exceeds the benchmarks.
- **Transfer Destinations** - Over the past three years 33 students have left the program, with about half (15) transferring to mostly four-year institutions. Specific colleges they transferred to are: Temple, La Salle, University of Pennsylvania, Rowan College, CUNY Queensborough, Indian River State College, Asbury University, Grand Canyon University, Camden County College, and Delaware County Community College.
- **Assessment of Program Learning Outcomes** - The program faculty has in place a schedule for assessing the Program Learning Outcomes, and has completed an initial round of assessment for all four PLOs with very positive results. The four PLO's ranged from 80% - 58% of students in the two highest levels of proficiency – strong or good proficiency. The specifics are: PLO#1 – 74% Strong/Good, PLO #2 – 80%, PLO #3 – 58%, and PLO #4 74%.
- **Improving Program Management and Efficiency of Course Offerings** - The Program Audit made recommendations in two related areas: program management and efficiency of course offerings (Recommendations # 1 & 2.) The Religious Studies Program has developed such a plan and improved the efficiency of course offerings. The Program now provides a more coherent academic pathway and program grid, clearer on-ramps for students interested in the program, coordination with other programs in the Liberal Arts & Communication Academic Pathway, better integration of the Program Coordinator with dedicated advisors and counselors, a dynamic form for course substitution, and more consistent contact between students in the program and the Program Coordinator. In addition, Religious Studies courses are now offered on a consistent but staggered basis, courses are being offered successfully during seven week and ten week terms, all program core courses are or will be offered on-line, and, with recent Writing Intensive Certification for RS 101, students who complete the five Program core courses will have seamlessly met their General Education requirements. This will help students in the Program experience writing in the discipline, improve recruitment and retention, and make Religious Studies courses a more attractive option for students outside the Program.

Communication Studies/Mass Media Action Items Update for the Student Outcomes Committee

Action

The Student Outcomes Committee took the following action on 4/6/17:

The Student Outcomes Committee unanimously approved the motion that approval of the Communications Studies A.A. and Mass Media A.A. programs be deferred until a progress report is submitted. In the report, the program should address articulation agreements, retention, and assessment.

Audit Recommendation

Address articulation agreements

Action Item Update

In terms of articulation agreements, while we have been in talks with Drexel University, a program-to-program agreement with Temple University remains our primary goal, and there is good news and bad news on that front. The bad news is that, over the summer, Temple restructured its Strategic Communication program into two distinct majors of Communication and Social Influence (CSI) and Public Relations (PR). While we had been working towards an articulation agreement with Strategic Communication, the Communication Studies unit faculty at CCP had to reevaluate the programs at Temple and come to some consensus about which program would best serve our students and their interests. The good news is that, after reviewing the course sequences for each, as well as Temple's Communication Studies program (which is slightly more media-oriented), we resolved to pursue the agreement for CSI and have restarted conversations with Temple's Coordinator for Undergraduate Strategic Initiatives, but we don't yet have an agreement worked out.

Audit Recommendation

Address retention

Action Item Update

For student retention, the primary step taken by Communication Studies and Mass Media is a course addendum to change the prerequisites of English 114 – Introduction to Speech Communication, so that students placed in ENGL 098 could take it. (ENGL 114 is a directed elective for COMM and a program requirement for MAMD.) The goal here is twofold: 1) allow students who intend to major in COMM or MAMD to gain credits toward their degrees while they are still limited by their 098 placement status, thereby aiding retention of students at the developmental level who might otherwise be discouraged by the lack of credits earned; and 2) attract some developmental students to the programs, while again moving them forward toward a degree.

Audit Recommendation

Address assessment

Action Item Update

Finally, the unit has made considerable progress in the area of assessment, though there is still a great deal of work to go in formalizing new processes of assessment and in getting unit faculty to adhere to them. During a unit meeting in the Fall semester, the coordinator of

Assessment and Evaluation visited and explained some best practices around using Canvas Outcomes for course assessment. As of the Spring 2018 semester, we will have Outcomes-based data for at least five courses: ENGL 107, ENGL 115, ENGL 117, ENGL 118, and ENGL 214. Since this process is still quite new, and faculty were only introduced to it in October, there are a number of procedural kinks to work out – including the fact that not all faculty use Canvas rubrics, which this data collection depends on – but the Curriculum Coordinator is working with Assessment and Evaluation to set up a comprehensive infrastructure for the data collection, and then to aggregate and interpret the data. We will then use the data to help encourage greater faculty compliance in successive semesters.

--David Raskin, Curriculum Coordinator for Communication Studies and Mass Media

Paralegal Studies Action Items Update for the Student Outcomes Committee

Elizabeth Canapary, Curriculum Coordinator, Paralegal Studies Program

Action

The Student Outcomes Committee took the following action on 4/6/17:

Action: The Student Outcomes Committee unanimously approved the motion that the Paralegal Studies program should be approved for five years with the caveat of a progress report to be submitted by December 2017. In the report, the program should address recruitment and section enrollments and should include the curriculum map.

Audit Recommendation

Address recruitment

Action Item Update

The Paralegal Studies Program has also made steps to recruit more students into the program:

- Paralegal Studies Program Faculty have worked collaboratively with admissions to increase enrollment, including joint participation in high school day and joint attendance at regional graduate school fairs to highlight the Post-Degree Proficiency Certificate to recent baccalaureates;
- Paralegal Studies Program Faculty have presented this year to admissions, counseling and advising to highlight the positive outcomes of graduates.
- Paralegal Studies Program Faculty have attended the International Practice Managers Association Annual Meeting, Philadelphia Association of Paralegals conferences and meetings and monthly Women in E-Discovery meetings;
- Paralegal Studies Program Faculty have met with marketing to revise relevant marketing materials and to provide information regarding the internship and advisory board, which meeting resulted in an article published in Pathways highlighting the program.

Audit Recommendation

Address section enrollments

Action Item Update

The Paralegal Studies Program is working to improve section enrollment in its courses through a number of measures. As you will see from the attached proposed guided pathways map, the Paralegal Studies Program proposes to increase section enrollment by reducing the number of electives offered each semester, while at the same time providing students with advanced notice of scheduling.

Audit Recommendation

Include curriculum map

Action Item Update

Guided Pathways Proposed Webmap

Paralegal Studies Program Map

First Semester

Code	Course Number and Name	Units	Advisory Notes
Engl 101	ENGL 101 English Composition 1	3	<p>Students obtain a legal mentor in PLS 101.</p> <p>Students earn a minimum GPA of 2.0 in all courses and minimum of 2.5 in major courses.</p> <p>*Note that PLS 101, along with PLS 121, PLS 215 and DF 101 (select as a general elective) will enable students to also earn the Proficiency Certificate in E-discovery (the e-discovery certificate is a college certificate and not an ABA-approved program).</p> <p>Students in PLS 101 receive an orientation to the Program.</p> <p>Peer tutors available.</p> <p>Learning lab support available, particularly The Writing Center, if needed.</p> <p>If interested, explore transfer options with Paralegal faculty.</p> <p>Participation in the Justice / Paralegal / Social Science Career Fair is encouraged to begin to explore career options.</p> <p>Participation in networking and service learning opportunities offered by the Fox Rothschild Center for Law and Society is encouraged.</p> <p>Program Facebook group available for networking and information.</p>
Mathematics	FNMT 118 Intermediate Algebra	3	
Major Course	*PSL 101 Introduction to Paralegal Studies	3	
Tech Comp	CIS 103 Applied Computer Technology	3	
Directed Elective	[In consultation with advisor, student selects one of the following: ANTH 112 - Cultural Anthropology HIST 103 - History: the 20th Century]	3	
Second Semester			

Code	Course Number and Name	Units	Advisory Notes
Engl 102 – Info Literacy	ENGL 102 The Research Paper	3	Students earn and maintain a 2.5 GPA overall, which will enable them to take an internship their last semester.
Major Course	PLS 111 - Legal Research and Writing I	3	Students obtain licenses for Westlaw and Lexis in PLS 111 and obtain a membership to the Jenkins Law Library.
Major Course	PLS 115 - Legal Technology	3	Students learn Relativity and receive information about Relativity Fest Conference which offers student scholarships to attend.
Humanities Directed Elective	[In consultation with advisor, student selects one of the following: ENGL 116 –Interpersonal Communication ENGL 117 – Group and Team Communication ENGL 118 – Intercultural Communication]	3 or 4	Students connect with program’s career assistance and develop a first Paralegal resume. *Note that PLS 101, along with PLS 121, PLS 215 and DF 101 (select as a general elective) will enable students to also earn the Proficiency Certificate in E-discovery (the e-discovery certificate is a college certificate and not an ABA-approved program). Peer tutors available. Upon completion of a resume, students are added to the Program’s listserv and provided with “Jobs of the Week.”
Major Course	PLS 121 - Civil Litigation I	3	Service learning and networking opportunities provided through the Fox Rothschild Center for Law and Society. Facebook Group for Program provides networking, volunteer and job opportunities. Students have the opportunity to hear from and meet legal professionals each spring during Law and Society Week.
Third Semester			
Code	Course Number and Name	Units	Advisory Notes
Major Course	JUS 171 – Juvenile Justice	3	Students earn and maintain a 2.5 GPA overall, which will enable them to take an internship their last semester.
Major Course	PLS 211 - Legal Research and Writing II	3	Students taking PLS 215 learn Relativity.

Natural Science Directed Elective	<p>[Student may choose one of the following courses:</p> <p>EASC 111 - Environmental Conservation</p> <p>BIOL 106 – General Biology</p> <p>BIOL 104 – Forensic Biology]</p>	<p>3</p>	<p>Students receive weekly job listings and other program notices and should work with the Program and College’s career support to refine resume and develop career skills.</p> <p>Peer tutors available.</p> <p>Participation in the Justice / Paralegal / Social Science Career Fair (offered each Fall) is encouraged. Students in their third semester, should dress for success and bring resumes.</p>
Directed Electives	<p>Students can choose two directed electives based on the following guidelines:</p> <p>The following electives are offered by the Paralegal Studies Program in the fall:</p> <ul style="list-style-type: none"> • Business Orgs for Paralegals • E-Discovery • Civil Lit II • Family Law • Legal Internship <p>The following electives are offered by the Paralegal Studies Program in the spring:</p> <ul style="list-style-type: none"> • Tort Law • Real Estate Law • Immigration Law • Legal Internship <p>The following electives are offered by the Paralegal Studies Program in the summer:</p> <ul style="list-style-type: none"> • Employment Law • Wills Trusts & Estates 	<p>6</p>	<p>Service learning and networking opportunities provided through the Fox Rothschild Center for Law and Society.</p> <p>Facebook Group for Program provides networking, volunteer and job opportunities.</p>
Fourth Semester			

Code	Course Number and Name	Units	Advisory Notes
Directed Elective	<p>Students can choose three directed electives based on the following guidelines:</p> <p>The following electives are offered by the Paralegal Studies Program in the fall:</p> <ul style="list-style-type: none"> • Business Orgs for Paralegals • E-Discovery • Civil Lit II • Family Law • Legal Internship <p>The following electives are offered by the Paralegal Studies Program in the spring:</p> <ul style="list-style-type: none"> • Tort Law • Real Estate Law • Immigration Law • Legal Internship <p>The following electives are offered by the Paralegal Studies Program in the summer:</p> <ul style="list-style-type: none"> • Employment Law • Wills Trusts & Estates 	3	<p>Students earn and maintain a 2.5 GPA overall.</p> <p>Students complete a professional resume, either in the PLS 295, Legal Internship or with the assistance of the Paralegal faculty and Career Staff.</p> <p>Students complete the Program and earn their Paralegal degree. Students taking the suggested elective will also be eligible for the E-discovery Proficiency Certificate.</p> <p>Students receive weekly job listings and other program notices and should work with the Program and College’s career support to apply for positions.</p> <p>Peer tutors available.</p> <p>Service learning and networking opportunities provided through the Fox Rothschild Center for Law and Society.</p> <p>Facebook Group for Program provides networking, volunteer and job opportunities.</p> <p>Students have the opportunity to hear from and meet legal professionals each spring during Law and Society Week.</p>
Major Requirement	DF 101 - Introduction to Digital Forensics	3	
Major Requirement	JUS 241 – Criminal Law	3	

Community College of Philadelphia
Academic Program Review
Diagnostic Medical Imaging

Authors:
Teresa Frizell
Rebecca Peterson

Contributors:

Spring 2018

Diagnostic Medical Imaging Checklist for Externally Accredited Programs

CCP's APR Section	External Accreditation Source Document	Supplemental Information Required (Yes/No)
Program Narrative/ Program Analysis	Award Letter	N
Findings	Award Letter/OAE	N
Recommendations	None	N
Statement of Mission Alignment	Self Study, 15	N
History and Revision to Curriculum (since the last review)	Self Study, 75	N
Key Performance Indicators <ul style="list-style-type: none"> • Headcount • Demographics • Retention • Degrees awarded • Section Enrollment (course operating efficiency) • Cost 	IR Dashboard Self-study exhibit	Y
Learning Outcomes and Assessment	Self study, 20 Assessment plans 2016 and 2017	Y
Resources	Program list	Y

I. Program Narrative/ Program Analysis

The mission of the Diagnostic Medical Imaging Program (DMI) is to prepare individuals in the judicious use of ionizing radiation in both diagnostic radiographic and fluoroscopic procedures. This is accomplished by the application of knowledge in anatomy, physiology, and osteology; in the skillful positioning of the client-patient; the selection of correct technical factors; the proper handling and manipulation of radiation-producing equipment; the utilization of accepted radiation protection. The Program emphasizes the use of digital technology in procedures in order to prepare students for employment in up-to-date laboratory settings.

The Diagnostic Medical Imaging Program Curriculum begins once a year in Late Summer Session. The curriculum consists of eight consecutive semesters—24 months including summer sessions—combining classroom/laboratory components at the College with Clinical Education courses at an area affiliate hospital. During Clinical Education, the student is supervised by College faculty and clinical staff while interacting with patients in the Radiology Department. Admission to the Program is competitive. The application asks for a college GPA of 2.5 or above, a score of 64 on the Kaplan Allied Health pre-admission test, and high school biology or its equivalent. Students deemed eligible by GPA and test score are then invited for an in-person interview. The interview questions are predetermined, consistent across students, and are scored on a rubric. Interview questions seek to assess student motivation, influence in pursuing a DMI career, knowledge of the field, self-awareness, strong support system, leadership, community involvement, and verbal and non-verbal skills.

II. Key Findings

- a. The Program was reviewed by the Joint Review Committee on Education in Radiologic Technology (JRCERT) and was awarded accreditation for a period of eight years in April 2016. This is the maximum amount of time that JRCERT may award accreditation. An interim report is required in the fourth quarter of 2019.
- b. The Diagnostic Medical Imaging Program has a robust assessment plan that clearly connects Course Learning Outcomes to Program Learning Outcomes.
- c. For the past 15 years the program has achieved a 100% first-time pass rate on the ARRT Radiography examination.
- d. The Program graduates more White Non-Hispanic females than the College. The Program could consider strategies to increase the number and competitiveness of diverse applicants in the Program pipeline. For example, the Program could request the J numbers of all applicants to the program every three years to examine the demographic data. This data could be used to assess the accessibility of the Program to diverse populations at the College, e.g., if the applicant pool is not diverse the Program could ask for assistance from outreach programs at the College such as K-16 Partnerships, the Pennsylvania KEYS Program, and the Center for Male Engagement. If the applicant pool is diverse but women of color and men are not creating competitive profiles, the Program can work within the Division of Math, Science, and Health Careers to identify courses and concepts that are creating barriers to access to diverse populations. From there the Division can explore how to present multiple means of representation, engagement, and assessment to broaden access.
- e. The Guided Pathways Initiative, including AH 101, will help clarify the path students should take to achieve success College-wide.

III. Recommendations: None

IV. Statement of Mission Alignment

The mission and goals of the Diagnostic Medical Imaging Program align with the mission, vision and core values of the College in multiple ways. The DMI Program provides students with “a coherent foundation for college transfer, employment and lifelong learning” in the medical imaging field. The Program has strong affiliation agreements with eight clinical sites in the city of Philadelphia, which helps realize the College’s vision of serving Philadelphia “by preparing its students to be informed and concerned citizens, active participants in the cultural life of the city, and enabled to meet the changing needs of business, industry and the professions.” The DMI Program “draws together students from a wide range of ages and backgrounds” and seeks to ensure students will competently and safely perform radiographic procedures, communicate effectively, think critically and demonstrate professionalism. There is a strong support system by both faculty and clinical affiliates to support DMI students in achieving their goals.

For the past 15 years, the program's 100% pass rate on students' first attempt of the ARRT's Radiography examination supports the College's vision "as a premier learning institution where student success exemplifies the strength of a diverse, urban community college." Additionally, as an accredited Program committed to meeting the standards set forth by the JRCERT, the DMI Program operations support the College's core values of integrity, academic excellence, diversity, commitment to teaching and learning, communication and respect. As entry-level Radiologic Technologists, the graduates of the DMI Program become part of the third largest category of health care professionals. The DMI Program is one of many "superior career programs" at the College that prepares "students to meet current and evolving labor market need."

History and Revision to Curriculum (since the last review)

In January 2017, the American Registry of Radiologic Technologists (ARRT) implemented revised content specifications for the board examination in Radiography. The content categories have been reduced from five to four main areas: Patient Care, Safety, Image Production, and Procedures. Subsequently, the American Society of Radiologic Technologists (ASRT) approved a revised Radiography curriculum, which included multiple changes across all content categories to align with the new exam content specifications. The ASRT document is now divided into three content areas, which include pre-professional core curriculum, optional content, and radiologic science resources. Learning objectives related to the content have also been incorporated into the new ASRT curriculum to serve as a resource for Radiography programs.

A major change seen in both the ARRT and ASRT updated documents is the complete removal of conventional film imaging, replacing it with a new focus on digital radiography applications.

Given these changes, the Program has begun revisions of all DMI courses to bring them into alignment with current standards. Additionally, the program changed the sequencing of general education course requirements to ensure students are prepared for the DMI courses that follow.

As of March 15, 2018, the following have been approved by the Academic and Student Success Council:

- Diagnostic Medical Imaging (DMI) program addendum
- DMI 101: Introduction to Diagnostic Medical Imaging (revision)
- DMI 105: Image Production and Evaluation I (revision)
- DMI 106: Image Production and Evaluation II (revision)
- DMI 131: Patient Care and Procedures I (addendum)
- DMI 132: Patient Care and Procedures II (addendum)
- DMI 198: Clinical Education III (addendum)
- DMI 221: Advanced Imaging/Computer Modalities (addendum)
- DMI 222: Angiographic/Interventional Procedures (addendum)
- DMI 231: Patient Procedures III (addendum)
- DMI 261: Radiation Biology and Protection (addendum)
- DMI 299: Clinical Education VII (addendum)

Key Performance Indicators

- 100% of the 82 graduates from 2013-2017 have passed the ARRT Radiography examination on the first attempt.
- DMI's fall-spring retention rates have increased since the Program's self-study for reaccreditation in 2013, from 67% from 2011-2013 to 91% from 2015-2017.
- 26 students began the Program in late summer 2015 and 21 graduated in June 2017 for a Program Completion Rate of 80.7%.
- Between 2012 and 2016, 50 graduates actively sought employment in Medical Imaging and 48 are employed for a five-year job placement rate of 96%.
- In the past three years DMI's graduating class has been between 66% and 88% White Non-Hispanic. While this is broadly reflective of the demographics of the field in the Philadelphia-Camden-Wilmington Metropolitan Statistical Area (MSA), it does not reflect the demographics of the College, in which White Non-Hispanic graduates comprised on average 27% of the graduating class those years.
- Between 2007 and 2017 the Program's graduates were 28% male on average. During this time the College's graduates were between 32-34% male.

Cost

FTEs	Direct instructional costs	Indirect Costs	Total Operating Costs	Program Cost per FTE, 2016-2017	Program cost per credit, 2016-2017
47.3	\$799,166	\$250,779	\$1,029,945	\$21,797.78	\$735.55

The high cost of the Program in relation to other College programs is primarily due to JRCERT's standards for clinical supervision, which require a low student-faculty ratio.

Section Operating Efficiency

	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017
Sections	23	27	25	31	33	42	37	37
Capacity	84%	85%	85%	74%	86%	85%	82%	80%
Average Enrollment	13.65	14.63	14.63	12.12	16.77	15.27	14.49	14.56

Section enrollment is determined by JRCERT standards.

Assessment

Diagnostic Medical Imaging follows a robust assessment plan and follows best practice in assessment in a number of ways:

1. By explicitly connecting Course Learning Outcomes (CLOs) to Student Learning Outcomes (SLOs).
2. By collecting data on the assessment of mastery of these outcomes through multiple methods

3. By collecting data on the assessment of mastery of these outcomes on a regular schedule

As per guidelines from their accreditor, there is a focus on end-of-program outcomes and preparation for first time licensure pass rates and job placement.

DMI utilizes multiple means of assessment such as clinical competencies, simulations, written examinations, and verbal feedback. Most benchmarks seek 90% or greater mastery, and are achieved. Those that are not have specific points for remediation on the assessment plan and are followed through. In 2016 the Program began a cohort-based assessment plan that uses cross-sectional analysis to compare each year's cohort to earlier ones. Cross-sectional analysis over time is useful for tracking cohort-wide features such as performance on specific assessments. The Clinical Preceptor uses a checklist as well as qualitative comments for student evaluation. Also as part of this process the student is asked for feedback on positive experiences, areas the Program should improve, and whether or not they would work at the clinical affiliate. This multi-faceted assessment of the students' clinical experience helps the Program ensure it is meeting the JRCERT Accreditation standards of Integrity and Curriculum and Academic Practice, the College's Vision Ideals of "(s)uperior career programs that prepare students to meet current and evolving labor market needs" and the College's Core Values of Commitment to Teaching and Learning as well as Communication.

The Program expects to change the current Program Completion Rate benchmark of 50%. A JRCERT standards revision is currently underway, and DMI faculty have attended continuing education seminars regarding the revision process and potential changes. One proposed change to the JRCERT standards is a program completion rate requirement of 80%. Under the current standards, the JRCERT does not set a program completion rate, instead allowing the program to do so. The DMI program completion rate benchmark has been set at 50% for many years. The program has been exceeding the 50% benchmark. However, 80% is much higher than the average PCR from the past few years (70% average for Class of 2015-2018). In anticipation of potential changes to the accreditation standards and an increased PCR benchmark, the program has implemented grading policy changes to help improve attrition. The current Class of 2019 has an anticipated PCR of 90% as of the spring 2018 semester.

Initiatives

To keep current with requirements and expectations set forth by the Joint Review Committee on Education in Radiologic Technology (JRCERT), American Registry of Radiologic Technologists (ARRT) and the American Society of Radiologic Technologists (ASRT), the DMI program strives toward continual improvement. Recent initiatives include the following:

- An updated fixed radiographic unit was installed in the summer of 2016.
- The program added a portable radiographic unit to its laboratory equipment in 2016. This has been a valuable asset in preparing students for all aspects of clinical imaging.
- Hahnemann University Hospital was recognized as a clinical education setting in 2015.
- Mercy Fitzgerald Hospital was recognized in 2016 to allow students from Mercy Philadelphia Hospital to experience rotations in Interventional Cardiology.

- Also in 2016, Pennsylvania Hospital's affiliation agreement was updated to increase clinical capacity at the site. It was previously a secondary site used only for advanced imaging modality rotations. It is now a primary site for students.
- Penn Medicine Rittenhouse was also recognized as a clinical education setting in 2016.
- A re-affiliation between the program and the Philadelphia VA medical center is currently in the final stages of completion.
- In 2017, the program implemented a clinical tracking system called E*Value. This paperless system has streamlined clinical evaluation and assessment. All aspects of clinical education are managed via the system, including student scheduling, time tracking (clocking in/clocking out), evaluations, case logging and assessment reporting. Having all documents in one place has greatly improved communication and collaboration amongst the clinical faculty, clinical preceptors, Clinical Coordinator and Program Director.
- In March 2018, a smart board was installed in the DMI laboratory. This will allow faculty to facilitate more active lab sessions and conduct appropriate digital image analysis.

Community College of Philadelphia
Academic Program Review
DENTAL HYGIENE

Authors:
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Spring 2018

Dental Hygiene: Checklist for External Academic Program Review

CCP's APR Section	External Accreditation Source Document	Supplemental Information Required (Yes/No)
I. Program Narrative/ Program Analysis	Self-Study, 23	N
II. Findings	OEA	N
III. Recommendations	None	N
IV. Statement of Mission Alignment	Self Study, 17	N
V. History and Revision to Curriculum (since the last review)	Self Study, 19	N
VI. Key Performance Indicators <ul style="list-style-type: none"> • Headcount • Demographics • Retention • Degrees awarded • Section Enrollment (course operating efficiency) • Cost 	Found in section(s)/ page(s) Headcount (EXHIBITS, 74) Retention and Degrees Awarded (EXHIBITS, 14) Section Enrollment (EXHIBITS, 77) Cost (EXHIBITS, 15)	N
VII. Learning Outcomes and Assessment	Curriculum binder and assessment plan	Y
VIII. Initiatives	Program Director	Y
IX. Resources	Found in section(s)/ page(s) Exhibit 4-1-B and 4-1-C	N

I. Program Narrative/ Program Analysis

The Dental Hygiene Program at the Community College of Philadelphia provides a high-quality, integrated, collegiate-level academic and professional education. The Program instructs graduates to serve and educate individuals in the community, and to function as integral members of a dental team. The Program provides a safe and service-oriented environment in which Dental Hygiene students learn how to provide ethical and quality patient care. The Program offers the only free dental hygiene clinic in Philadelphia, providing the surrounding community with a vital health service and helping to inculcate a spirit of service in its students. Students are taught how to review current research in the field, which will enable them to be life-long learners making informed decisions regarding patient education, quality patient care, and service to a multicultural community. The scope and depth of the curriculum of the Dental Hygiene Program includes a total of 24 months of study, requiring 83 semester credit hours for graduation and resulting in the award of an Associate in Applied Science (A.A.S.) degree.

The Dental Hygiene Program consistently meets or exceeds American Dental Association benchmarks for passage of clinical exams and placement of graduates in the field of dental hygiene. There has been ongoing, stable and adequate funding for the Program throughout its

existence. Allocations for faculty salaries, benefits and professional development are substantial and assure the Program's ability to recruit and retain qualified faculty.

Program entrance is highly competitive. Students are introduced to the Program, informed of entrance and Program requirements, and tour the lab as part of AH 101, Introduction to Healthcare Professions. Applicants to the Program must have a high school diploma or GED, a minimum grade point average of 2.50, six credits of specific science and math prerequisites, and qualification by College and Allied Health competency testing. Background checks, health insurance, and infectious disease testing is also required. Certain criminal convictions or disease status could bar students from receiving state licensure.

Students apply to the Program through the Office of Admissions. Applications are evaluated to determine if the students meet the Program's admission criteria. If the Program criteria are met, the student docket is sent to the Dental Hygiene Program Director. The Program Director then completes a rating sheet based upon points and those students with the highest ratings are accepted into the Program until the maximum capacity limit has been reached. Documentation for student acceptance is completed by the Program Director who then returns the docket to the Office of Admissions for action.

II. Key Findings

- A. The Program was recently granted the longest period of continued accreditation without reporting requirements allowed by the Commission on Accreditation of the American Dental Association. On February 2, 2017 the Program was awarded continued accreditation "without reporting requirements" for seven years.
- B. The Dental Hygiene Program has a robust assessment plan that clearly connects Course Learning Outcomes (CLOs) to Program Learning Outcomes (PLOs) and assess student learning on a regular and systematic basis.
- C. Since 2011, 100% of the Program's graduates passed the Dental Hygiene National Board, the CDCA patient treatment examination, and the CDCA slide examinations within six months of graduation.
- D. The Program has been active in equipment acquisition, particularly with regards to up-to-date digital and computerized equipment.
- E. The Program graduates more White Non-Hispanic females than the College. The Program could consider strategies to increase the number and competitiveness of diverse applicants in the Program pipeline. For example, the Program could request the J numbers of all applicants to the Program every three years to examine the demographic data. This data could be used to assess the accessibility of the Program to diverse populations at the College. For example, if the applicant pool is not diverse the Program could ask for assistance from outreach Programs at the College such as K-16 Partnerships, the Pennsylvania KEYS Program, and the Center for Male Engagement. If the applicant pool is diverse but women of color and men are not creating competitive

profiles, the Program can work within the Division of Math, Science, and Health Careers to identify courses and concepts that are creating barriers to access to diverse populations. From there the Division can explore how to present multiple means of representation, engagement, and assessment to broaden access.

- F. The Guided Pathways Initiative, including AH 101, will help clarify the path students should take to achieve success College-wide.

III. Recommendations: None

IV. Statement of Mission Alignment

The Dental Hygiene Program’s goals are consistent with the College’s Mission Statement in that they “provid[e] a coherent foundation for college transfer, employment and life-long learning” and “prepar[e] students to be informed and concerned citizens and who are enabled to meet the changing needs of business, industry and the professions.” The Program encourages “self-fulfillment based on service to others, preparation for future work and study and enjoyment of present challenges and accomplishments” through learning and service opportunities.

The Program’s goals are also consistent with the College’s Vision Ideals. The Program is structured so that graduates complete an integrated, collegiate-level education, are prepared to meet the labor market needs, and are prepared to meet the needs of the employers.

V. History and Revision to Curriculum (since the last review)

The Local Anesthesia course, DH 210, has been implemented due to the addition of local anesthesia to the dental hygiene scope of practice.

VI. Key Performance Indicators

- A. Between 2011-2015 the Program had a graduation rate of 80% or higher. In 2015 that rate dropped to 77%. Of the students who did not graduate in 2015, 3 were dismissed for academic reasons, two left the Program due to a change in interest, and two left for personal reasons.
- B. Since 2011 100% of students passed the National Board Dental Hygiene Exam, the Slide Exam, and the Clinical exam within 6 months of graduation.
- C. 99% of graduated students were employed as Licensed Dental Hygienists or pursuing further education 9 months after graduating.
- D. From 2014-2016 the Dental Hygiene Program graduates averaged 75% White Non-Hispanic females. This matches the demographics of the Dental Hygiene field in the Philadelphia-Camden-Wilmington Metropolitan Statistical Area (MSA). However, over the course of those years the College’s graduates were 17% White Non-Hispanic females. In 2017 the Program’s graduates were 56% White Non-Hispanic female
- E. Cost

FTEs	Direct instructional costs	Indirect Costs	Total Operating Costs	Program Cost per FTE, 2016-2017	Program cost per credit, 2016-2017
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58	\$1,273,847	\$307,614	\$1,581,461	\$27,266	\$923.00
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This high cost per credit hour is explained by the extensive equipment inventory outlined in the Resources section of this document and is justified by the Program’s job placement success. Some of these costs are offset by Perkins funding each year

F. Section Operating Efficiency

	Spring 2014	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017
Sections	84	85	81	84	78	84	87	93
Percent Capacity	90%	81%	80%	92%	93%	75%	80%	84%
Average Enrollm ent	16.60	17.05	14.69	19.08	17.33	15.56	15.77	17.48

VII. Learning Outcomes and Assessment

a. The Dental Hygiene Program has a robust assessment plan and follows best practice in assessment in a number of ways:

- B. By explicitly connecting CLOs to PLOs
- C. By collecting data on the assessment of mastery of these outcomes through a variety of methods
- D. By collecting data on the assessment of mastery of these outcomes on a regular schedule
- E. By analyzing assessment data at curriculum meetings and making adjustments to courses accordingly

Per guidelines from their accreditor there is a focus on end-of-program outcomes, preparing students to pass their licensure exams on the first attempt, and job placement. Program Learning Outcomes are assessed on a two-year cycle, which follows the Program cycle.

Dental Hygiene has 4 Program Learning Outcomes:

1. The Dental Hygiene graduates will complete a comprehensive and integrated collegiate level-academic and professional education.
2. The Dental Hygiene graduates will be competent to serve and educate individuals in the community.
3. The Dental Hygiene students will conduct quality patient care which will be assessed, planned, implemented and evaluated in a safe and service oriented environment.
4. The Dental Hygiene graduates will function as integral and ethical members of the dental health team and be lifelong learners by reviewing the current research which will enable the graduate to make informed decisions regarding patient education, quality patient care and service to the community.

Within each goal the Program lists the assessment method and expected result, the month the data is collected, who is responsible for collection, and where the data is kept. The Program collects this assessment data through a multi-lens approach including written and oral

examinations, observations of performed procedures and simulations, and student and alumni surveys.

The Dental Hygiene Program faculty members continually review and assess students' performance and their own instruction. Performance from both national board results and final course grades are reviewed at the Program's curriculum meetings which are held at the end of each semester. Changes and/or updates are discussed and implemented for the following year.

Students who failed or withdrew from a Dental Hygiene course are now required to complete additional clinical experiences that include: taking radiographs for both a child and an adult patient, completing study models, providing nutritional education to a patient, and completing a written re-take of the clinical final examinations of DH 192, Clinical Dental Hygiene II and DH 210, Local Anesthesia to a proficiency level of 75%.

Additional strategies that have been implemented since the last Academic Program Review include the "Case Documentation" assignment in DH 294, the provision of additional clinic practice sessions, and the creation of a 'mock' board examination for both the National Dental Hygiene Examination and the CDCA Patient Treatment Examination in DH 295. Each of these initiatives have improved the Program's outcome results.

Students complete a course and an instructor evaluation at the end of a semester to all faculty members on a rotating basis. Results are tabulated and the course evaluations are shared and discussed during the fall and spring Dental Hygiene curriculum meetings.

VIII. Initiatives

- A. The Program was re-accredited in 2017 by the Commission on Dental Accreditation. This two-year process included a lengthy self-study followed by a site visit by Commission members.
- B. The Program offers students enrichment and community service opportunities as required by the Commission on Dental Accreditation, including the Ronald McDonald Mobile Care Van, Sealant Saturday, and an on-campus free dental hygiene clinic.
 - o Annually the Program offers Sealant Saturday in which Program students, faculty and alumni place free dental sealants on the chewing surfaces of back teeth of children ages 6-16 years in order to help prevent dental cavities. Each year approximately 55 children receive an oral examination, home care education and sealants.
 - o The on-campus clinic is the only free dental hygiene clinic in Philadelphia. The clinic treats over 700 patients per year. Patients returning the patient satisfaction survey respond with nearly 100% positive reviews. The few negative reviews commented on administrative procedures, not quality of care.
- C. The Dental Hygiene Program collaborates with other Allied Health programs at the College, presenting a table clinic/poster session on an array of topics. Each year the students then present their poster/table clinic to Dental Hygiene professionals at the Pennsylvania Dental Hygiene Annual Session.
- D. Each year students form a group, fundraise, and support the Oral Cancer Walk.
- E. Students support numerous food and clothing drives/initiatives throughout the year.

- F. The Program applies for and receives Perkins funding to keep equipment up to date, particularly in the area of digital imaging and sensors and computerized data recording.

IX. Resources

Chart of Equipment and Activities Supported by Perkins Funding

2009	2010	2011	2012	2013	2014	2015	2016
Program and course revision	Radiology processors	Ultrasonic	Dental chairs	Radiology chairs	Digital Panoramic	Radiology unit	Magna Clave autoclave
Panoramic loupes	Curing lights	Hand pieces	Unit lights	Eaglesoft Support	Cavitrons	STATUM	Dexter Dental Mannequin
Digital camera for intraoral photos	Radiology unit	Intraoral camera - Wand	Magna Clave	Model trimmers	Eaglesoft Upgrade and Support	Radiology mannequins	Digital sensors
	Hygiene unit carts		Local Anesthesia Simulators	Maxisweep ultrasonic	STATUM	Computer for radiology room	EagleSoft software
	Defibrillator	STATUM		Curing Lights	Digital camera for intraoral photos		Dental Digital Camera
	Cavitron units						Dental Wet Model Trimmers
							Laptop computers for each dental unit

Other Resources

<p>In the main clinic (W1-24) there are 16 treatment areas that include each of the following:</p> <p>Dental Chair Dental Unit Operating Light Operator Stool Dental Assisting Cart Assistant Stool X-Ray Viewbox Ultrasonic Scaling Machine Prophy Jet (at four of the units) Sink Under Sink Storage Cupboard</p>	<p>In the special procedures room (W1-24B) there is one each:</p> <p>Dental Chair Dental Unit Operating Track Light Operator Stool Assistant Stool X-Ray Viewbox Sink Computer Station Digital Radiography Digital Intra-oral Camera X-Ray Machine</p>	<p>In the adjacent lab (W1-23B) there is one of each:</p> <p>Dental Chair Dental Unit Operating Track Light Operator Stool Assistant Stool X-Ray Viewbox Sink</p>
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Instruments and Small Equipment Provided by the Dental Hygiene Program

<p><u>Intra Oral Photographs</u></p> <p>Camera Sterile Container with Hot Water Occlusal Mirror 2B Mirror Retractors (2)</p>	<p><u>Finish and Polish Restoration</u></p> <p>Hirshfield 5/11 3M strips Dappen Dish with Pumice Dappen Dish with Tin Oxide Latch Type Cups (2) Latch Type Brush (1) Articulation Paper on Metal Holder Floss</p>	<p><u>Temporary Restoration Set-Up</u></p> <p>Matrix Bands Wooden Wedges Large Discoid Cleoid Articulating Paper and Holder IRM Paper Pad (Waxed) Cotton Pellets Small Plastic Instrument with small condenser Hollenback Carver Measuring Scoop or IRM Small Football Bunisher Spatula Small Discoid Cleoid</p>
<p><u>Pit and Fissure Sealants</u></p> <p>Self-cured Sealant Material Light-cured Sealant Material</p>	<p><u>Pulp-Testing Set-Up</u></p> <p>Typodont mounted on Benchmount</p>	<p><u>Topical Fluoride Set-Up</u></p> <p>Topical Neutral Sodium Fluoride</p>

<p>Curing Lights Cotton Pellets Cotton Rolls (Short and Long) Mixing Wells Applicator Brushes and Micro-Brushes Etching Agent Garners Protective glasses 2x2's Articulation Paper on Metal Holder</p>	<p>Pulp Tester Lead wire Long and Short Probe Tips Saliva Ejector Tooth Paste Gauze, cotton rolls Saliva Ejector Ethyl Chloride Spray Large cotton pellet</p>	<p>Garners Disposable Fluoride Trays (X- Small-Large) Cotton Rolls 5% Fluoride Varnish with applicator tips</p>
<p>Arestin Syringe Arestin tip</p>	<p>Air-Powder Polishing Air-Powder System Handpiece with Wire-Cleaner Large Powder Dispenser Small Powder Dispenser 2 High Speed Suction Tips Non-petroleum lubricant on Tongue Depressor Gauze Saliva Ejector Patient Drape</p>	<p>Local Anesthesia Frasaco Local Anesthesia Simulators with injection technique sensors (12) Topical Anesthesia—20% Benzocaine and 5% Lidocaine Cotton tip applicators Gauze Cartridges of local anesthesia drugs—Carbocaine, Lidocaine with 1:100,000 epinephrine, Septocaine with 1:100,000 epinephrine, Septocaine with 1:200,000 epinephrine Integra Miltex N-Tralig syringes (PDL syringes)--6 Petite Local Anesthesia Syringes; Local Anesthesia syringes Needles—25 long, 27 long, 25 short, 27 short, 30 short, 30 ultrashort Kilgore Dentoforms with clear gingiva (4) Protector cards</p>
<p>Dental Films Size 0 Size 1 Size 2</p>	<p>Dental Sensors Size 0 Size 1 Size 2</p>	<p>The following are used to sterilize and disinfect instruments, small equipment and supplies:</p>

Size 4 Panoramic Duplicating	Size 3	Tuttnauer Sterilizer, Model 3870 – instrument sterilization Statim 2000 Cassette Autoclave by SciCan -- rapid instrument sterilization One-gallon plastic, lidded container with Cidex – cold sterilization Two-quart stainless steel, lidded container with Cidex – cold sterilization Birex – mixed daily for surface disinfection
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Instruments and Small Supplies Purchased by the Students				
QTY/units or packs	Benco Item #	Manufacturer	Description	Please check each item
1 pk	1024-008	Dentsply	Nupro Mint Fine Propy Paste	
2 ea	4692-808	Benco	Petite Aspirating Syringe	
3 ea	1330-025	Young	Trace Disclosing Sol.	
1 ea	1023-849	J&J	Floss Dispenser Plastic #2736	
6 ea	3240-762	Benco	Iris floss—Unwaxed 200 yd	
1 ea	1066-679	Young	ProCarePowder 3.5 oz. mint	
1 pk (12 in a pk)	1010-264	G C America	Tray Spacer Perf 7D SM UP BG 12	
1 pk (12 in a pk)	1010-255	GC America	Tray Spacer Perf 4D MED UPBG12	
1 pk (12 in a pk)	1010-246	GC America	Tray Spacer Perf 1D LG UP BG12	

1 pk (12 in a pk)	1010-291	GC America	Tray Spacer Perf22D S LOWBG 12	
1 pk (12 in a pk)	1010-282	GC America	Tray Spacer Perf21D M SOWBG12	
1 pk (12 in a pk)	1010-273	GC America	Tray Spacer Perf20DLLOWBG12	
2 pk	4473-214	Benco	Barrier Film LF BLU 4x6 RL1200	
3 ea	1892-455	ADEC	Air/Water Syringe Tip (PK3)	
2 pk	3929-895	Valum	Gown ISOL Blu Elast Cuff CS50	
1 ea	1712-452	OP-DOP	Visor Shield Poly Sys WHT	
1 pk	3180-729	NK	Overglove (10 bx of 100)	
1 pk	4556-358	Benco	Sponge 2x2 4 ply NW NS CS5000	
1 pk	3351-044	Maytex	Mask Earloop Blu CS12	
2 ea	2506-521	DUX	Steri Cage (FR. Vanilla)	
1pk	2333-486	Pretec	Disp. Prophyl Ang. Soft CupBX144	
1 pk	2433-887	Butler	Disp. Prophyl Ang. w/ Brush Bx50	
2 pk	1960-121	Sterip	Steri-Shield Covers BLU Bx500	
1 pk	1495-796	Benco	Dappen Dish Plastr Asst pk200	
12 pk	1968-918	Butler	Toothbrushes Adult Soft Full DZ	
1 pk	1968-936	Butler	Toothbrush Adult SM Soft DZ	
1 pk	1968-954	Butler	Toothbrush—Youth soft 3 rowDZ	
1 pk	4473-232	Benco	Syr. Sleeve Air/Water clr bx500	
1 ea	1054-806	Relian	Dappen Dish--Clr	
1 ea	4692-424	Benco	Plastic Knife #6R	
3 ea	2327-082	Benco	Emulate alginate reg 500 gm bag	
1 pk	3236-339	HuFriedy	Utility Gloves Nitrile pk 3	
1 pk	4232-260	Benco	Film Vision SR FB- 58#2Bx150	

1 pk	4232-242	Benco	Film Vision XR FB-54 #O Bx 100	
1 pk	3089-687	EK	Film 1P-11 Paper #1 SNGL PK 100	
1 ea	3765-928	Benco	Mixing Bowl Alginate 600CC	
1 ea	1255-143	Rinn	Snap-A-Ray film holder pk3	
10 pk	2541-733	Benco	Gloves--Nitrile	
1 ea	1204-868	Rinn	XCP Inst. w/o BW	
1 ea	3819-290	Benco	Alginate Spatula	
1 ea	N/C	Dentsply	Millimeter Ruler	
1 ea	3679-745	Columbia	Tooth Prep #31 Model	
1 ea	1499-023	Columbia	Model articulating 660 SFt gin	
1 ea	2095-725	BV Medical	BP Unit LG adult complete blk	
1 pk	4359-802	Benco	Bur Carbide RA#6 pk 10	
1 pk	4359-866	Benco	Bur Carbide RA34 pk 10	
1 pk	4359-893	Benco	Bur Carbide RA #2 PK 10	
1 ea	4616-908	NSK	I-prophy air	
1 ea	3834-684	Axis	NTI Polisher RA GRN PO133	
1 box			Dispoable bib-eez	
1 ea.			Stethoscope	

Measures of Student Success

Momentum

- Developmental Placement
 - 2015-16 and 2016-17
- Completion of College-Level English In First Year
 - Fall 2014 FTIC Cohort & Fall 2015 FTIC Cohort
- Completion of College-Level Math In First Year
 - Fall 2014 FTIC Cohort & Fall 2015 FTIC Cohort

Persistence and Completion

- Fall-to-Spring Retention
 - Fall 2015 Cohort & Fall 2016 C Cohort
- Fall-to-Fall Retention
 - Fall 2014 Cohort & Fall 2015 Cohort
- Momentum and IPEDS Completion Rates
 - For full-time, first-time-in-college students only
 - Left college prior to earning a degree and transferred within 3 years

Demographics/Students Characteristics (when available)

- Race/Ethnicity
- Gender
- Pell Status
- FT-PT Status

ACADEMIC PATHWAYS 2017-18

COMMUNITY COLLEGE OF PHILADELPHIA

DEGREES

Health Care	Science & Technology	Design, Construction & Transportation	Business, Entrepreneurship & Law	Creative Arts	Liberal Arts & Communications	Education & Human Services
Dental Hygiene*	Applied Science & Engineering Technology	Architecture*	Accounting	Art and Design *	American Sign Language/English Interpreting*	Behavioral Health/Human Services
Diagnostic Medical Imaging*	Biology*	Automotive Technology	Business - General	Digital Video Production	Communication Studies	Education, Early Childhood
Health Care Studies	Chemistry*	Building Science	Culinary Arts	Music Performance*	English	Education, Middle Level
Health Services Management*	Computer Information Systems— IT	Construction Management	Hospitality Management	Photographic Imaging	International Studies	Education, Secondary Humanities/Social Studies Option
Medical Laboratory Technician*	Computer Science*	Facility Management - Construction Option	Digital Forensics	Sound Recording and Music Technology*	Liberal Arts	Education, Secondary Math/Science Option
Nursing*	Cybersecurity	Facility Management - Design Option	Fire Science	Theater	Liberal Arts - Honors Option*	Liberal Arts— Social/Behavioral Science
Respiratory Care Technology*	Engineering Science*	Interior Design*	Justice		Mass Media	Psychology
	Mathematics*		Paralegal Studies*		Religious Studies	
	Network Technology Management and Administration		Technical Studies*			

ACADEMIC AND PROFICIENCY CERTIFICATES

Clinical Assistant PC	Biomedical Equipment Technology I PC	Architectural Visualization PC	Accounting Paraprofessional PC	Acting PC	Creative Writing AC	Early Childhood Education PC
Medical Insurance Billing PC	Biomedical Equipment Technology II PC	Automotive Service I PC	Culinary Arts I PC	Digital Imaging PC		Human Services AC
Ophthalmic Technician PC	Computer Programming & Software Development PC	Automotive Service II PC	Culinary Arts II PC	Digital Video Production PC		Recovery & Transformation AC
Patient Service Representative PC	Cybersecurity I PC	Energy Conservation AC	Electronic Discovery PC	Technical Theater PC		Recovery & Transformation PC
	Cybersecurity II PC		Entrepreneurship PC			Social & Human Service Assistant PC
	Network & Systems Administration PC		Geographic Information Systems PC			
	Process Technology PC		Paralegal Studies* PC			

* Select program

August 2017

**PHONE MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, April 18, 2018 – 10:00 A.M.
DIAL-IN NUMBER: 1-888-675-6779; PARTICIPANT PASSCODE: 2050590#**

Present: Ms. Suzanne Biemiller, presiding; Mr. Matthew Bergheiser, Mr. Steve Herzog, Mr. Michael Soileau, Dr. Donald Generals, Mr. Jacob Eapen, Mr. Gim Lim, Mr. James P. Spiewak and Victoria Zellers, Esq.

AGENDA – EXECUTIVE SESSION

PUBLIC SESSION

(1) 2017-18 Budget Status Report (Information Item):

Mr. Eapen and Mr. Spiewak provided an overview of the College’s budget status for fiscal year 2017-18. The implications of the key factors currently impacting on the budget were discussed. Mr. Spiewak noted that, through the Spring semester, total student credit hours were 2.1% below budget. This factor, along with lower-than-budgeted noncredit revenues, had the effect of lowering student revenues by approximately \$2 million from budget. Overall, total revenues are projected to be \$1.5 million lower than budget. On the expense side, total expenses are projected to be \$2.3 million lower than budget. Salaries are projected to be \$.5 million lower than budget. Savings were generated by not filling a number of vacant non-instructional positions resulting in approximately \$.7 million more of lapse funds. Additionally, because less sections were offered than budgeted, \$.2 million less was spent on part-time faculty. These savings were offset by an increase of \$.4 million in projected spending for the early retirement incentive program. The savings related to the administrative salaries is \$.5m. Fringe benefit costs are projected to be more than \$.9 million below budget, primarily due to lower-than-budgeted stop loss premiums on the self-funded medical plan and lower-than-budgeted medical and prescription drug claims. Mr. Spiewak also noted that based upon a review of all departments’ budgets, he expects savings of approximately \$.9 million with the majority of these savings coming from not spending out contingency funds and not spending additional marketing funds that were included in the FY 17-18 budget.

In response to Mr. Soileau’s question, Mr. Eapen noted that staff are 80% confident in the projections. He stated that based upon these projections, revenues are expected to exceed expenses by approximately \$.25 million.

(2) Foundation Footers for Public Art Project (Action Item):

Discussion: Mr. Eapen briefly described the history of the Public Art Project and the need for the foundation footers. He stated that the Public Art Project is in accordance with the agreement between Community College of Philadelphia and Koryn Rolstad Studios. The “Percent for Art Program” complies with Executive Order No. 08-14 and the City of Philadelphia’s Percent of Art Ordinance. The Philadelphia Redevelopment Authority spearheads the Percent for Arts Program, providing oversight to public art projects. Bannerworks, Incorporated DBA (Doing Business As) Koryn Rolstad Studios designed, and

will fabricate, transport and install the artwork. The artwork will be permanently located at Pavilion Plaza along 17th Street, between Spring Garden Street and Callowhill Street.

Mr. Eapen reported that the College received two bids for the Public Art Project:

Constructionomics	\$122,217.00 (lowest bidder)
Rockport	\$196,800.00

In preparation for the artwork, footings for the artwork and lighting will be installed. All site preparations for the Public Art Project will be performed by Constructionomics, LLC., the lowest bidder for the project. The cost of the foundation footers for the Public Art Project was estimated at \$122,217. In response to trustee questions, Mr. Spiewak stated that the City's "Percent for Art Program" requires 1% of new construction costs being spent of public art. This project satisfies the requirement for both the Pavilion Building on the main campus and the additional building at the Northeast Regional Center. Mr. Eapen answered that the cost of the artwork itself is \$295,000 bringing the total cost of the project to \$417,000.

Action: Mr. Herzog moved and Mr. Soileau seconded the motion that the Committee recommend to the full Board approval to contract with Constructionomics, LLC, to perform the work for the foundation footers for the Project Art Project at an estimated cost of \$122,217. The motion passed unanimously.

(3) Next Meeting Date

The next meeting of the Committee is scheduled for **Wednesday, May 16, 2018 at 10:00 A.M.** in the Isadore A. Shrager Boardroom, M2-1.

May 2018 Events

Northeast Regional Center Open House

May 1 at 5 p.m. | Northeast Regional Center
Community Room

Prospective students are invited to discover their paths to possibilities at the Northeast Regional Center open house. Admissions staff will explain how to get started at the College and showcase what is special at this regional center.

Nurses Pinning Ceremony

May 4 at 10 a.m. | Athletics Center

The Nurses Pinning Ceremony will celebrate the achievements of the 2018 graduating class.

Wear All White Cruise

May 4 | Boarding Begins at 2:15 p.m. |
Spirit of Philadelphia

Celebrate the closing of another year of student success and congratulate our graduates. This year's Wear All White Cruise semi-formal will be held on the Spirit of Philadelphia. Dress in your All White Best. There will be a full dinner, music and entertainment. Tickets are \$35 each.

Academic Awards Ceremony

May 4 at 6 p.m. | Bonnell Building
Large Auditorium

This annual ceremony gives the College the opportunity to honor students by recognizing their academic achievements.

2018 Commencement Ceremony

May 5 at 10 a.m. | Temple University's
Liacouras Center

Celebrate the official awarding of academic degrees to the Class of 2018. The keynote speaker is alumnus and Rhodes Scholar Hazim Hardeman.

Philadelphia READS Reading Olympics

May 7 from 8 a.m. to 6 p.m. | Bonnell Building,
Large Auditorium

The Philadelphia READS Reading Olympics engages fourth through eighth grade students from Philadelphia's public, parochial, charter, independent and after school programs in a reading competition. Teams of up to 12 students collectively read and practice working together as a team to answer questions about those books.

Nursing Orientation

May 9 from 8 a.m. to 2 p.m. | Winnet Student Life
Building, Room S2-3

Join us for an open house to learn about the admissions process, financial aid and supportive services for the Nursing Program.

Classified/Confidential Employee Luncheon

May 9 from Noon to 2 p.m. | Winnet Student Life
Building, Great Hall

Classified/Confidential employees celebrate their colleagues and friends for their continued dedication to the College and its students.

Pathways Magazine Breakfast

May 14 at 9 a.m. | Pavilion Building, Klein Cube

Published twice a year, *Pathways* magazine highlights regional leaders and showcases courses, programs, students and faculty at the College. This issue is dedicated to community partnerships with a purpose, featuring Rev. Dr. Lorina Marshall-Blake.

Invitation only.

May 2018 Events

Culinary Arts and Hospitality Management (CAHM) Hospitality Days

May 29-31 | Winnet Student Life Building,
Great Hall, Room S2-19

This conference, for the College's Culinary Arts and Hospitality Management students, is focused on education, networking and career development in various branches of the hospitality industry. Students will connect with industry professionals while gaining educational and career-development opportunities in the hospitality industry.

Gateway to College Graduation

May 31 from 4:30 to 7:30 p.m. | Mint Building,
Rotunda

The Gateway to College program provides pathways to higher education to students who have disengaged from high school, but are ready to get back on track. The program will hold a graduation celebration for students who have received or will receive their high school diplomas through this program.