

REVISED
MEETING OF THE BOARD OF TRUSTEES
AGENDA
Thursday, April 4, 2019 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

- (1) Meeting Called to Order
- (2) Acknowledgement of Men’s and Women’s Basketball Teams
- (3) Public Comment
- (4) Executive Session
- (5) Report of the Business Affairs Committee
- (6) Ratification of Executive Committee Actions
 - (a) Architect Selection for the Career and Advanced Technology Center (A)
 - (b) Approval of the Board Resolution for Issuing Bonds for the Career and Advanced Technology Center (A)
 - (c) Appointment of PNC Financial Services as the Underwriter for the Career and Advanced Technology Center (A)
- (7) Report of the Student Outcomes Committee
- (8) Report of the Audit Committee
 - (a) Uniform Guidance Report (A)
- (9) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions Meeting of February 7, 2019
 - (b) Gifts and Grants
 - (c) Academic Program Review: Fire Science AAS Degree
 - (d) Academic Program Review: American Sign Language/ English Interpreting AAS Degree
 - (e) New Market Tax Credits (NMTC) Consultant for the Career and Advanced Technology Center

- (f) Contract for Construction Management for the Library and Learning Commons Project
- (g) Ellucian Campus Receivables Collector
- (h) Resolution of Support for 2019-20 PDE Capital Applications
- (i) Approval of Destiny One

- (10) Report of the Chair
- (11) Foundation Report
- (12) Report of the President
- (13) New Business
- (14) Next Meeting: Thursday, May 2, 2019 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

- Business Affairs: Wednesday, April 17, 2019
9:00 a.m. – Isadore A. Shrager Boardroom, M2-1
- Student Outcomes: Thursday, May 2, 2019
1:30 p.m. – M2-34

Upcoming Events

- Pennsylvania Commission for Community Colleges Annual Meeting and All-PA Academic Awards Dinner April 8-9, 2019
Harrisburg Hilton
1 North 2nd Street
Harrisburg, PA
- Lobby Day Tuesday, April 9, 2019
Capitol Building – Harrisburg
- College Budget Hearing Tuesday, April 30, 2019
10:00 a.m. – 4:00 p.m.
City Council Chambers, City Hall, Room 400
- Retirees Program and Reception Thursday, April 25, 2019
3:00 p.m. - 5:00 p.m. Program, Pavilion Cube, P2-3
5:00 p.m. - 6:00 p.m. Dinner
CHOPS Restaurant, 1701 John F. Kennedy Blvd.
Second Floor Dining Area
- Nurses Pinning Ceremony Friday, May 3, 2019
10:00 a.m. - 12:00 p.m., Gymnasium

Academic Awards & Reception

Friday, May 3, 2019
4:00 p.m. - 6:00 p.m.
Bonnell Building, Large Auditorium, BG-20

Commencement

Saturday, May 4, 2019
10:00 a.m. - 2:00p.m.
Temple University Liacouras Center
1776 North Broad Street

Classified/Confidential Awards Luncheon

Wednesday, May 8, 2019
12:00 p.m. - 2:00 p.m.
Winnet Student Life Building, Great Hall, Room S2-19

Foundation's Black and Gold Gala

Wednesday, June 12, 2019
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, November 1, 2018 – 3:00 p.m.

Present: Mr. White, presiding; Ms. Biemiller, Mr. Clancy, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Ms. Ireland, Ms. Jean-Baptiste, Mr. Martz, Ms. Posoff, Representative Roebuck, Mr. Soileau, Dr. Generals, Ms. de Fries, Ms. DiGregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Mr. Murphy, Ms. Hurst, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order.

(2) Public Comment

Ms. Margaret Stephens, Associate Professor, Social Science, addressed the Board regarding the Expressive Demonstration: Time, Place and Manner Policy.

(3) Report of the Student Outcomes Committee

Ms. Hernández Vélez reported that the Student Outcomes Committee had met earlier in the day. She stated that the Committee had been provided with a report on workforce development. Ms. Hernández Vélez stated that an orientation had been provided for the new members of the Committee. She stated that she will report on other actions of the Committee in February.

(4) Report of the Business Affairs Committee

(4a) Expressive Demonstration: Time, Place and Manner Policy

Ms. Biemiller reported that the Business Affairs Committee had met on October 24, 2018. She stated that in the interest of public safety for the College community, and in accordance with his duties as President of the College, Article XXI of the Full-Time Faculty Collective Bargaining Agreement, and the Public Employee Relations Act (“Act 195”), Dr. Generals informed the Business Affairs Committee of the Board that he would like the College to implement the Expressive Demonstration: Time, Place and Manner Policy.

Ms. Biemiller stated that on October 24, 2018, in accordance with Article XXI of the Full-time Faculty Collective Bargaining Agreement, the Business Affairs Committee of the College’s Board of Trustees heard arguments on the policy from students, faculty and administrative representatives of the Business Affairs Standing Committee and the College’s Institution-Wide Committee as well as Mr. Randy Merced, the College’s Director of Public Safety.

After hearing the argument and concerns regarding the policy and the process taken to implement the policy, the Business Affairs Committee of the Board also noted the importance of having a policy in place. Therefore, the Business Affairs Committee voted to request that the Board implement the policy effective upon ratification of the Board of Trustees with guidance that the applicable Standing Committees may recommend any further changes to the policy as outlined in Article XXI of the Full-time Faculty Collective Bargaining Agreement.

On behalf of the Business Affairs Committee, Ms. Biemiller asked for a motion that the Expressive Demonstration: Time, Place and Manner Policy (attached) be implemented, effective today, with guidance that the applicable Standing Committees may recommend any further changes to the policy as outlined in Article XXI of the Full-Time Faculty Collective Bargaining Agreement. Ms. Biemiller expressed that the faculty and students' perspectives are important and that the Board is open to hearing from the Standing Committees regarding recommendations for changes to the policy to better reflect our College community. She also noted that more than a year had passed since the incident in Charlottesville, Virginia and the College needs to have a policy in place.

Mr. Epps moved, with Ms. Hernández Vélez seconding, that the Board approve the above recommendation of the Business Affairs Committee. The motion carried unanimously.

(4b) Tierney Proposal – Marketing and Communications Consulting
(Ratifying Decision of Business Affairs and Executive Committees)

Mr. White reported that on October 16, 2018, the Business Affairs Committee and the Executive Committee of the College's Board of Trustees approved the College's awarding a Marketing & Consulting Services contract to Tierney & Partners, Inc. In accordance with the Community College of Philadelphia Foundation's Conflict of Interest Policy, it was disclosed that the Executive Vice President for Tierney, Tim Spreitzer, serves as a Director on the College's Foundation Board. The College followed the Foundation's Conflict of Interest policy and issued a competitive RFP for Marketing & Consulting Services. Although 13 firms were invited to participate and four firms indicated an intent to bid and submitted questions, the only firm that submitted a response to the RFP was Tierney & Partners, Inc. Tierney's proposal met the College's needs. The Business Affairs and Executive Committee approved the award of the contract with a stipulation that Mr. Spreitzer would not serve as the Project Lead/Manager. It is further noted that Mr. Spreitzer, as a Director of the Foundation Board and not the College's Board of Trustees, was not involved in the vote to award the contract.

On behalf of the Executive Committee, Mr. White moved that the Board of Trustees ratify the Executive Committee's decision approving the awarding of the Marketing and Consulting Services contract to Tierney & Partners, Inc. for an amount not to exceed \$176,000 with the qualification that Tierney appoint a senior staff member, other than Mr.

Spreitzer, to be the day-to-day Project Lead/Manager for the Contract. Mr. Martz seconded the motion. The motion carried with 11 in favor and one against by Ms. Biemiller.

(5) Consent Agenda

Mr. White requested Board approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of October 4, 2018
- (b) Gifts and Grants
- (c) Ellucian Constituent Relationship Management (CRM)
Recruit Product Procurement

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

(6) Report of the Chair

- (6a) Association of Community College Trustees
Annual Congress, October 24-27, 2018, New York

Mr. White reported that he had a great opportunity to be in the company of Ms. Posoff, Ms. Ireland, Mr. Clancy, and Dr. Generals at the ACCT Annual Congress. He stated that it was wonderful interacting with members of the Board, and that the Congress was a challenging and interesting event. Mr. White asked the attendees to comment on their impressions of the meeting.

Ms. Posoff stated that she found the meeting to be fantastic. She stated that she learned about issues that many community colleges are facing and ways in which the community colleges are trying to solve those issues. Ms. Posoff stated that she had attended the workshop on Single Stop. She stated that she was impressed with the level of services provided to students by Single Stop. Ms. Posoff stated that the best Single Stop presentation was from CCP which was the only workshop that had a case study.

Mr. Clancy stated that the meeting was a good opportunity to meet other trustees from across the state. He stated that he attended workshops that discussed best practices, structure of Boards of Trustees, and how boards can be more effective. Mr. Clancy stated that he was glad to have had the opportunity to socialize with members of the Board.

Ms. Ireland stated that it was a great opportunity as a new Trustee to attend the Congress. She stated that she was impressed how important community colleges are across the country and the work that the colleges do.

Mr. White reported that ACCT is a great resource to the community colleges. He stated that a trustee is elected to represent the community colleges in the Northeast region. Additionally, a trustee is appointed to be a representative of the College at the state level.

Mr. White reminded members of the Board regarding the ACCT Legislative Summit which is scheduled February 10-13, 2019 at the Marriott Marquis in Washington, DC. He stated that the Summit is an opportunity for Trustees to advocate on behalf of the College at the federal level. Additionally, trustees have an opportunity to meet with local legislators urging their support of the community colleges' legislative priorities. Mr. White urged members of the Board to attend the Summit.

(6b) Board of Trustees Retreat

Mr. White reminded members of the Board regarding the Board of Trustees Retreat scheduled for Wednesday, November 14, 2018, 8:30 a.m. – 2:30 p.m., in the Center for Business and Industry located at 1751 Callowhill Street in C2-5. The agenda and related materials will be emailed in advance of the Retreat.

(7) Foundation Report

Mr. Murphy reported that in addition to the gifts and grants report in the Board Packet, the Foundation had received the following additional gifts:

- \$500,000 from an alumnus for student scholarships;
- \$82,000 from the MarcDavid Foundation to support the College's LGBTQ Center; and
- \$63,000 from the Wanamaker Institute of Industries for workforce development training.

For the benefit of the new members of the Board, Mr. White introduced Dr. Ellyn Jo Waller, President of the Foundation. Dr. Waller stated that her vision for the Foundation is to raise the profile of the College, and continue to impact the lives of students. She stated that the Foundation is an important part of the College. Dr. Waller noted the important work that Single Stop does at the College. She stated that human trafficking is one of the issues that she is passionate about, and that she appreciates the services that CCP's Single Stop provides to help with this issue.

Mr. White stated that there are two Board of Trustees appointments to the Foundation Board. He stated that Mr. Soileau serves on the Foundation Board, and that he needs an additional Board member to serve on the Foundation Board.

(8) Report of the President

Dr. Generals called attention to his memorandum in the Board folder outlining activities in which he participated October 5-November 1, 2018.

(8a) Meeting with Congressman Dwight Evans

Dr. Generals stated that he and Dr. Waller had met with Congressman Evans on October 15, 2018. He stated that the Congressman spent two hours discussing his support for the College, and the things that he can do to help the College. Dr. Generals stated that the College will be doing some marketing around Congressman Evans as an alumnus of the College. Dr. Generals thanked Dr. Waller for her efforts in scheduling the meeting.

(8b) College Mascot

Dr. Generals requested Mr. Asencio, Dean of Students, to provide an update on the change of the name of the College's mascot.

Mr. Asencio stated that in the fall of 2017, there was a growing movement to reconsider changing the name of the College's mascot, the Colonials. He stated that a committee was formed to reach out to the College community for feedback. Mr. Asencio stated that 1,600 votes were gathered by the committee from faculty, staff, and students and the lion and panther were chosen as possible mascots. Mr. Asencio stated that the committee worked with the marketing department to move forward and asked the College community to choose either the lion or the panther. Mr. Asencio stated that 1,500 votes were cast for the lion. Mr. Asencio stated that the College will have a lion and a lioness to avoid any controversy regarding the mascot.

Mr. Asencio stated that the next steps are to work with vendors to establish a logo and branding, and a costume. He stated that the logo and mascot will be ready in early spring with an unveiling in the fall.

In response to a question regarding cost, Mr. Asencio stated that the cost of the logo and branding may run between \$5,500 to \$6,500. He stated that the costume may be more expensive.

(8c) Community Garden

Dr. Generals stated that the College held a Ribbon Cutting Ceremony on Wednesday, October 24, for the Community College of Philadelphia Community Garden. He asked Ms. Mapp, Student Government Association 2nd Vice President and President, Horticulture Club, to discuss the garden.

Ms. Mapp, stated that the garden's purpose is to grow in an organic way food that may help fight hunger on campus as well as have a more positive way to help students eat better. She stated that the garden is homegrown and donations are accepted.

Dr. Generals stated that Community College of Philadelphia is expanding our efforts to fight poverty, food and healthcare insecurity. He stated that we need better coordination and cooperation in funneling more people into the workforce and out of poverty. Dr. Generals stated that College programs such as KEYS, CME, Women's Center, and Single Stop need to build capacity.

(8d) Nursing Department - National Council Licensure Examination

Dr. Generals reported that the majority (95.65%) of the most recent graduates were successful in passing the National Council Licensure Examination (NCLEX). These graduates have successfully earned their Registered Nurse (RN) credential. Dr. Generals stated that this is an extraordinary achievement. He congratulated Dr. Celenza, faculty, and staff in the Nursing Department for their excellent work.

(9) New Business

There was no new business discussed.

(10) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, February 7, 2019 at 3:00 p.m. in the Isadore A. Shrager Boardroom, M2-1.

The meeting adjourned at 3:50 p.m.

At this point in the meeting, the Board convened in Executive Session.

(11) Executive Session

The Executive Session was devoted to a discussion of legal matters and labor negotiations.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, November 1, 2018 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Ms. Biemiller, Mr. Clancy, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Ms. Ireland, Ms. Jean-Baptiste, Mr. Martz, Ms. Posoff, Representative Roebuck, Mr. Soileau, Dr. Generals, Ms. de Fries, Ms. DiGregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Mr. Murphy, Ms. Hurst, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order.

(2) Public Comment

Ms. Margaret Stephens, Associate Professor, Social Science, addressed the Board regarding the Expressive Demonstration: Time, Place and Manner Policy.

(3) Report of the Student Outcomes Committee

The Student Outcomes Committee met earlier in the day. The Committee was provided with a report on workforce development. Ms. Hernández Vélez will report on other actions of the Committee in February.

(4) Report of the Business Affairs Committee

(4a) Expressive Demonstration: Time, Place and Manner Policy

The Board approved that the Expressive Demonstration: Time, Place and Manner Policy be implemented, effective today, with guidance that the applicable Standing Committee may recommend any further changes to the policy as outlined in Article XXI of the Full-Time Faculty Collective Bargaining Agreement.

(4b) Tierney Proposal – Marketing and Communications Consulting
(Ratifying Decision of Business Affairs and Executive Committees)

The Board of Trustees ratified the Executive Committee's decision approving the awarding of the Marketing and Consulting Services contract to Tierney & Partners, Inc. for an amount not to exceed \$176,000 with the qualification that Tierney appoint a senior staff member, other than Mr. Spreitzer, to be the day-to-day Project Lead/Manager for the Contract.

(5) Consent Agenda

The Board approved the following Consent Agenda:

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- (c) Ellucian Constituent Relationship Management (CRM)
Recruit Product Procurement

(6) Report of the Chair

(6a) Association of Community College Trustees
Annual Congress, October 24-27, 2018, New York

The Association of Community College Trustees Annual Congress took place October 24-27, 2018 in New York. Dr. Generals, Mr. White, Ms. Posoff, Ms. Ireland, Mr. Clancy attended the meeting.

The Board was reminded regarding the ACCT Legislative Summit which is scheduled February 10-13, 2019 at the Marriott Marquis in Washington, DC

(6b) Board of Trustees Retreat

The Board of Trustees Retreat is scheduled for Wednesday, November 14, 2018, 8:30 a.m. – 2:30 p.m., in the Center for Business and Industry located at 1751 Callowhill Street in C2-5.

(7) Foundation Report

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- \$500,000 from an alumnus for student scholarships;
- \$82,000 from the MarcDavid Foundation to support the College's LGBTQ Center;
and
- \$63,000 from the Wanamaker Institute of Industries for workforce development training.

Dr. Elyn Jo Waller, President of the Foundation, spoke to the Board regarding her vision for the Foundation of the College.

(8) Report of the President

Dr. General called attention to his memorandum in the Board folder outlining his activities in which he participated October 5-November 1, 2018.

(8a) Meeting with Congressman Dwight Evans

Dr. General and Dr. Waller met with Congressman Evans on October 15, 2018.

(8b) College Mascot

Mr. Asencio, Dean of Students, provided an update on the change of the name of the College's mascot.

(8c) Community Garden

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(8d) Nursing Department - National Council Licensure Examination

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(10) Next Meeting

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The meeting adjourned at 3:50 p.m.

At this point in the meeting, the Board convened in Executive Session.

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**Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
February 2019 Meeting of the Board of Trustees**

GRANTS

Summary by Grant Type:

	10/23/18 - 1/29/19	2019 FY Year-to-Date
Government/Public Grants		
Federal	\$20,000	\$1,702,972
State		\$2,308,776
Local		
Private Grants		
Corporation		
Foundation	\$1,336,887	\$1,485,108
Organization	\$154,264	\$154,264
Other Grants		
Grant Total	\$1,511,151	\$5,651,120

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Amount	Purpose
Anonymous	\$50,000	Endowed - Scholarship
Anonymous	\$50,000	Restricted - Capital
The Scholler Foundation	\$50,000	Restricted - Program
Private Donor Advised Fund	\$20,000	Restricted - Other
Parx Casino	\$15,000	Event
Dolfinger-McMahon Foundation	\$10,000	Restricted - Scholarship
Private Donor	\$10,000	Event
PECO Energy Company	\$10,000	Restricted - Program
Private Donor	\$10,000	Unrestricted
The Barra Foundation	\$10,000	Unrestricted
The Fund for Charitable Giving	\$10,000	Endowed - Scholarship
Pincus Family Foundation	\$7,500	Restricted - Scholarship
Barnes & Noble College Booksellers, LLC	\$5,000	Endowed - Scholarship
Private Donor Advised Fund	\$5,000	Event
Gifts In-Kind (estimated value \$200+)		
Private Donor	\$700	Photography Equipment

**Community College of Philadelphia
Office of Institutional Advancement
Summary of Grants
February Meeting of the Board of Trustees**

Federal

Health Promotion Council awarded \$20,000 to fund year two of *Support. Empower. Learn. Parenting Health Initiative (SELPHI)*. The U.S. Department of Health and Human Services is the original source of this funding. The grant period is 7/1/2018 through 6/30/2019.

Private

Christian R. & Mary F. Lindback Foundation granted \$4,000 for the Lindback Distinguished Teaching Award. This award will be presented to a faculty member who exemplifies excellence and outstanding service to the teaching profession in the 2018-19 Academic Year.

The Goldman Sachs Foundation renewed its Goldman Sachs 10,000 Small Businesses grant from 12/1/18 through 11/30/19. Per the funder, the amount of this award is not to be disclosed. The College implements the 10,000 Small Businesses program in collaboration with national and other local partners to provide underserved entrepreneurs in the Philadelphia metropolitan region a business and management education program, enabling small businesses to grow, create new jobs in the region and stimulate the local economy.

Independence Foundation awarded \$25,000 to continue its support of the 19130 Zip Code Project from 1/1/19 through 12/31/19. Funding will enable the College to provide health promotion and disease prevention services to vulnerable populations and maintain the data collection tool to collect and report on demographic and service data for six schools of nursing.

The Philadelphia Foundation awarded a \$15,000 Impact Grant to the College's Reentry Support Project. The grant period is 9/1/18 through 8/31/19. This funding will enable the Career Coach, Transition Coach, and Academic Support Coach to provide services to students throughout the year and will support the purchase of student supplies and office supplies.

Public Health Management Corporation granted \$154,264 to support the development of Early Childhood Education (ECE) Program-to-Program Articulation Agreements between the College and four-year institutions Arcadia University, Eastern University, and Holy Family University. The grant period is 8/1/18 through 7/31/20. William Penn Foundation is the original source of this funding.

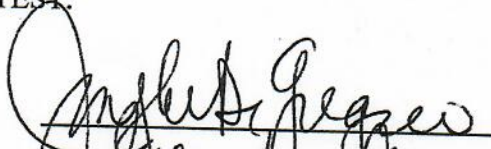
RESOLUTION

BE IT RESOLVED, by authority of the Community College of Philadelphia Board of Trustees in Philadelphia County, and it is hereby resolved by authority of the same, that the President of Community College of Philadelphia be authorized and directed to sign the attached Emissions Inspector Certification Program Performance Agreement on behalf of Community College of Philadelphia and that the Vice President, Workforce and Economic Innovation of Community College of Philadelphia be authorized to attest the same.

ATTEST:

Community College of Philadelphia:

By:


Name: Jeremiah White, Jr.
Title: Vice President

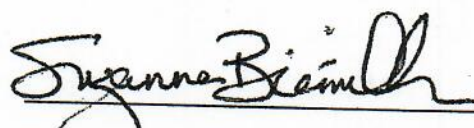
By:


Jeremiah White, Jr.
Chair, Board of Trustees

I, Suzanne Biemiller, Vice Chair of the Community College of Philadelphia Board of Trustees, do hereby certify that the foregoing is a true and correct copy of the Resolution adopted by the Community College of Philadelphia Board of Trustees on the 14th day of November, 2018.

Date: November 14, 2018

By:


Suzanne Biemiller
Vice Chair, Board of Trustees

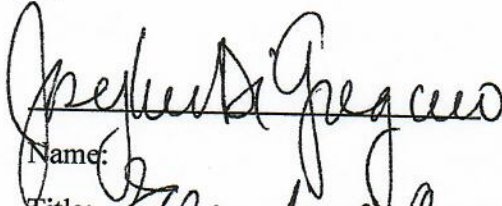
RESOLUTION

BE IT RESOLVED, by authority of the Community College of Philadelphia Board of Trustees in Philadelphia County, and it is hereby resolved by authority of the same, that the President of Community College of Philadelphia be authorized and directed to sign the attached Safety Inspector Certification Training Program Performance Agreement on behalf of Community College of Philadelphia and that the Vice President, Workforce and Economic Innovation of Community College of Philadelphia be authorized to attest the same.

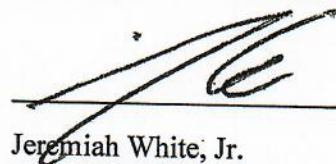
ATTEST:

Community College of Philadelphia:

By:


Name: Suzanne Biemiller
Title: Vice President

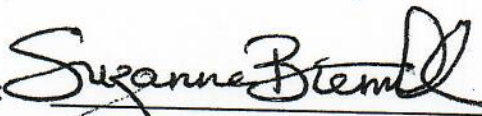
By:


Jeremiah White, Jr.
Chair, Board of Trustees

I, Suzanne Biemiller, Vice Chair of the Community College of Philadelphia Board of Trustees, do hereby certify that the foregoing is a true and correct copy of the Resolution adopted by the Community College of Philadelphia Board of Trustees on the 14th day of November, 2018.

Date: November 14, 2018

By:



Suzanne Biemiller

Vice Chair, Board of Trustees

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

MINUTES

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

Presiding: Ms. Hernández Vélez

Committee

Members: Mr. Clancy, Ms. Ireland, Ms. Jean-Baptiste, Ms. Posoff, Rep. Roebuck

College

Members: Ms. de Fries, Dr. Gay, Dr. Generals, Dr. Hirsch, Dr. Roberts

Guests: Dr. Carter, Mr. Coleman, Ms. Freeman

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of October 4, 2018

The minutes were approved unanimously.

**(b) Academic Program Review Update: Computer Information Systems-
Information Technology, Network and Systems Administration Proficiency
Certificate, Computer Science, Computer Programming and Software
Development Proficiency Certificate**

Ms. Freeman provided an update on the programs' assessment efforts. She described how the course learning outcomes data had been compiled into program learning outcomes data, which was forwarded to the dean and placed into a repository. Dr. Carter gave an overview of the alignment between program learning outcomes, course learning outcomes, and course assignments. Ms. Freeman also explained the programs' efforts to recruit more female students, including that female Computer Technology faculty are attending more recruiting events and marketing materials are showing more female representation. The programs are also in the process of revamping the advisory committee to include a CTE representative from the high schools; Cisco and Comcast have been invited to attend the next meeting in

December. For recruiting students, the College uses a customer relationship management (CRM) software, which allows programs to learn about students' interests and then target communications with specific students. Committee members suggested working with technology-minded organizations with experience in outreach to raise interest.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program reviews with approval for five years, contingent on annual update reports on efforts related to assessment and recruitment of female students.

(c) Committee Orientation

Ms. de Fries provided an overview of the Division of Workforce and Economic Innovation (WEI). She introduced Mr. Coleman, the Assistant Vice President for Workforce and Economic Development, who oversees Corporate Solutions. Corporate Solutions used to be part of the academic division for Business and Technology, but under Dr. Generals, Workforce Development has a separate division and leadership and is an important component of the College's mission. Ms. de Fries described high level accomplishments since the division was formed. The division has widened its breadth from Corporate Solutions to encompass more Workforce Development options, viewing opportunities through two lenses: the students' perspective and their needs, and the area employers' perspective and their needs. In addition to Corporate Solutions, the division also has Entrepreneurship Programs (to help area small businesses) and Career Connections (to prepare students for careers).

Ms. de Fries summarized the certificate programs offered by WEI. These encompass programs in healthcare, education and wellness (Dental Assisting, Child Development Associate); in technology; in manufacturing, energy, and trades (Advanced Manufacturing, Gas Distribution Pipeline Mechanic); and business and finance (Bookkeeping, Mobile Food Management). These include many new programs and the list is continually expanding. There are several new programs developed for 2019, with technology (such as Amazon Cloud Service and Adobe Creative Workshops) and health care programs (e.g., Massage Therapy) prioritized for the coming year. The division is also developing a Diversity Institute to have eight workshops in various areas; these will be designed by College faculty who already provide training to College faculty and staff, or a consultant.

Several non-credit programs have certification as exit points. In the WEI catalog, credit proficiency certificates related to WEI programs are advertised. Ms. de Fries is working with the Dr. Hirsch, Vice President for Academic and Student Success, on bridging more non-credit to credit programs. In regards to modality, some programs are very hands-on and are therefore offered in person; other programs are offered online or as a hybrid when possible.

Ms. de Fries discussed that alignment with area companies is underway. Ms. Posoff said that she would like to see what programs could map to Comcast needs and Ms. Ireland said her company might have opportunities for training via the WEI division around customer service and their work with the City's 311 Call Center. Dr. General described how the division has made significant progress and its offerings are seen as viable options by area industry. Ms. Posoff asked about the division's top two or three outcomes where it is trying to move the needle and show the largest impact. Ms. de Fries said that the division is trying to create a pipeline for entry-level workers to positions that do not require post-secondary credits and have a family-sustaining wage. WEI has made progress in getting area companies involved in developing curricula. The division is also mapping ways it can fit into the City's workforce strategy. In regards to area high schools, WEI has worked on a limited basis with the Philadelphia School District as part of the Advanced Manufacturing program and has also done some presentations at area high schools. WEI also developed micro-credentials for soft skills. Based on feedback from employers, the division has developed training to address soft skills and help workers define their own career goals.

(d) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for February 7, 2019 at 1:30 p.m. in Conference Room M2-34.

Attachments:

Minutes of October 4, 2018

Division of Workforce and Economic Innovation – Description

Division of Workforce and Economic Innovation – Update

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

MINUTES

Thursday, October 4, 2018

1:30 p.m.

Conference Room M2-34

Presiding: Ms. Hernández Vélez

Committee

Members: Mr. Clancy, Ms. Fulmore-Townsend, Ms. Ireland, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff, Rep. Roebuck

College

Members: Ms. de Fries, Dr. Gay, Dr. Generals, Dr. Hirsch, Dr. Roberts

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of September 6, 2018

The minutes were approved unanimously.

**(b) Academic Program Review Update: Computer Information Systems-
Information Technology, Network and Systems Administration Proficiency
Certificate, Computer Science, Computer Programming and Software
Development Proficiency Certificate**

Due to an unexpected absence, the update and recommendation were postponed to the next meeting.

(c) Committee Orientation

Dr. Hirsch provided an overview of various College activities and initiatives to the Committee.

Academic Program Review Process: The Academic Program Review has gone through iterations over time based on Student Outcomes Committee members' input. The Student Outcomes Committee receives the Executive Summary; the full report

averages 20-30 pages. The report covers topics such as program analysis, program description, faculty, key performance indicators (such as headcount; full-time/part-time enrollment; demographics; five-year trend for retention, etc.; degrees awarded; and transfer at departure), learning outcomes and assessment, environmental scan, and resources. Dr. Gay explained that the report is a collaboration and results from conversations between the Assessment staff, program faculty, the dean, and the Academic and Student Success Council. A goal of the report is to give the Student Outcomes Committee the information they need to make decisions about the program. There is an abbreviated process for accredited programs, which builds on work they already do for accreditation.

Student Demographics and Guided Pathways Areas of Focus: Dr. Hirsch provided slides which summarized demographic data for the College's students. He highlighted the number of students enrolled at the College and the most popular programs. He noted that students have been getting younger since the recession peaked several years ago. The College disburses close to \$90 million annually in financial aid via grants and loans. The College has undertaken transformative work to move in a certain direction under the umbrella of Guided Pathways. For instance, academic programs are organized within the context of Academic Pathways and student services are more intentionally designed. Guided Pathways efforts also encompass "the Student Experience." Dr. Hirsch explained that the student experience begins before recruitment and runs through commencement and then through transfer and/or employment. The College's Guided Pathways work is comprised of four pillars: clarifying the path; helping students get on a path; helping students stay on their path; and ensuring students are learning. Dr. Hirsch highlighted several areas of work under each pillar. Clarifying the path encompasses work related to program maps; career and transfer outcomes; and aligning core coursework. To help students get on a path, the College has implemented first-year experience courses; redesigned the intake process; revamped its developmental education; and strengthened integrated supports. To help students stay on their path, the College has developed an intensive advising model and built systems to track students' progress and identify students at risk for possible interventions. Ensuring students are learning includes efforts related to assessment and faculty-led improvements of teaching practices. With these efforts, a goal is for students to have to tell their story only once. The communication tools that the College utilizes help support this goal.

CCRC-AACC Pathways Project Momentum Data: The Community College Resource Center is the premier research body for community colleges and is one of the partners in the Guided Pathways work. The focus of these data is credit momentum. CCRC has research that indicates that the more College credit that students earn early on, the more likely they are to succeed. The College has been making progress in increasing the number of students who are reaching key momentum points, such as earning 6+ or 12+ college credits in a student's first term; earning 24+ or 30+ college credits in a student's first year; completion of college-level math and English in the first year; persistence; and total college credits completed and earned. As pertains to completing college-level math and English in the first year, Rep. Roebuck said that remediation is

an important factor and that there needs to be a strong relationship between the College and the K-12 system in the city with more communication between the two. Dr. Generals noted that the College is actively addressing the K-16 pipeline, including dual enrollment, early college, pockets of faculty working with teachers to align programs, etc. These efforts are contributing to a shift in the paradigm. Regarding the increase in college-ready students as part of the momentum data, Dr. Generals noted that contributing factors include recalibrating placement exams and dual enrollment efforts.

Board Dashboard: Dr. Hirsch explained that the Dashboard was created over time based on critical indicators of success as identified by the Student Outcomes Committee. The Dashboard contains data related to enrollment and completion, among other areas. IPEDS data is used because it is a national benchmark. He highlighted some areas of focus, such as the three-year completion rate. This outcome has increased three points over the past year and the College expects continued improvements.

(d) New Business

There was no new business.

Next Meeting

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

Attachments:

Minutes of September 6, 2018
2018 Executive Summary Template APR
Dashboard
KPI Data for Pathways Project

Division of Workforce and Economic Innovation

Carol J. de Fries

Vice President

cdefries@ccp.edu

215-496-6122

Vision:

The College's Workforce and Economic Innovation unit is an integral partner in the success of Greater Philadelphia as a top tier global region known for its talent, business growth, diversity, economic opportunity, and innovation.

Mission:

The role of the Workforce and Economic Innovation (WEI) unit is to serve as a catalyst for the robust development of our City, regional, and State economy by:

- training and educating a highly prepared workforce matched with Philadelphia's growing industries;
- providing our business community with the tools to improve operations, grow revenue and jobs;
- developing programs that reflect the future of Philadelphia's economy;
- partner with employers and other organizations to create workplace opportunities that align with students' fields of interest and match the skills and talent needs of our businesses.

FT and PT Staff Reports: 29

Corporate Solutions

Waverly Coleman,

Associate Vice President

wcoleman@ccp.edu

215-496-6161

FT & PT Staff Reports: 13

- Contract Training
- Corporate College
- Continuing Education/Professional Development
- Workforce Development
- WEDnetPA
- Testing Center
- Wanamaker Program
- Budget Management and Financial Planning
- Special Initiatives and Grants: Micro-Credentials; JOIN, CAEL

Power Up Your Business Program

Pearl Wang Herrera, Director

pwangherrera@ccp.edu

215-496-6008

FT & PT Staff Reports: 4

- Power Up Peer Learning Program
- Power Up Storefront Series
- Power Up Industry Business Best Practices Series
- Community, Library, and Other Targeted Workshops
- Center for Small Business
- Student Innovation Center

Division of Workforce and Economic Innovation

Carol J. de Fries

Vice President

cdefries@ccp.edu

215-496-6122

10,000 Small Businesses

Joan Chrestay, Executive Director

jchrestay@ccp.edu

267-299-5901

FT Staff Reports: Seven

- Outreach and Visibility
- Recruitment and Pipeline Development
- Education Program
- Business Advising
- Alumni Management
- Partner Coordination
- Small Business Resource Development
- Grant Management

Career Connections

Ayanna Washington, Director

awashington@ccp.edu

215-496-6176

FT Staff Reports: Three

- Employer Services
 - On Campus Recruitment
 - Employer Resource Fairs

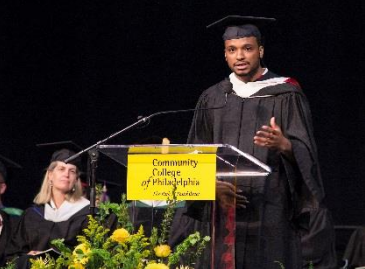
- On Campus Interviews
- Job Postings
- Job Placements
- Internships, Externships, Experiential Learning Opportunities
- Career Education Programs/Mock Interview

• Student Services

- Career Fairs
- Career Advising
- Resume Reviews
- Student Interview Prep
- Career Readiness Workshops

• Faculty and Academic Support

- Classroom Presentations
- Linkages to Employers
- Employer Advisory Board Recommendations and Engagement



Community College of Philadelphia

Workforce and Economic Innovation (WEI)

Update



WORKFORCE & ECONOMIC INNOVATION

Corporate Solutions – Working with Philadelphia's businesses to upskill, train, and educate its existing and future workforce; training Philadelphians for family sustaining jobs matched with the City's growing industries.

Entrepreneurship Programs – Providing Greater Philadelphia's small businesses with the education and tools to improve operations, and grow revenue and jobs.

Career Connections – Preparing our students for the world of work; partnering with employers to create workplace opportunities aligned with students' field of interest; assisting businesses in their search for talent.



WORKFORCE & ECONOMIC INNOVATION

Program Updates:

Advanced Manufacturing:

- Enrollments increased from 19 in 16/17 to 28 in 18/19 47% increase.
- Fall 18 Enrollments at 29, includes 11 SEPTA Transit Entry Level Trades.
- Gross Revenue increased 63% from \$103,120 in 16/17 to \$168,440 in 17/18.
- Operational costs of program high due to costs to lease Ben Franklin High School; requires subsidy.
- Average wages of students reporting employment wages from \$16.50 - \$30/Hour.
- Welding and Electro-Mechanical assessed for 15 Block Credits; CNC targeted next.
- Received a \$188,000 equipment grant from DCED.
- Awaiting facility improvements at WRC to receive CNC equipment.
- Finalizing JOIN \$100,000 Grant; supports for Program Cost, specialized marketing.
- College submitted a \$200,000 Manufacturing Training-to-Career Grant.
- Instructional Provider for the SEPTA Entry Level Trades funding by Philadelphia Works to the Collegiate Consortium for Workforce and Economic Development (CCWED).

Gas Distribution Pipeline Mechanic Program:

- CCP has run 2 additional sections since last year's pilot; primarily funded by Philadelphia Works. Hiring by sub-contractors has slowed; adjusting program to coincide with hiring process for employers; working with PGW primarily and adjusting program to meet their expectations. Should run in Spring when work is more readily available.

WORKFORCE & ECONOMIC INNOVATION

Program Updates Continued:

Philadelphia Works Inc. – Enhanced relationship with PWI resulting in the award of training contracts for Vocations Skills Training for Gas Distribution, Bookkeeping, Certified Nurse Assistant, ComptiaA+, Pharmacy Technician, and Bookkeeping Programs.

- Negotiating a CareerLink Satellite Office at NERC, Targeting Spring 2019.

Penn Medicine High School Pipeline Program – West Philadelphia High School students provided with college classes, a paid work experience, job readiness training, and professional development. Juniors and seniors are placed in paid positions at one of Penn Medicine's hospitals or Health System facilities. Program moved back to the College 16/17 with a structured cohort model allowing juniors and seniors to earn up to 15 credits. Entering 2nd full year since returning to the College.

Bookkeeping: New Program introduced as a pilot program with PWI and 4 enrollments; 22 enrolled in FY17-18; 17 Enrollments FY18-19 to date

FY17-18

- Revenue: \$1.6M; 20% Growth over last year. Up 40% from FY15-16; 56% over last five years (FY13-14)
 - Corporate College increased 33%; Open Enrollment up 26%; Contract Training up by 17%
- Enrollments: 3298 Total Corporate College, Contract Training, Open Enrollment. Increased 10% over last year. Up 3%

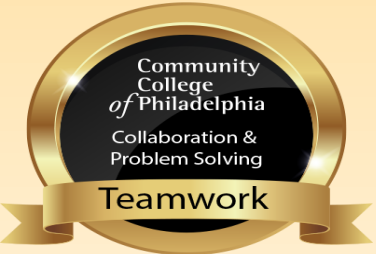


WORKFORCE & ECONOMIC INNOVATION

Program Updates Continued:

Microcredentials – 4-year grant serving unemployed/underemployed or opportunity youth. Classes are on a cohort basis and include 57 hours of basic workplace skills and career readiness in order to get them into career pathway non-credit certificate programs that align with our degree programs.

- Program targeted Developmental Education Students; social service partners
- Training Ends December 2018
- Fifteen cohorts with 133 participants
- 91 completed Phase I soft skills (72%) to date
- 53 students enrolled in non-credit training (58%)
- 28 Completed (76%) Phase 2 (through Cohort 11; Cohorts 12-15 are actively enrolled)
- 17 currently enrolled in programs
- Digital Badging Agreement completed and issuing 9 micro-credentials and 4 digital badges to all who completed Phase I – Soft Skills to date.
- Added job developer to the program in March '18 to help all participants obtain employment upon completion.
 - The new job developer contacted 42 active participants, resulting in 13 participants choosing to take advantage of job development services (31%). The job developer contacted 24 employers on their behalf, resulting in 14 interviews and 10 job placements. Seven (7) additional participants found jobs on their own. Two (2) Enrolled at the College.



WORKFORCE & ECONOMIC INNOVATION

Certificate Programs:

Healthcare, Education & Wellness

- **Dental Assisting** (New in 2015)
- **Pharmacy Technician with Externship**
- **Certified Nursing Assisting w/Clinical** (New in 2016)
- **Child Development Associate**
- **Phlebotomy (contract training only)**
- **Personal Trainer**

Technology

- **CompTIA A+**
- **Microsoft Office Specialist**
- **Digital Mapping** (New in 2016-17)
- **Social Media Marketing Certificate**
- **AutoCad**
- **Amazon Cloud Services** (New Spring '19)

Manufacturing, Energy & Trades

- **Advanced Manufacturing** (New in 2016-17)
 - Welding
 - Electro-Mechanical
 - CNC Precision Machining – WERC Lab Spring 2019

Manufacturing, Energy & Trades (Cont.)

- Robotics (New in 2018)
- Blueprint Reading, Shop Math
- **Gas Distribution Pipeline Mechanic** (New in 2017-18)

Business & Finance

- **Bookkeeping** (New in 2017-18)
- **Customer Service & Sales**
- **Call Center**
- **Mobile Food Management**
- **Office Manager** (New 2018-19)

Other Certifications

- **PennDOT Emissions & Safety**
- **ServSafe Food Protection**
- **OSHA 10**





WORKFORCE & ECONOMIC INNOVATION

Program Development:

Introduced Since WEI Formed

- **2015:** Dental Assisting; Mobile Food Management
- **2016:** Certified Nursing Assistant; Digital Mapping; Welding; CNC Precision Machining; Electro-Mechanical/Industrial Technician
- **2017:** Social Media Marketing Certificate; Gas Distribution; Bookkeeping; Contextualized Math and Literacy Prep Programs for VST Contracts
- **2018:** Office Manager; Robotics Module
- **2019:** CDL; Amazon Cloud Services; Auto-Cad; Adobe Creative Workshops



In Development

- *Massage Therapy* – In curriculum development; working with Massage Envy Franchisee Owner and 10KSB Massage Business for program development, curriculum review and internship opportunities; NERC location; targeted Fall 2019
- *Diversity Institute* – In development for 8 workshops for contract training offerings
- *Surgical Processing Technician* – Seeking Additional Employer Partners for Curriculum Development and Internships; reaching out to CHOP, Penn, Einstein
- *Apple Swift Coding Camp*
- *Process Operator Training* – Philadelphia Water Department and Philadelphia Energy Solutions on board, additional employers sought



WORKFORCE & ECONOMIC INNOVATION

Fueling Philadelphia's Talent Engine

Goal 1: Prepare Philadelphians with the skills employers need for a world-class workforce.

- **Increase apprenticeships and other industry driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.**
 - WEI currently offers entry-level post-secondary training programs in all 7 industry sectors
 - 11 Programs offered
 - Enrollments: 345 in FY16-17; Inflated due to influx of training funds from City for CDA programs before soda tax litigation. (166 CDA enrollments in FY16-17 vs. 74 for FY17-18)
 - Workforce Program Enrollments 294 in FY17-18; Growth in enrollments in Bookkeeping; Gas Distribution, Advanced Manufacturing Programs
 - WEI has several new programs in development and several new programs that will launch in Spring 2019
 - Corporate College supports Communities in Schools pre-Apprenticeship and Apprenticeship Programs and will begin supporting JEVS IT Apprenticeship Program
 - WEI Expanding Program Offerings aligned with City Sectors

- **Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.**
 - Division of Access and Community Engagement (DACE) leads dual enrollment activities; WEI assisting with P-Tech model and employer engagement; helped coordinate Career Discovery Day with City's Commerce Department at CCP; HirePhilly Participation



WORKFORCE & ECONOMIC INNOVATION

Fueling Philadelphia's Talent Engine

Goal 2: Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.

- **Strengthen work-related supports for Philadelphians living in poverty.**
 - Academic and Student Success leads most of the efforts under this goal including:
 - Single-Stop
 - Center for Male Engagement
 - Re-Entry Program
 - DACE Programs
- **Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.**
 - WEI has worked to create contextualized math and literacy programs into its workforce programs offered under the Vocations Skills Training (VST) contracts with Philadelphia Works.
 - Developmental Education Reform at CCP
 - ESL, HISET, Adult Basic Education Programs

Goal 3: Build a Workforce System that is more coordinated, innovative, and effective.

- **Increase and align public and private dollars in support of shared workforce goals.**
 - VP of WEI and President sit on steering and subcommittees
 - Enhanced Relationship with Philadelphia Works Inc.



WORKFORCE & ECONOMIC INNOVATION

Entrepreneurship Programs:

Power Up Your Business Grant – Funded by the City annually via College Appropriation

- Assists neighborhood-based commercial corridor businesses. Free programming; \$800,000 annually, three year commitment; Funding up for renewal June 2019.

Results January 2017 – September 2018

- Tier 1:** 10-week 30 Hour Peer learning Experience - Program topics: Entrepreneurship, Marketing, Financials, Financing; Shifting to 12 weeks
Creates a Tactical Improvement Plan (TIP); Supported by a business and financial coach
 - 96 Businesses; 101 Participants (6 Cohorts – NWRC, Main, WRC, NERC, NWRC, South)
 - 35 zip codes, all 10 Council Districts
 - 84% Minority-owned; 72% Women Owned (up from last report at 82% Minority-owned; 68% Women Owned)
 - 198 FT Employees; 157 PT Employees; 65 Temporary Workers
 - Graduation Ceremonies have included Councilman Curtis Jones (West Philadelphia), Councilman Bobby Henon (NERC), Councilwoman Cherelle Parker (NWRC)
 - Councilman Dwight Evans Briefed; City Council Outreach event in Spring
 - Main Campus Graduation Nov. 14th

<https://youtu.be/UKD72VtKTL0>

- Tier 2:** Store Owner Series - Workshops at all 4 campuses and South Philadelphia;
 - Over 30 Workshops and 377 Businesses and Entrepreneurs Participating; 689 attendees
 - 47 of 48 zip codes represented; all 10 Council Districts
 - 12 community-based workshops, 284 participants
 - Industry Best Practices Series Started in October focused on Child Care



FREE training to small business owners in Philadelphia—like you.

Register at ccp.edu/powerup.

Community College of Philadelphia
Corporate Solutions

WORKFORCE & ECONOMIC INNOVATION

Goldman Sachs Ten Thousand Small Businesses

- Program Moved under WEI in July 1, 2016
- Secured extension for a 6th year for \$1.4M through September 2019; Year 5 closed September 2018. New Program Officer.
- With Cohort 16, graduated over 430 alumni. First Power Up Graduate to Complete 10KSB
- Cohort 17 Starts 9/13 with a class of 33; Recruitment for Cohort 18 ongoing
- Significant Personnel Changes since WEI oversight:
 - New Executive Director and Director of Outreach and Partnerships (2017) have re-established robust pipeline bringing Cohort size back up to 31 in Cohort 15, 27 for Cohort 16; 31 for Cohort 17 (Highest enrollment within a grant year since program started in 2013).
 - 2018: Connie Williams, New Education Services Director (former CCP faculty and existing 10KSB Module Faculty), new Business Advisor (internal promotion), New Alumni Manager.
- Significant increase in both the number of women owned businesses and businesses from underserved communities, relative to other sites.
 - WDBE: Moved from 48% to 53% in 2018. Underserved moved from 38% to 45%.
- 183 Alumni attended the National Summit in Washington, DC with over 2000 of the 7000 alumni in attendance. Philadelphia had the only Cohort with 100% attendance at the Summit.
- Held event with the Mayor, Congressman Dwight Evans at Lil Baby's Ice Cream in North Philadelphia, MaKen Studios. Working on maintaining 50% Philadelphia Based Businesses.
- Program continues to outperform National metrics for revenue and job growth:
 - 71% CCP Average vs. 69% National Average - % Who Increased Revenues at 6 Months
 - 53% CCP Average vs. 48% National Average - % who created jobs at 6 months
- Evaluations since alignment within WEI: 6.7 average (National Average is 6.5) vs. 6.4
- Cohort 17 to graduate December 14th.



WORKFORCE & ECONOMIC INNOVATION

Career Connections

Strategic Plan Goals

- Student Engagement- Real-time customer service feedback, single sign-on capabilities for new software tools, Career Peer Connector Leadership Program, more robust employer engagement activities to connect our students.
- Experiential Learning Program Development- Engage the College (deans, faculty, instructors) and Employers in the development of internship & externship opportunities.
- Internal/External Partnerships- Create collaborative partnerships with the faculty, staff, deans and department heads to ensure that we are providing comprehensive and relevant career readiness services and employment opportunities to credit, non-credit students and alumni.
- Innovation and Technology- To create a customer service friendly experience for students, employers, faculty and staff.
- Staff Development- Establish Accountability Model, Training for New Software Tools, Identify ongoing training and professional development opportunities.



WORKFORCE & ECONOMIC INNOVATION

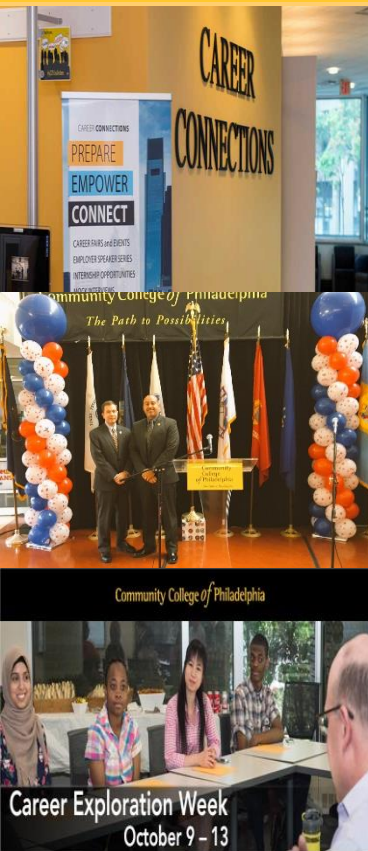
Career Connections:

What's New

- Major Job Fairs at all four campus locations; Consistently scheduled On Campus Recruitment Activities; Mock Interview Series; Empowerment Workshops
- New Software Tools: Virtual Job Shadow, Big Interview, 12 Twenty
 - Embedded in all FYE Courses; active use in AH101, FYE101, Most BUSL101
 - 12 Twenty – More dynamic, predictive analytics, and user friendly job portal for students and employers
- Career Peer Connector Leadership Program
- Partnerships with our Counseling, Law & Society Week, CAHM, Financial Aid, Student Life
- Employer Engagement position added and in recruitment
- Work Study Program – Supervisor Training, Opportunity Listings, Matching
- Student Ambassador Customer Service Skills Training; Summer Bridge Engagement Program
- Partnership with WEI Workforce Programs: Linkages to Employers; Student Preparation

Other Initiatives Coming Soon

- Mentors Matter Partnership with NC100BWPA, Parx Casino, Career Connections, Women's Center, and the AAWCC/P. Launch in January 2019, "Nat'l Mentor Month."
- Pilot 10KSB Experiential Learning Initiative
- Alumni Experiential Learning Initiative
- Internship or (Experiential Learning) Toolkit for Employers



WORKFORCE & ECONOMIC INNOVATION



Career Readiness Facts

Serving Size for Success:	1 EVENT	45 MIN
Servings Per Semester:		About 16

Location: Center for Business & Industry- Career Connections C1-34
Time: Tuesday, 9:45 – 10:30 am / Wednesday, 3:00 – 3:45pm

Empowerment Workshop Ingredients

		<i>% Professional Development Value</i>
Resume 101	9/12	6.25%
Online with Career Connections	9/18	6.25%
Online with Career Connections	9/19	6.25%
Online with Career Connections	9/25	6.25%
Online with Career Connections	9/26	6.25%
How Career Ready Are You?	10/2	6.25%
Resume 101	10/9	6.25%
Resume 101	10/10	6.25%
Job Search Strategies	10/16	6.25%
Interview Techniques	10/24	6.25%
Job Search Strategies	11/7	6.25%
Interview Techniques	11/13	6.25%
LinkedIn 101	11/21	6.25%
Resume 101	11/20	6.25%
LinkedIn 101	11/27	6.25%

FALL SEMESTER CAREER CHATS

Center for Business and Industry	September 10 th @ 11:30 am
Winnet Lounge	October 25 th @ 11:30 am
Pavilion 2nd floor	October 31 st @ 2 pm
CONTACT: Career Connections 215-496-6176	

WORKFORCE & ECONOMIC INNOVATION

Experiential Learning Programs:



Division of Math Science & Health - ALLIED HEALTH

- BioMedical Research Technician Apprenticeship – **Wistar** and CCP train students to be biomedical research technicians in research laboratory environments and earn an associate degree over two years. *First registered non-traditional apprenticeship in Pennsylvania.*

Division of Liberal Arts - EDUCATION

- Early Childhood Education Teachers Apprenticeship – Partnered with the **Philadelphia District 1199C Training & Upgrading Fund**, provides workers who hold a Child Development Associate (CDA) certificate credit for prior experience and on the job learning, enabling them to finish the College's Associate's in Education, while working full-time.

WEI - Corporate Solutions

- National Machining & Tooling Association (NMTA) Tri-State Machinist (CNC) Apprenticeship Program – A competency based program administered by a third party allowing small to mid-sized manufacturers to participate; the College offers shop math and blueprint reading classes.

WORKFORCE & ECONOMIC INNOVATION

Experiential Learning Programs:

WEI - Corporate Solutions:



- Urban Technology Project Computer Support Specialists (CSS) Registered IT Apprenticeship and Digital Services Fellows Pre-Apprenticeship Program – A Public-Private partnership by the **School District of Philadelphia and Communities in Schools**, the Community College of Philadelphia provides credit courses in information technology to participants in this program.
- Philadelphia Information Technology Opportunities Collaborative (PITOC) – The College has joined JEVS in its new registered apprenticeship program providing technical instructional support for apprenticeship positions for JEVS employees and for employers participating in the **JEVS Collaborative**.
- Penn Pipeline High School Program – High School Juniors and Seniors who attend high school in West Philadelphia are provided a paid work experience in **Penn Medicine**, job readiness training, professional development, and college courses. to encourage them to continue with their studies after the program.

Contact Information

Carol de Fries
Vice President, Workforce & Economic Innovation
cdefries@ccp.edu
(215) 496-6122

Waverly Coleman
Assistant Vice President, Workforce & Economic
Innovation
wcoleman@ccp.edu
(215) 496-6161

Ayanna Washington
Director of Career Connections
awashington@ccp.edu
(215) 496-6169

Joan Chrestay
Executive Director, Goldman Sachs 10,000 Small
Businesses
jchrestay@ccp.edu
(267) 299-5901

Pearl Wang-Herrera
Director, Power Up Your Business
pwangherrera@ccp.edu
(215) 496-6151



**COMBINED MEETING OF THE BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, November 28, 2018 – 10:00 A.M.**

Teleconference

Trustees: Ms. Suzanne Biemiller, Mr. Harold Epps, Mr. Steve Herzog, Honorable James Roebuck, and Mr. Jeremiah J. White, Jr.

Administrative

Staff: Donald Generals, Ed.D., Mr. Jacob Eapen, Mr. Gim Lim, Mr. James P. Spiewak and Victoria Zellers, Esq.

AGENDA

PUBLIC SESSION

Please note that the first agenda item required approval by both the Business Affairs and Executive Committees of the Board of Trustees.

(1) Job Order Contracting through the Gordian Group. (Action Item)

Discussion: Mr. Eapen explained that the College has utilized The Gordian Group to perform Job Order Contracting for low dollar renovation and repair work. Mr. Spiewak explained that job order contracting is a project delivery method that can get commonly encountered low-cost construction projects done quickly. The Gordian Group was awarded a competitively bid contract to develop, implement and support a discounted job order contracting program by Keystone Purchasing Network (KPN), a national purchasing cooperative for education and local government. The College is a member of KPN. The Gordian Group utilizes SJ Thomas for general construction, electrical, plumbing, HVAC and civil construction work. The main objective of this contractual arrangement is to provide a resource to rapidly engage a contractor to perform construction-related services and repairs while meeting statutory requirements related to bidding, prevailing wage and the Separations Act. Mr. Eapen noted that The Gordian Group is used by the Pennsylvania GSA and Penn State University.

Mr. Eapen stated that the College has utilized the KPN contract with The Gordian Group for five projects to-date that totaled \$91,127 which staff have been satisfied with the quality and timeliness of these projects. Projects at CCP include converting one large room to three offices (construction of walls, painting, electric, sprinklers, flooring and voice and data installation); converting vending lounge area in CBI to general classroom and keeping part of the room for vending; repairing three drain boxes and level asphalt in the Bonnell parking lot; and repairing slop sink and replacing carpet in three offices in the Northwest Regional Center.

Mr. Eapen further explained that there are other projects that the College would like to quickly move forward. These projects include: new concrete floor and electrical upgrade at the West Regional Center to accommodate equipment to be utilized by the Advanced Manufacturing program; and sealing and pressurizing two data closets.

In response to committee members' questions, Mr. Eapen answered that neither The Gordian Group nor SJ Thomas were based in Philadelphia. Some committee members felt that using The Gordian Group thereby lessens the opportunity to use Philadelphia-based companies. Mr. Eapen responded that the College desires to use Philadelphia-based companies whenever possible and suggested that staff be authorized to use The Gordian Group only for emergency work.

Action: On behalf of the Business Affairs Committee, Mr. White moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend that staff utilize The Gordian Group only after staff requested quotes from at least three Philadelphia-based companies and they cannot perform the required work within the necessary time frame, the Gordian Group could only be utilized for an additional amount of \$100,000. Mr. White and Mr. Herzog voted in favor of the motion and Ms. Biemiller opposed.

Action: On behalf of the Executive Committee, Mr. White moved the recommendation of the Business Affairs Committee. There was no second to the motions and Mr. White withdrew the motion.

(2) Lease Payments (Information item)

Mr. Spiewak explained that at a previous Business Affairs Committee meeting, Committee members asked staff to provide a schedule of equipment leases to include the leases currently budgeted and replacement leases that will need to be budgeted in future years. Mr. Spiewak briefly reviewed the information in Attachment A which contains this lease information by category and by fiscal year.

(3) Three Year Capital Budget. (Information Item)

Mr. Spiewak directed the Committee to Attachment B which contains the College's proposed capital budget three year plan for fiscal years 2018-19 through 2020-21. He noted that there was approximately \$6.3 million of funds available. Projected uses included facility projects, some of which have been completed during this fiscal year, that total to \$3.9 million and capital equipment and furnishings that total to \$2.7 million. He indicated that the budget was flexible in that if a critical need arose in the next two years, that capital spending would occur and another item on the list would be deferred. Mr. Eapen emphasized that spending for capital will not exceed the available funds.

(4) 2018 Financial Performance Indicators. (Information Item)

Mr. Eapen explained that the annual financial performance indicators were developed in collaboration with the Board to provide a snapshot of the College's current financial operating characteristics. He noted that the College continues to have balanced budgets, has a strong liquidity position, and has received unqualified audits. Mr. Eapen also noted some challenges that face the College to include the levels of support from the City and State, declining enrollments over the past few semesters, significant dependence on student tuition and fees, expense flexibility is limited by the collective bargaining agreement, and the need for additional resources to implement the Facilities Master Plan.

Mr. Spiewak and Mr. Lim briefly provided detail on the 2018 Performance Indicators as shown in Attachment C. A discussion took place concerning the impact of the recently enacted GASB 75 Statement which required the College to accrue the actuarial calculated value of postemployment benefits other than pensions. Staff noted that, although the College recorded the full amount of the OPEB liability (\$182.3 million), and that it drastically reduced the amount reported for unrestricted funds, it had no impact on the College's cash position. Ms. Zellers noted that the College's Best and Final Offer contains healthcare changes that would positively influence the liability. She noted that eliminating postretirement healthcare for new hires and evenly splitting the cost of postretirement healthcare for current employees will have the biggest impact. Staff will work with their actuary to determine the impact of these changes. Mr. Eapen stated that the financial statements are impacted by the requirements of GASB 75.

(5) Next Meeting Date:

The next regularly scheduled meeting of the Committee will be held on Wednesday, January 23, 2019 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

ATTACHMENT A
Lease Information

Current FY 18-19 Equipment Lease Budget

FY 18-19

PCs	Replacements	\$	150,000
3 Servers - Domain Controllers (CBI, NWRC,WRC)	Replacements	\$	9,315
Cisco Load Balancer	Replacements	\$	13,800
Telephone Upgrades	Replacements	\$	36,108
PCs	Existing	\$	663,880
7 Servers	Existing	\$	19,031
4 Servers with VMWare	Existing	\$	34,502
SAN Solution	Existing	\$	40,556
Fortinet	Existing	\$	18,976
2 Servers with VMWare	Existing	\$	17,613
1 Server	Existing	\$	1,451
1 Server	Existing	\$	1,461
5 Servers with VMWare	Existing	\$	41,192
4 Servers with VMWare	Existing	\$	30,080
Cisco Upgrades (Fiber Ring, NERC Switches, Nexus)	Existing	\$	94,279
4 Servers with VMWare	Existing	\$	33,120
Subtotal		\$	1,205,364
Multifunction Devices (MFDs) in Office Suites	Existing	\$	43,000
Business Services High Speed Copiers	Existing	\$	35,000
Mail Machine and Postage Meter	Existing	\$	7,200
Student Print Interfaces	Existing	\$	10,000
Collator & Booklet Maker	Existing	\$	23,000
All Other Equipment Leases	Existing	\$	25,700
Subtotal		\$	143,900
ORIGINAL EQUIPMENT LEASE BUDGET FOR FY 18-19		\$	<u><u>1,349,264</u></u>

Additions to Future Year Budgets for Leases

<u>Partial Year Budgeted in FY 18-19</u>	<u>Projected Replacment Dates</u>	<u>FY 19-20</u>	<u>FY 20-21</u>	<u>FY 21-22</u>
PCs	October, 2018 through March, 2019	\$ 101,854	\$ 101,854	\$ 101,854
3 Servers - Domain Controllers (CBI, NWRC,WRC)	November, 2018	\$ 3,105	\$ 3,105	\$ 3,105
Cisco Load Balancer	November, 2018	\$ 13,800	\$ 13,800	\$ 13,800
Subtotal		\$ 118,759	\$ 118,759	\$ 118,759
<u>Replacements for Leases Paid Off in Previous Years</u>				
Firewall Devices	during current year	\$ 35,000	\$ 35,000	\$ 35,000
Digital Press	July, 2019	\$ 60,000	\$ 60,000	\$ 60,000
Cisco Routers	July, 2019	\$ 5,484	\$ 5,484	\$ 5,484
4 Servers with VMWare	August, 2019	\$ 34,500	\$ 34,500	\$ 34,500
Nexus Modules	September, 2019	\$ 30,000	\$ 36,000	\$ 36,000
PCs	March, 2019 through March, 2021	\$ 65,940	\$ 154,274	\$ 232,262
Fortinet Security Appliances	April, 2020	\$ 3,763	\$ 15,051	\$ 15,051
3 Servers with VMWare	April, 2020	\$ 3,780	\$ 15,121	\$ 15,121
SAN Soluiton	April, 2020	\$ 11,864	\$ 47,456	\$ 47,456
Cisco Routers (Main & NERC)	October, 2020	\$ 4,017	\$ 5,356	\$ 5,356
IDF Switches (CBI & NWRC)	October, 2020		\$ 48,000	\$ 72,000
IDF Switches (Main & WRC) & Fiber Modules	October, 2021			\$ 160,000
Subtotal		\$ 254,348	\$ 456,242	\$ 718,230
TOTAL ADDITIONAL AMOUNT FOR FUTURE YEAR BUDGETS		\$ 373,107	\$ 575,001	\$ 836,989

ATTACHMENT B
Three Year Capital Budget

Proposed Capital Budget - Three Year Plan FYs 2018-19 through 2020-21

	<u>Sources of Funds</u>	<u>Status</u>
Projected Capital Fees - FY 18-19	390,000	
Projected Capital Fees - FY 19-20	390,000	
Projected Capital Fees - FY 20-21	390,000	
Funds from City Appropriation - FY 18-19	500,000	
Funds from City Appropriation - FY 19-20	500,000	
Funds from City Appropriation - FY 20-21	500,000	
Remaining Settlement Funds (Stantac and subcontractors)	1,400,000	
Refinancing of 2008 Bond Issue	1,662,960	
Refinancing of 2007 Bond Issue during FY 16-17	634,414	
TOTAL	<u>\$6,367,374</u>	

Planned / In-Process Projects & Purchases

Use of Funds

FACILITY PROJECTS

Faculty Relocations in West Building	26,688	Completed
Renovations and Furnishing in W1-1	32,967	Completed
Replacement of Historic Mint Building Steps	66,693	Completed
Biology Labs Renovations	163,626	Completed
West Building Staircase	101,305	Completed
Mint Steps	5,000	Completed
Repairs to West Building Parapet	64,594	Completed
New Classroom - 1st Floor CBI	18,037	Completed
Renovations for Re-Entry Program (BR-74)	55,668	Completed
Classroom Door Locks	116,500	Completed
Floor Replacement in Coffee House	18,000	Complete
Installation of Footers to support Public Art	121,721	in-process
Install Emergency Phones in Main Garage	20,406	in-process
Digital Sign for 17th Street	100,000	in-process
Backflow Preventers	24,900	in-process
Delayed Egress on Exterior Doors	60,500	PO Issued
Refurbishment of Bonnell Freight Elevator	162,866	PO Issued
Roof Repair - Mint	250,000	RFP in Nov
Roof Repair - Bonnell	250,000	RFP in Nov
Physics Lab	400,000	
Refurbishment of Mint Freight Elevator	250,000	
Fire Safety Enhancements in data closets	200,000	
New Exterior Lighting for Mint Building	150,000	
Mint Building Front Doors	185,000	
Cooling Tower Cell	125,000	
Bonnell Surface Lot Drain Repairs	15,585	Completed
CBI Pavers Replacement	150,000	
NERC Paver Installation at Entrance	20,000	
Office Suite Door Locks	82,500	
Regional Center Door Locks	40,000	
W1-1 Dental Hygiene Clinic	200,000	
NERC Classroom Conversion - 3 GP to 2 PC with Furniture	145,000	
NERC Classroom Conversion - 2 GP to 1 Message Therapy	37,500	
SACC Conversion to Classrooms (FY20-21)	175,000	
Music Program Area	125,000	
subtotal	<u>3,960,056</u>	

FURNITURE, FIXTURES & EQUIPMENT PURCHASES**Status**

Upgrade of Existing CCTV Equipment	16,613	Completed
Additional CCTV Equipment	119,898	Completed
Boardroom Refresh	10,513	Completed
Solar Energy Project	14,452	Complete
Additional ID Camera System	8,470	Completed
Enhanced Door Security System for Automotive Tech. Bldg.	7,770	PO Issued
Equipment for Bleacher Moves	32,132	Completed
Signage on 16th Street	6,900	Completed
Greenhouse	15,000	Completed
HR/IA Cleartouch	9,000	PO Issued
Smart Boards at Regional Centers (Qty 8?)	64,000	
Replacement of Classroom Tablet Armchairs (Qty 25 rooms)	360,000	
Great Hall Renovations	300,000	
Priority Items - A&SS	135,000	
Priority Items - Facilites	150,000	
Priority Items - WEI	86,000	
Priority Items - MMS	551,092	
Noncredit Registration System	200,000	
Carpet for Deans Offices (2)	50,000	
S3-3 Partition	12,100	PO Issued
W2-18 Computer Tables & Chairs	43,841	PO Issued
NWRC 102 Carpet Replacement	63,425	
WRC stackable chairs (qty 50)	9,457	
NWRC stackable chairs (qty 50)	9,457	
NERC stackable chairs (qty 245)	45,950	
NWRC 249 Ophthalmic Computer Tables	8,877	
NWRC Computer Chairs (37)	12,950	
B2-02 Computer Tables	27,560	
B2-29 Computer Tables	34,450	
		<hr/>
subtotal	2,404,907	
MMS Classroom Technology Replacements Years 2 & 3	50,500	
Instructional Equipment Years 2 & 3	150,000	
Other Priority Needs Years 2 & 3	150,000	
		<hr/>
subtotal	350,500	
		<hr/>
TOTAL	6,715,463	
		<hr/> <hr/>

ATTACHMENT C

**2018 FINANCIAL PERFORMANCE REPORT
NOVEMBER 28, 2018**

**2018 FINANCIAL PERFORMANCE REPORT
NOVEMBER 28, 2018**

Current Evidence of Financial Viability

- Through successful operational efficiencies and cost containment strategies, the College has finished the fiscal year with slight operating budget surpluses in each of the last thirteen fiscal years. Initially budgeted deficits in 2011, 2012, 2013, 2014, 2015, 2016, 2017 and 2018 were eliminated and small surpluses achieved.
- Strong liquidity. Average daily cash and investment balances in excess of \$50.9 million.
- Audits are consistently unqualified with no control weakness findings.

Current Financial Challenges

- Levels of financial support from City and State.
- Large dependence on student tuition and fee revenues and associated federal aid to sustain College budgets.
- Revenue pressures from declining enrollment will continue to challenge operating performance.
- Elevated exposure to collective bargaining units limits expense flexibility.
- Growing vulnerability to shifts in Federal Financial Aid (Pell) policies.
- Under GASB 75, the College will be required to accrue the full amount of the OPEB liability beginning 2017-2018. The actuarial estimated full amount of the OPEB liability is \$178.8 million.
- Capital resources are needed to implement the Facilities Master Plan.

FIGURE I
Reported Value of Unrestricted (Carry-Over) Fund Balances
Including Quasi Endowment Funds
with the Impact of Other Post-Employment Benefits Accrual

Fiscal Year	Cumulative Value of OPEB Annual Accrual	Reported Value of Unrestricted Carry-Over Funds Including Quasi- Endowment Funds with OPEB Accrual
2004-05	0	\$9,692,958
2005-06	0	\$11,682,218
2006-07	0	\$17,051,787
2007-08	\$5,194,673	\$17,154,757
2008-09	\$10,367,219	\$14,553,315
2009-10	\$16,575,690	\$14,588,450
2010-11	\$22,614,325	\$9,352,894
2011-12	\$30,225,327	\$2,014,736
2012-13	\$38,755,360	(\$6,437,761)
2013-14	\$47,396,561	(\$14,906,416)
2014-15	\$58,227,563	(\$25,320,183)
2015-16	\$70,428,317	(\$36,372,774)
2016-17	\$82,801,420	(\$44,715,047)
2017-18	\$182,233,779	(\$208,445,629)

Comment: Beginning 2017-2018, the College was required to implement GASB 75. Under GASB 75, the College accrued the full amount of the OPEB liability and the proportionate share of PSERS/SERS liabilities for a total of \$182.3 million. The post-employment health benefit accrual reduces the amount reported for unrestricted funds but has no impact on the College's cash position. The above data shows the cumulative value of the accrual which reduces both the value reported for unrestricted net assets and the College's reported net position.

Current Status: GASB 75 required the College to accrue the full amount of the OPEB liability as employees earn the benefits. The actuarial estimated full amount of the OPEB health benefits liability is \$178.8 million.

FIGURE II

Fiscal Year End Current Asset to Current Liability Ratio

	As Reported in Financial Statements	Including the Value of Liquid Long-Term Investments
2004-05	1.22	1.22
2005-06	1.29	1.29
2006-07	1.57	1.57
2007-08	1.47	1.65
2008-09	1.54	1.70
2009-10	1.50	1.65
2010-11	1.11*	1.66
2011-12	1.08*	1.61
2012-13	1.02*	1.52
2013-14	1.10*	1.65
2014-15	1.16*	1.61
2015-16	1.32*	1.97
2016-17	1.40*	2.01
2017-18	1.55*	2.17

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

Comment: A positive trend in this ratio is indicative of a growing capacity to handle current debt obligations. Beginning in 2011, the nominal value for the current ratios was reduced by the movement of some core cash into liquid long-term investments. Long-term liquid investments in 2018 totaled \$16.4 million. Including these funds, the College's current ratio is 2.17. Because the longer-term fixed-income investments can be liquidated without penalty, the longer-term investment strategy did not create any significant operational risk for the College. The above chart shows the current ratio without and with the inclusion of liquid long-term investments.

Target: Ratio: 1.2 or higher

Current Status: No major change in this ratio is expected to occur.

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

	Total Debt Payments Made from City Dollars	Debt Payments Made from City Dollars as Percent of Total Operating Revenue
2004-05	\$3,378,206	3.56%
2005-06	\$3,378,259	3.46%
2006-07	\$3,469,762	3.37%
2007-08	\$3,848,690	3.57%
2008-09	\$6,819,821	6.25%
2009-10	\$6,183,563	5.20%
2010-11	\$6,471,559	5.32%
2011-12	\$6,576,665	5.49%
2012-13	\$6,822,960	5.64%
2013-14	\$6,785,455	5.43%
2014-15	\$5,316,296	4.15%
2015-16	\$5,541,800	4.25%
2016-17	\$5,144,174	4.02%
2017-18	\$5,018,379	3.93%

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

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

Current Status: In fiscal year 2017-18, the College borrowed \$16 million to fund the Library and Learning Commons Project; the State is currently funding 28.13% of the debt service and the College has submitted an additional capital request that would bring the State funding level to 46.9% starting in FY 2019-20 if approved. A bond offering of \$20 million to finance the expansion of the West Regional Center will occur in Spring of 2019; the State will fund 50% of the debt service. The amount of City appropriations required to be used for this additional debt service is estimated at \$775,000.

FIGURE IV
Revenue Dispersion - Operating Budget Revenues by Source

Operating Revenue by Source	FY 14-15	% of Total	FY 15-16	% of Total	FY 16-17	% of Total	FY 17-18	% of Total
State Appropriation	\$28,499,415		\$29,963,712		\$30,732,457		\$30,732,457	
State Lease Appropriation	132,174		164,616		135,845		159,154	
TOTAL STATE	28,631,589	22.37%	30,128,328	23.10%	30,868,302	24.13%	30,891,611	24.18%
City Operating Appropriation	21,353,866	16.69%	23,367,407	17.91%	23,830,493	18.63%	22,569,958	17.66%
Student Tuition & Course-related Fees	75,226,747		73,359,959		70,522,593		71,353,463	
Student Regulatory Fees	1,173,147		1,287,923		1,202,303		1,198,833	
TOTAL STUDENT	76,399,894	59.68%	74,647,882	57.22%	71,724,896	56.08%	72,552,296	56.78%
Other	1,609,122	1.26%	2,296,953	1.77%	1,484,975	1.16%	1,768,613	1.38%
GRAND TOTAL	\$127,994,471		\$130,440,570		\$127,908,666		\$127,782,479	

Comment: The State operating appropriation for fiscal year 2017-18 was the same as the previous year. The City operating appropriation represents dollars remaining from the total City allocation after all City capital obligations are met. The total City appropriation was \$.5 million more than fiscal year 2016-17. The College used \$.83 million to fund the PowerUp Your Business program. Other income includes investment income, Federal Perkins operating budget support for career programs, and other miscellaneous income. Revenue dispersion, lack of overdependence on one revenue source, is viewed as an important indicator of financial stability. The growth in College dependence on student revenues over the past few years, and indirectly on State and Federal Student aid programs (see Figure VI), is a concern.

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

Current Status: The State budget contained an increase of \$.92 million for the Operating Budget. The City provided a \$2 million increase in appropriations.

FIGURE V

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

Year	Annual Tuition and Fee Revenues (in \$000)	Percent of Operating Revenues Dependent Upon Student Tuition and Fees	Percent of Student Revenues Paid by Federal and State Aid Grants	Percent of Operating Budget Dependent on Federal and State Aid Programs
2004-05	\$45,811	48.4%	45.3%	21.9%
2005-06	\$45,330	47.6%	45.0%	21.4%
2006-07	\$48,944	49.8%	47.3%	23.6%
2007-08	\$54,020	49.6%	47.3%	23.5%
2008-09	\$56,844	52.3%	46.5%	24.3%
2009-10	\$65,308	55.0%	56.2%	30.9%
2010-11	\$69,701	57.3%	61.1%	34.9%
2011-12	\$71,641	59.8%	60.0%	35.9%
2012 -13	\$73,206	60.5%	58.3%	35.3%
2013-14	\$76,686	61.3%	56.6%	35.3%
2014-15	\$76,400	59.7%	60.9%	36.4%
2015-16	\$74,648	57.2%	60.5%	34.6%
2016-17	\$71,724	56.1%	55.6%	31.6%
2017-18	\$75,076	58.8%	55.7%	32.7%

Comment: Over the last two decades, the College has become increasingly dependent on student-generated revenues as the largest source of operating revenues for the College. In fiscal 2018, 58.8 percent of revenues were generated by students. The number of students eligible for Pell grants and state grants declined in fiscal 2018 due to the improving local economy. However, the maximum Pell award was increased by \$105 in 2018. This resulted in a small increase from 31.6 percent of College operating revenues coming from federal and State (primarily Pell) aid awards in 2017 to 32.7 percent in 2018. Levels of funding and eligibility standards for Pell awards are subject to a political environment in Washington which is frequently less supportive of higher education funding. The College is increasingly dependent on a revenue stream with growing unpredictability.

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

Current Status: The distribution of operating revenues by source is not expected to change significantly for the 2017-18 year.

FIGURE VI

Tuition and Fee Changes

	<u>2011-12⁽³⁾</u>	<u>2012-13⁽³⁾</u>	<u>2013-14⁽³⁾</u>	<u>2014-15⁽³⁾</u>	<u>2015-16⁽³⁾</u>	<u>2016-17⁽³⁾</u>	<u>2017-18⁽³⁾</u>	<u>2018-19⁽³⁾</u>
Tuition ⁽¹⁾	\$138 per cr. hr.	\$148 per cr. hr.	\$153 per cr. hr.	\$153 per cr. hr.	\$153 per cr. hr.	\$153 per cr. hr.	\$159 per cr. hr.	\$159 per cr. hr.
General College Fee	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.	\$4.00 per cr. hr.
Technology Fee	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$28.00 per cr. hr.	\$30.00 per cr. hr.	\$30.00 per cr. hr.	\$30.00 per cr. hr.
Average Course Fee	\$7.15 per cr. hr.	\$7.66 per cr. hr.	\$7.68 per cr. hr.	\$7.66 per cr. hr.	\$8.08 per cr. hr.	\$9.71 per cr. hr.	\$10.05 per cr. hr.	\$10.01 per cr. hr.
Average Total Annual Costs for Full-Time Study ⁽²⁾	\$4,263	\$4,504	\$4,624	\$4,624	\$4,634	\$4,721	\$4,873	\$4,872

Source: The College.

- (1) Per credit hour for Philadelphia residents. Other Pennsylvania residents pay double tuition and out-of-state students pay triple tuition.
- (2) Assumes full-time enrollment (12 credits in fall and spring terms). Amount includes: tuition, student activity fee, technology fee, and average course fees.
- (3) The College charges course fees in high cost course areas such as allied health and laboratory sciences. Course fees range from \$85 to \$345 per course.

Comment: Course fees are charged in disciplines where instructional delivery costs are above average based upon factors such as class size constraints, faculty workloads, and instructional materials costs. As a result, full-time student charges vary by program of study. The lowest possible charge for a full-time student in the 2018-19 fiscal year is \$4,632.

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

Current Status: Tuition for 2018-19 remained the same at \$159; there were no changes to fees. The College has only raised tuition once in the past five years.

FIGURE VII

Total Credit Enrollments and Operating Cost Per FTE Credit Student

	Total Credit FTEs	Percent Increase/Decrease in Enrollment	Total Operating Cost Per FTE Credit Student⁽¹⁾	Percent Increase/Decrease in Cost Per FTE	Change in Philadelphia All Urban CPI Increase**
2005-06	13,629		\$6,668		
2006-07	13,569	-0.40%	\$7,020	5.30%	1.60%
2007-08 ⁽¹⁾	13,942	2.80%	\$7,113	1.30%	5.10%
2008-09 ⁽¹⁾	14,208	1.90%	\$7,198	1.20%	-2.00%
2009-10 ⁽¹⁾	15,808	11.30%	\$6,779	-5.50%	1.90%
2010-11 ⁽¹⁾	16,091	1.80%	\$7,166	5.40%	2.80%
2011-12 ⁽¹⁾	15,796	-1.80%	\$7,355	2.60%	1.30%
2012-13 ⁽¹⁾	15,115	-4.30%	\$7,707	4.80%	1.50%
2013-14 ⁽¹⁾	15,051	-0.40%	\$7,918	2.70%	1.80%
2014-15 ⁽¹⁾	14,851	-1.30%	\$8,145	2.90%	0.20%
2015-16	14,505	-2.30%	\$8,452	3.77%	0.10%
2016-17	13,657	-5.85%	\$8,924	5.88%	0.70%
2071-18	13,361	-2.17%	\$8,951*	.30%	1.90%

(1) Excludes the impact of GASB 45 and GASB 68 post-retirement expense accrual.

* Estimated.

** Percent change from 12 months prior - June

Comment: This chart reports total institutional operating cost per full-time equivalent (FTE) credit students. Because many of the College's costs are relatively fixed, a significant increase or decrease in enrollments will have a major impact on costs per FTE student. The drop in cost per FTE in 2009-10 is explained by the large enrollment increase. Similarly the relatively large increase in cost per FTE for 2012-13 and again in 2016-17 and 2017-18 reflects the drop in credit enrollments which occurred for the year. The costs per FTE shown in this chart do not include the future expense accrual for post-employment benefit (GASB 45 and GASB 68) expenses. The value of this accrual for 2017-18 was \$12.279 million or \$919 per credit FTE.

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

Current Status: The currently projected decrease in enrollments will result in an increase to the cost per FTE for the 2018-19 year.

FIGURE VIII

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

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Faculty and Lab Aides							
Average Salary	\$66,137	\$66,862	\$66,878	\$66,980	\$68,583	\$67,244	\$69,607
Percent Increase	0%	+1.10%	0%	0%	+2.40%	-1.95%	3.51%
Administrators							
Average Salary	\$75,731	\$74,804	\$75,630	\$78,572	\$79,017	\$80,338	\$82,051
Percent Increase	0%	-1.20%	+1.10%	+3.90%	+.60%	+1.67%	2.13%
Classified/Confidential							
Average Salary	\$40,609	\$41,322	\$41,312	\$42,194	\$43,408	\$42,353	\$43,308
Percent Increase	-0.80%	+1.80%	0%	+2.10%	+2.90%	-2.43%	2.25%

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

Target: All faculty and classified employees' salaries are set by collective bargaining agreements. The College's Collective Bargaining Agreements expired on August 31 2016. Through the opportunities provided by employee turnover and retirement, the goal is to keep overall average salary increases below the percentage increases granted to continuing employees over the five year contract period.

Current Status: The College's Collective Bargaining Agreements expired on August 31, 2016. No increases were provided to any category of employee during the 2016-17 fiscal year. Effective July 1, 2017, a two (2%) percent increase was approved by the Board of Trustees for Administrators (excluding Vice Presidents and General Counsel serving on the College's Cabinet) and Grant Administrators, and a two (2%) percent increase in hourly rate for Confidential Employees. The College's latest proposal to the Union included a 2% increase to Faculty and Classified Employees. For comparison purposes only, the same percentage increases were applied to current salaries of Faculty and Classified employees since the Union contract has not yet been settled.

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, January 23, 2019 – 10:00 A.M.**

Present: Ms. Suzanne Biemiller, Mr. Harold Epps, Mr. Joseph Martz (via Zoom), Mr. Jeremiah J. White, Jr. (via Zoom), Dr. Donald Generals, Dr. Pam Carter, Ms. Carol de Fries, Mr. Jacob Eapen, Dr. Judith Gay, Dr. Samuel Hirsch, Mr. Gim Lim, Mr. Gregory Murphy, Mr. James P. Spiewak, Victoria Zellers, Esq. and Invited Guest: Mr. Craig Stock (via Zoom)

AGENDA

PUBLIC SESSION

(1) Architect Selection for the Career and Advanced Technology Center. (Action Item):

Discussion: Mr. Eapen described to the Committee the RFP process that was undertaken to select an architect for the West Regional Center project. He stated that it is the College's intention to transform the West Philadelphia Regional Center into a destination center providing high-quality academic, career and technical programs supporting the career-focused students entering the region's workforce. The main objective of this effort is to create a dynamic, identity focused center that will provide students the ideal learning environment where they will be able to define and master technologies of the ever-evolving workplace demands. The College received seventeen (17) proposals. Fees for Parts 1 and 2 ranged from \$1.55 million to \$2.79 million as shown in Attachment A. The eight firms that proposed fees lower than 10% of the project budget of \$22 million were evaluated and five firms were invited to make a presentation to the Evaluation Committee. The Evaluation Committee consisted of the VP for Business & Finance; the VP for Workforce & Economic Innovation; the Dean of Business & Technology; and the Associate VP for Budgets & Business Services. Dr. Generals noted that Ms. de Fries, VP for Workforce & Economic Innovation. and Dr. Carter, Dean of Business & Technology, provided knowledge on the desired curriculum aspects of the facility. The Evaluation Committee used the criteria outlined in Attachment B. From this group, two (2) firms, the Schrader Group who partnered with Lavalley Brensinger Architects and CDI dba L.R. Kimball were invited back to make presentations to the President and the Cabinet. All of the firms that made presentations included minority participation and a high percentage of their team were Philadelphia-based.

The RFP reflected the College's intention to have the West Regional Center to be a destination center focusing on workforce development programs. The RFP further detailed that the project will include two parts. Part 1 – A design for construction of a technology rich facility of approximately 50,000 ft² focused on Automotive and Transportation Technology as the anchor program inclusive of advanced fuel systems of passenger vehicles; large-scale vehicles and equipment; stationary power equipment; and marine craft. Underground parking and an upper level of adaptive instructional spaces for classroom, study space and various manufacturing training spaces. Part 2 – A redesign of existing space of about 24,000 Ft² for Advanced Technology programs in: manufacturing; energy and trades training with advanced specialized industry equipment; business and information technology; healthcare training; and adaptive instructional

spaces for classrooms. Respondents were also asked to provide additional pricing for: (a) a third floor incorporated onto the Automotive Technology building and (b) the demolition of the existing 24,000 Ft² and replacement with a two-story building is also being considered.

Mr. Eapen explained that the College had initially planned in expanding the facilities utilized for the Automotive Technology program at the West Regional Center. The expansion would allow for increased enrollment in the existing program and would also enable the College to offer courses related to diesel and other alternative fuels. The 2017 Facilities Master Plan identified the need for a facility of 44,000 square feet to meet the programming needs. To transform into a destination center, the College desires to establish the West Regional Center as a Career and Advanced Technology Center to address the workforce needs of the City and offer courses in advanced manufacturing, energy, trades, business and information technology and healthcare training. As part of the fiscal year 2018-2019 PDE (Pennsylvania Department of Education) capital request process, staff identified the West Regional Center Expansion project, which had been submitted in a previous year, as its "carry-over" project. On August 15, 2018 the College received notice from PDE that the project was approved for \$20 million with PDE providing 50% of the debt service payments.

The Schrader Group made a presentation to the Committee. They outlined their approach to the project and provided examples of similar project work. They also presented some concepts for consideration which included three floors for the building on the automotive technology site and the demolition of the existing regional center for surface parking. They also noted that their minority participation is as follows: Arora Engineers (MBE 27.6%); KSE Engineers (MBE 6.4%); Metropolitan Acoustics (2% WBE); and New Age Development Group (2% DBE). All of the project team's firms have offices in Philadelphia with the exception of New Age Development Group (Conshohocken, PA) and Lavallee Brensinger Architects, the automotive technology and educations specialists who are based in Boston, MA.

After the Schrader Group presentation, the Committee members had a discussion about the project which included project schedule, length of construction period and potential sites for the temporary relocation of the automotive technology program during construction. In response to questions, staff stated that Econsult Solutions will be engaged to perform an environmental scan which will help College staff better determine program needs. It was also noted that the preliminary list of workforce development programs to be conducted at the site is in line with the City's objectives.

In response to project costs, Mr. Eapen noted that the original cost was estimated to be \$22M. However, with the additional programming, the new building will be about a 75,000 square foot building which increases the project cost to \$27M to \$30M. The combination of the Pennsylvania Department of Education (PDE), the Redevelopment Assistance Capital Program (RACP), New Market Tax Credits (NMTC), and Community College of Philadelphia bond funds will be the sources and uses of funds. The Business Affairs Committee desires to see proforma on both financing and operations. The Trustees had several questions on the programs, the revenues that will be generated, and the costs for running the programs. Trustee Epps directed the staff to provide proforma of revenues and expenses.

Action: Mr. White moved and Mr. Martz seconded the motion that the Committee recommend to the full Board to award the contract to the Schrader Group for the Career and Advanced Technology Center in the amount of \$2,100,000 contingent upon the staff providing the sources and uses of funds for the construction and proforma of revenues and expenses for the programs at the proposed Center. The motion passed unanimously.

(2) Next Meeting Date (Information Item)

A discussion took place about changing the start time of future Business Affairs Committee meetings. The Committee agreed to change the start time to 9:00 A.M.

EXECUTIVE SESSION

An Executive Session followed the Public Session.

ATTACHMENT A

Fees Submitted from Architectural Firms For Parts 1 and 2 of the RFP Career and Advanced Technology Center

**Fees for
Parts 1 & 2**

Wallace Roberts & Todd, LLC	\$1,547,531
NORR	\$1,628,825
HDR	\$1,669,105
CDI Architects Group LLC dba L.R. Kimball	\$1,741,504
Granum A/I	\$1,870,774
Schrader Group Architecture, LLC	\$1,877,725
ATANE (formerly HAKS)	\$1,966,902
WRA	\$2,129,123
BHA	\$2,192,764
Hollwich Kushner	\$2,249,540
Francis Cauffman	\$2,266,355
Marvel Architects, PLLC	\$2,429,933
Erdy McHenry Architecture, LLC	\$2,516,532
Gensler	\$2,518,608
Daroff Design	\$2,557,244
ROGERS PARTNERS Architects + Urban Designers	\$2,718,918
NK Architects, P.A.	\$2,787,886

ATTACHMENT B

Criteria Used for the Architect Selection Career and Advanced Technology Center

EVALUATION OF PROPOSALS

Proposals will be evaluated for the most cost effective and responsive to the needs of the College. The College, at its sole discretion, will make final determination of the proposal responsiveness and reserves the right to award all, partial or none of the elements of the proposal. Proposals will be reviewed by the College Selection Committee consisting of representatives from Budget and Finance, Purchasing, Facilities, Information Technology Staff, Business and Technology and Workforce Development. The award of the services associated with this RFP may or may not be made to the Contractor submitting the lowest price Cost Proposal. The award will be made to the contractor whose Proposal is determined to be the most advantageous to the College, taking into consideration, without limitation the evaluation factors set forth below.

1. Quality of Team:

- a) Composition of the team and alignment with project objectives
- b) The degree to which the personnel on the Contractor Team have held responsible project positions for similar projects;
- c) Demonstrated depth and higher education experience creating:
 - i. Automotive service training centers
 - ii. Advance manufacturing instructional labs and instructional spaces
 - iii. Shared collaborative spaces
 - iv. Flexible spaces with adaptive technologies
- d) The degree to which the Contractor Team brings experience in the full range of skills and expertise needed to accomplish the scope of work in all task areas;
- e) The degree of project experience energizing and integrating internal and external common spaces and courtyards
- f) The specific commitments made in the Proposal for staffing the Contractor Team, including percent of time dedicated by Project Manager and senior members who are experienced and most aligned with project objectives.
- g) Contributions of Technology and Educational Specialists in support of project
- h) Experience within the local permitting region
- i) Experience planning projects in phased fully occupied and operational, spaces and functions
- j) Detailers efficient in AutoCAD, REVIT, and BIM.
- k) Any other experience and/or criteria the committee deems relevant.

2. Work Plan and Defined Approach to Project and Project Schedule

- a) Proposed organization of the work;
- b) Unique capabilities that may influence the Project;
- c) Understanding of the appropriate levels of effort required (hours) and approach for tasks required for:
- d) Information Collection: Collaboration plan integrating faculty, staff, students, administration, outside consultants and other architectural firms
- e) Needs Assessment: Develop a comprehensive understanding of the intent of the project, the infrastructures in-place or available
- f) Program Development: Providing Alternative Approaches to generate a minimum of three ideas for solutions
- g) Schematic Design: Designs that defines the general scope and conceptual design of the project
- h) Design Development: Detailed design development for a clear and coordinated description of all aspects of the design including Architectural, Mechanical, Plumbing, Electrical and Fire Protection Systems
- i) Construction Documents: Construction documents which consist of permitting, bid and conformed set of drawings, and specifications for a complete and comprehensive project manual.
- j) Procurement: Support of the college procurement practice of bidding, responding to Requests for Information, reviewing responses, making recommendations for multiple prime contracts and contractor negotiation through contract award and reconciling any cost differences and/or revising design drawings to bring the costs in line to the estimate or college budget.
- k) Contract Administration: Overseeing construction to ensure conformity to construction drawings, specifications, and standards. Weekly meetings, submittal review, requests for information, accurate tracking and management of pay applications, certified payroll, change order management, support to the General Trades Contractor and all other necessary efforts to oversee the project through successful close-out and completion.

Identification of Project risks and methods to mitigate or eliminate such risks to complete the Project within the proposed schedule, estimated budget and with the quality and/or performance specifications identified herein

3. Financials and Alignment with College's Form of Agreement

- a) Price, Alternate Price and/or cost items deemed in the best interest of the College
- b) Costs and Fees
- c) Breakdown of hours and percentage of time allocated to senior members who are experienced and most aligned with project objectives throughout the project.
- d) Value added and cost savings achieved from previous projects
- e) Alignment with the College AIA –B101 Form of Agreement and AIA A201 Terms and Conditions

4. Quality of Overall Proposal

- a) Project Interpretation
- b) Collaborative Approach
- c) Team experience implementing projects in fully occupied and operational spaces.
- d) Understanding of programming the technological demands supporting emerging academic pedagogies to enhance the intellectual environments and backbone to incorporate new technologies and facilitate future initiatives
- e) Any other proposal qualities, features, and/or criteria the College deems relevant.

February 2019 Events

Annual Architecture and Design Exhibit

February 1-28

Mint Building, Rotunda

Visit the Rotunda to experience the amazing exhibits of the Architecture and Design students on display all month

Culinary Arts Cooking Competition

February 1 | 8 a.m. – 3:30 p.m.

Pavilion Building, Klein Cube

Sponsored by the Culinary Arts and Hospitality Management programs

African American Children's Book Fair

February 2 | 1 – 4 p.m.

Athletics Center, Gymnasium

This external event is free and open to the public. One of the oldest and largest single day events for African American children's books in the country, parents, caregivers and educators join authors and illustrators who give presentations on their books. Games, prizes, promotional giveaways and reading resources available; average yearly attendance of more than 3,500.

Sponsored by The Literary

KEYS Program Job Fair

February 4 | 7 a.m. – 2 p.m.

Center for Business & Industry, Room C2-05

Sponsored by the KEYS Program

Chair Yoga Wellness Program

February 5 | 12:30 p.m. – 1:30 p.m.

Athletics Center

Come and learn many types of yoga postures, breathing techniques, meditation and ways of relaxation using just a chair.

Sponsored by the Office of Human Resources

Fireside Chat

February 5 | 3 – 4 p.m.

Winnet Student Life Building, Lobby

Join in the first Fireside Chat of the spring semester to engage in a conversation recognizing African American History Month. Share reflections on your favorite book, poem, song or

any artistic expression celebrating this critical milestone in American history.

Hosted by the Office of the President

New Science Labs Open House & Panel Discussion

February 7 | 8:30 – 10 a.m.

Pavilion Building, Klein Cube

A panel discussion moderated by Dr. Generals will feature prominent panelists discussing the College's impact on science in Philadelphia. Tours of the New Biology labs will immediately follow.

Empowering Black Women Seminar

February 7 | 5 – 6 p.m.

Center for Business & Industry, Room C2-28

Sponsored by the Women's Outreach & Advocacy Center

CUFF Film Festival

February 7-8 | Various times

Bonnell Building, Large Auditorium

A showcase of original films of 10 minutes or less in the following production categories: community college, four-year college and general community filmmakers.

Education Transfer Fair

February 12 | 9 a.m. – 2 p.m.

Bonnell Building, Lobby

Sponsored by the Counseling Department

Career Connections Job Fair

February 14 | 11 a.m. – 3 p.m.

West Regional Center, Lobby

Students and alumni are invited to come and speak with company representatives about current career opportunities.

Sponsored by the Career Connections Office

Pizza with the President

February 15 | 12:30 – 1:30 p.m.

Winnet Student Life Building, Room S2-03

Sponsored by the Academic and Student Success Division

The Path to Possibilities™

Faith-Based Leaders Brunch

February 18 | 10 a.m.

Offsite Location

Opportunity to bring faith-based leaders together for discussion and partnership opportunities

Hosted by the Foundation Board and Office of the President

Nursing Chest Trauma Seminar

February 19 | 8 – 10 a.m.

Winnet Student Life Building, Room S2-03

An event for current Nursing which will feature a guest speaker.

Sponsored by the Nursing Department

Diversity Dialogue Series

February 21 | 11:30 a.m. – 12:30 p.m.

Pavilion Building, Klein Cube

Hosted by the Office of Diversity and Equity

Veterans Finance & Wellness Expo

February 23 | 10 a.m. – 2 p.m.

Winnet Student Life Building, Great Hall

Event will feature various workshops and veterans support agencies around the city.

Hosted in partnership with the Veterans Resource Center & Congressman Dwight Evans

African American Heritage Month Luncheon

February 25 | 12 – 1:30 p.m.

Winnet Student Life Building, Great Hall

Keynote speaker: Wilson Goode

Sponsored by the Academic and Student Success Division

Law and Society Week 2019

February 25 – March 1

Various Locations and Times

Presented by Fox Rothschild Center for Law and Society, this annual week of legal events, designed for the College family and local community, will feature workshops, lectures, film screenings and panel discussions on a variety of current topics.

Many events qualified for continuing legal education credits.

Judge Edward R. Becker Citizenship Award Breakfast

February 26 | 8:30 – 10 a.m.

Center for Business & Industry, Room C2-05

The award recognizes an honoree's lifelong commitment to active citizenship, career in law, business and public service. This year's honoree is Joseph Field. By invitation only.

Justice and Paralegal Career Fair

February 26 | 9 a.m. – 1 p.m.

Bonnell Building, Lobby

Hosted by the Fox Rothschild Center for Law and Society

Women's Home Basketball Games

Athletics Center, Gymnasium

February 6 vs. Northampton at 5 p.m.

February 13 vs. Brookdale at 5 p.m.

February 17 vs. Suffolk at 5 p.m.

Men's Home Basketball Games

Athletics Center, Gymnasium

February 6 vs. Northampton at 7 p.m.

February 13 vs. Brookdale at 7 p.m.

The Path to Possibilities™