



MEETING OF THE BOARD OF TRUSTEES  
Thursday, June 5, 2014 – 3:00 p.m.  
Isadore A. Shrager Boardroom – M2-01

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, June 5, 2014 – 3:00 p.m.

Isadore A. Shrager Boardroom, M2-1

- (1) Executive Session
- (2) Consent Agenda
  - (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of May 1, 2014
  - (b) Gifts and Grants
  - (c) Board Resolution Required by PDE for Electronic Signature Effective July 1, 2014
- (3) 2014-15 College Budget and Proposed Tuition Recommendation (A)
- (4) Report of the Chair
- (5) Foundation Report
- (6) Report of the Interim President
- (7) New Business
- (8) Next Meeting: Thursday, September 4, 2014 – 3:00 p.m.  
Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Student Outcomes: Thursday, June 5, 2014  
1:30 p.m. – M2-34

Business Affairs: Wednesday, June 18, 2014  
9:00 a.m. – Isadore A. Shrager Boardroom, M2-1

Upcoming Events

Foundation Annual Golf Tournament Monday, August 4, 2014 -11:30 a.m.  
Commonwealth National Golf Club  
250 Babylon Road, Horsham PA 19044

PA Commission for Community      September 25-26, 2014  
Colleges All-Trustee Assembly      Location TBD

44<sup>th</sup> Annual ACCT Leadership      October 22-25, 2014  
Congress      Chicago, IL

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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, May 1, 2014 – 3:00 p.m.

Present: Mr. Bergheiser, presiding; Mr. Edwards, Ms. Hernández Vélez, Ms. Holland, Mr. Johnson, Mr. Lassiter, Mayor Nutter, Dr. Rényi, Representative Roebuck, Ms. Sparandara, Ms. Tsai, Mr. White, Dr. Gay, Ms. Bauer, Ms. Brown-Sow, Ms. DiGregorio, Ms. Garfinkle Weitz, Dr. Hirsch, Mr. Murphy, Mr. Simonetta, Mr. Spiewak, and Dr. Thompson

(1) Consent Agenda

Mr. Bergheiser requested approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of April 3, 2014
- (b) Gifts and Grants
- (c) Addition of Roth 403 (b) Option to TIAA-CREF and Fidelity Retirement Plans
- (d) Automotive Program Receivable Write-Off
- (e) Accounting Program Academic Audit
- (f) Approval of External Audit Firm
- (g) Capital Requests for West Building Projects

Mr. Bergheiser asked Mr. Spiewak to talk briefly on item (f) Approval of the External Audit Firm.

Mr. Spiewak stated that based on the College's solicitation of proposals for accounting services, the College received five proposals. After reviewing the proposals, staff agreed to interview representatives from four of the firms. Based on the interviews, staff identified three firms as finalists (Bowman & Company, ParenteBeard, and Grant Thornton). All three firms were invited to make presentations at the April 23, 2014 meeting of the Business Affairs Committee. Mr. Spiewak stated that the Committee discussed the pros and cons of each firm and approved Grant Thornton as the College's external audit firm for a five-year contract period to perform the fiscal year audits 2014-2018 at a total cost of \$646,500.

Mr. Simonetta, chair of the Board of Trustees Audit Committee, stated that he had the opportunity to review all of the proposals evaluated by staff, and provided feedback to staff on each of the firms. Mr. Simonetta stated that the Business Affairs Committee made the right decision in recommending Grant Thornton, a national firm with an excellent reputation and expertise.

Mr. Bergheiser stated that he will be reaching out to members of the Board to identify an additional member for the Audit Committee. He stated that the College was very fortunate to have Mr. Simonetta as chair of the Audit Committee. Mr. Bergheiser thanked Ms. Tsai for her work in securing Mr. Simonetta.

After discussion, Ms. Hernández Velez moved, with Mr. Edwards seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(2) Report of the Chair

Mr. Bergheiser reported that the College's Budget Hearing before City Council took place on April 7, 2014. He stated that he and Dr. Gay had the opportunity to address Council regarding the College's budget request. Mr. Bergheiser stated that the hearing went well, and that members of City Council were very supportive of the College. Mr. Bergheiser thanked Mr. White and Ms. Rényi for attending the hearing.

(2a) Year-End Events

Mr. Bergheiser thanked members of the Board for representing the Board of Trustees at the following year-end events:

Retirees Reception

Stella Tsai

Regional Centers Leadership Breakfasts

Mr. Lassiter – Northwest Regional Center  
Representative Roebuck – West Regional Center

Mr. Bergheiser reminded members of the Board that Commencement is scheduled for May 3, 2014 at 10:00 a.m. at Temple University Liacouras Center. Members of the Board are asked to arrive no later than 9:15 a.m. Robing will take place in the Courthouse Club (formerly the Owl Room). Parking will be available on the first level for members of the Board. College staff will direct members of the Board to the Courthouse Club.

(2b) Conflict of Interest Policy and Ethics Form

Mr. Bergheiser reminded members of the Board to return their Conflict of Interest Policy and Ethics form to the President's Office.

(2c) Association of Community College Trustees  
Annual Congress, October 22-25, 2014, Chicago, Illinois

Mr. Bergheiser reminded members of the Board that the Association of Community College Trustees Annual Congress is scheduled for October 22-25, 2014 in Chicago, Illinois.

Members of the Board interested in attending may contact the President's Office for meeting arrangements.

(3) Report of the Student Outcomes Committee  
Meeting of May 1, 2014

Ms. Holland stated that the Committee had met immediately prior to the Board of Trustees meeting. She stated that she wanted to bring an item of interest to the Board regarding the Complete with 15 new scholarship initiative. Ms. Holland stated that the incentive is in response to the completion agenda and provides students with an incentive to take 15 credits in an effort to complete an associate's degree thus saving time and reducing debt. Ms. Holland congratulated staff on "thinking outside the box" in creating the Complete with 15 initiative to help reduce student debt.

(4) Foundation Report

Mr. Murphy reported on the status of fundraising at the College. He stated that government fundraising has increased by 82.13% and that non-government funding has increased 12.12% for fiscal year 2014. Mr. Murphy stated that the dramatic increase in governmental is in part because of a three-year grant funding awarded in the first year. Without that, the increase is still an impressive 31%.

Mr. Murphy stated that new governmental funds since the April Board meeting include \$286,000 from the Department of Defense for a molecular-analysis research project. The grant supports equipment purchases that will allow an expansion of curricular offerings. Additionally, Mr. Murphy stated that the College has received confirmation for two Federal grants that we will count next year because the projects they support begin in fiscal year 2015. The Department of Education/Predominantly Black Institutions grant of \$570,000 will support the Center for Male Engagement. The National Endowment for the Humanities/Bridging Cultures grant for \$119,000 will support faculty development.

Mr. Murphy reported that the College had received the following private support:

- A new grant for \$45,000 from the Pincus Family Foundation that will support the Emergency Book Fund Scholarship Fund;
- Bank of America will grant \$25,500 for continued support of the Conveyor Belt Program that supports dual enrollment for alternative students;
- The Turkish Coalition donated \$3,000 for the Study Abroad Program;
- Tracey, Inc. has made an in-kind gift of a custom study carrel worth \$1,500; and
- Patterson Dental made an in-kind donation of \$5,700 in equipment for the Dental Hygiene program.

Mr. Murphy reported that I Pledge program, a student philanthropy program, culminated in a carnival that was jointly hosted with the division of Student Affairs. The total number of participants in the program for the year was greater than 500 students, and nearly 200 students attended the carnival, where they fulfilled their pledges and honored faculty and staff members.

(5) Report of the Interim President

(5a) Local/City Meetings

Dr. Gay reported that she has been meeting with members of City Council to advocate on behalf of the College's budget. In addition to Councilmen Mark Squilla and Curtis Jones, Mr. Derek Green, special aide to Councilwoman Marian Tasco, she has also met with Councilwomen Jannie Blackwell and Maria Quinónes Sanchez and Councilman James Kenney.

(5b) Middle States Update

Dr. Gay reported that the College has received the draft of the Team Report and had an opportunity to correct errors or ambiguous statements. She stated that after the Team Chair, Dr. Dukes, amends anything she agrees is in error or needs clarification, she will provide a final draft for the College and for the Middle States Commission on Higher Education. At that point, the College will have one last opportunity to respond to the Team's Report before the Commission acts in June.

(5c) On-Campus Events/Meetings

Dr. Gay reported that the Alpha Beta Gamma Initiation Ceremony took place on April 3, 2014. Twenty-eight students were initiated into this international business honor society. Additionally, Alpha Beta Gamma received the "Club of the Year" award at the Student Leadership Awards Ceremony on April 10, 2014. Ms. Erika Lawrence, president of Alpha Beta Gamma, received the "Passing the Torch Award" and Cory Ng, faculty member, received the "Advisor of the Year" for his involvement with Alpha Beta Gamma and the Student Government Association.

Dr. Gay reported that the College and the Pennsylvania Department of Labor and Industry teamed up on April 7, 2014 to offer the free Backstage Jobs Pass event, which was open to current students and the public. The event featured remarks from Secretary Julia Hearthway, as well as insight into how to take advantage of career exploration and preparation resources through JobGateway.pa.gov and the College's Career Services Center.

Dr. Gay reported that the Pathways Magazine Breakfast took place on April 8, 2014. Dr. Neil Theobald, president, Temple University was featured on the magazine. Dr. Theobald discussed initiatives Temple is implementing to reduce student debt. Dr. Gay stated that following the event, Dr. Theobald was quoted saying the following in the *Philadelphia Business Journal*: "save on student debt, go to CCP first." Dr. Gay stated that Ms. Tsai attended the breakfast as well as Ms. Esther Ponnocks, Foundation Board member.

Dr. Gay reported that the Student Leadership Award Ceremony took place on April 10, 2014. The event recognized students in a variety of leadership achievements outside of the classroom, including clubs and organizations, ambassadors, and outstanding club of the year.

Dr. Gay reported that she hosted the Pathways to Reaccreditation Breakfast on April 14, 2014 to thank the College community for their work for the Middle States Evaluation Team visit.

Dr. Gay reported that she addressed the American Association of Women in Community Colleges/Philadelphia Chapter event on April 15, 2014. Her remarks focused on women and leadership.

Dr. Gay reported that she attended the LEADS Recognition Reception on April 16, 2014. The event recognized students who completed the 2013-14 LEADS program. Additionally, GAP, Inc. presented two students with scholarships for their accomplishments during the program.

Dr. Gay reported that she attended the All-Sports Athletics Banquet on April 23, 2014. The event recognized student athletes and their contributions during the 2013-14 academic year. The reception also honored the student athlete of the year and the student athlete with the highest GPA for each sport. The Men's Basketball Team was honored as team of the year.

Dr. Gay reported that she attended the Edward R. Becker Citizenship Award Ceremony on Friday, April 25, 2014. Senator Robert Casey, Jr. was this year's recipient of the award. Senator Casey talked about his initiatives to foster financial security for families, protect children, and invest in their futures.

Dr. Gay reported that the Annual Breakfast for Graduates and their Families was held on Saturday, April 26, 2014. The event is an opportunity to acknowledge graduates and their families by College staff serving them breakfast.

Dr. Gay reported that the *10,000 Small Businesses* Program Third Cohort Graduation was held on April 26, 2014. Twenty-eight graduates finished the program. Mayor Nutter spoke at the event. Additionally, as part of the Goldman Sachs *10,000 Small Businesses* initiative, The College is expected to nominate alumni for some national awards and to seek out other regional opportunities. Last week, seven of our alumni were among the 52 businesses recognized in the Southeast region as nominees for the Governor's ImPAct Award, an event held with the Secretary of the Department of Community and Economic Development, Mr. Alan Walker. These included Ms. Dorothy Alexander, Versie Total Office Solutions; Ms. Patricia Claybrook, Jidan Cleaning; Mr. Joel Hommes, Wash Cycle Laundry; Mr. Bill Bendinelli, BenFab; Mr. Peter Windle, Windle Mechanical; Mr. Marc Coleman, Tactile Group; and Mr. Ray Roux, CounterTek. Three of our alumni are among the finalists who will be recognized by the Governor at an awards ceremony on May 30, 2014 in Hershey.

Dr. Gay reported that each region of the state has one finalist per each of the five categories of awards (community impact, jobs, entrepreneurship, small business, and export). Though they should be announced more publicly this week, we have been informed that



CounterTek, Jidan Cleaning, and Wash Cycle Laundry will all be finalists--CounterTek, a Lancaster-based business as a South Central finalist and the other two as Southeastern finalists. Last week, the Small Business Administration announced that Cohort 1 alumnus Mr. Michael Brown's company was named minority business of the year. The College is encouraging graduates to nominate themselves for the Chamber's Small Business Excellence Awards and Philadelphia 100, among other opportunities.

Dr. Gay reported that she had attended the Northeast Regional Center Leadership Breakfast on April 29; the Northwest Regional Center on April 30, and the West Regional Center on May 1, 2014.

Dr. Gay reported that the College Honors Tea took place on April 30, 2014. This event recognizes faculty promotions, Innovation of the Year Award, Faculty Center for Teaching and Learning Awards, members of the Leadership Institute, the President's Awards for Distinguished Service, and the Diversity Award. Additionally, this year, three staff members were recognized for heroism in helping a faculty member who became ill on campus;

(5d) Off-Campus Events/Meetings

Dr. Gay participated in the following off-campus events/meetings:

- The Inauguration of Dr. Robert Duffett, new president of Eastern University, on April 4, 2014;
- The Public Citizens for Children and Youth Reception honoring Ms. Anne Morrisey, president of Amerihealth, on April 9, 2014;
- The William Penn Gala on April 10, 2014 honoring Mr. Joe Neubauer, chairman of the Board, ARAMARK. Ms. Brown-Sow also attended;
- The Philadelphia Academies Party on April 12, 2014. Two staff members also attended;
- The "Celebrating the Company of Women" Luncheon hosted by Dr. Amy Gutman, president, University of Pennsylvania, on April 17, 2014;
- The United Way 2014 Speaker Series on April 21, 2014. Vanguard Chairman and CEO F. William McNabb, III, the Children's Hospital of Philadelphia CEO Steven M. Altschuler, Drexel University President John Fry, and University of Pennsylvania Health System CEO Ralph W. Muller, spoke on *The Revitalization of West Philadelphia: Creating Impact and Hope for a Community in Need*;
- The Foundation Nominating Committee meeting on April 22, 2014 to greet new nominees for the Foundation Board; and

- The Maguire Foundation Scholars Program luncheon on April 24, 2014. The Maguire Scholars Program will provide five last dollar scholarships valued at \$1,000 each to entering freshmen at the College in the fall semester.

(5e) Announcements

Dr. Gay reported that there are 2,376 candidates for graduation for the May 3, 2014 Commencement Ceremony. She stated that this is the highest number of candidates in at least the last seven years.

Dr. Gay reported that enrollment for Summer I is down 10.5% in FTE's. She stated that the marketing and student affairs staff are implementing creative initiatives to encourage students to enroll.

Dr. Gay stated that she was pleased to announce that Community College of Philadelphia student, Ms. Kayla Harrell, is one of seven community college students to be awarded the 2014-2015 American Association for Women in Community Colleges National scholarship. The prestigious award is presented by AAWCC, an affiliate council of the American Association of Community Colleges, and a leading organization that mentors women and encourages them to reach their full potential.

Dr. Gay reported that the College had received the following awards since the College's website went live: Gold Education Digital Marketing Award from Higher Education Marketing; a Gold Award for best online Catalog from Higher Education Marketing; and a Bronze Paragon Award for best website from the National Council for Marketing and Public Relations National Awards.

(6) New Business

No new business was discussed.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, June 5, 2014 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 3:45 p.m.

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

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, May 1, 2014 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Bergheiser, presiding; Mr. Edwards, Ms. Hernández Vélez, Ms. Holland, Mr. Johnson, Mr. Lassiter, Mayor Nutter, Dr. Rényi, Representative Roebuck, Ms. Sparandara, Ms. Tsai, Mr. White, Dr. Gay, Ms. Bauer, Ms. Brown-Sow, Ms. DiGregorio, Ms. Garfinkle Weitz, Dr. Hirsch, Mr. Murphy, Mr. Simonetta, Mr. Spiewak, and Dr. Thompson

(1) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of April 3, 2014
- (b) Gifts and Grants
- (c) Addition of Roth 403 (b) Option to TIAA-CREF and Fidelity Retirement Plans
- (d) Automotive Program Receivable Write-Off
- (e) Accounting Program Academic Audit
- (f) Approval of External Audit Firm
- (g) Capital Requests for West Building Projects

(2) Report of the Chair

The College's Budget Hearing before City Council took place on April 7, 2014.

(2a) Year-End Events

Mr. Bergheiser thanked members of the Board for representing the Board of Trustees at a number of year-end events.

Commencement is scheduled on May 3, 2014 at 10:00 a.m. at Temple University Liacouras Center.

(2b) Conflict of Interest Policy and Ethics Form

The Board was reminded to return their Conflict of Interest Policy and Ethics form to the President's Office.

(2c) Association of Community College Trustees  
Annual Congress, October 22-25, 2014, Chicago, Illinois

The Association of Community College Trustees Annual Congress is scheduled for October 22-25, 2014 in Chicago, Illinois.

(3) Report of the Student Outcomes Committee  
Meeting of May 1, 2014

The Board was informed about the Complete with 15 new scholarship initiative to help students accelerate completion of the associate degree and help reduce student debt.

(4) Foundation Report

The Board was provided with a status of government and non-government fundraising.

The Board was provided with a report of grants and gifts received from private support.

(5) Report of the Interim President

(5a) Local/City Meetings

Dr. Gay has been meeting with members of City Council to advocate on behalf of the College's budget.

(5b) Middle States Update

The College has received the draft of the Middle States Evaluation Team Report.

(5c) On-Campus Events/Meetings

The Alpha Beta Gamma Initiation Ceremony took place on April 3, 2014.

The College and the Pennsylvania Department of Labor and Industry teamed up on April 7, 2014 to offer the free Backstage Jobs Pass.

The Pathways Magazine Breakfast took place on April 8, 2014.

The Student Leadership Award Ceremony took place on April 10, 2014.

The Pathways to Reaccreditation Breakfast took place on April 14, 2014.

Dr. Gay addressed the American Association of Women in Community Colleges/Philadelphia Chapter on April 15, 2014.

The LEADS Recognition Reception took place on April 16, 2014.

The College's All-Sports Athletics Banquet took place on April 23, 2014.

The Edward R. Becker Citizenship Award Ceremony took place on April 25, 2014.

The Annual Breakfast for Graduates and their Families took place on April 26, 2014.

The *10,000 Small Businesses* Program Third Cohort Graduation took place on April 26, 2014.

The Northeast Regional Center Leadership Breakfast took place on April 29; the Northwest Regional Center on April 30, and the West Regional Center on May 1, 2014.

The College Honors Tea took place on April 30, 2014;

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Dr. Gay participated in the following off-campus events/meetings:

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- The William Penn Gala on April 10, 2014 honoring Mr. Joe Neubauer, chairman of the Board, ARAMARK;
- The Philadelphia Academies Party on April 12, 2014;
- The "Celebrating the Company of Women" Luncheon on April 17, 2014;
- The United Way 2014 Speaker Series on April 21, 2014;
- The Foundation Nominating Committee meeting on April 22, 2014; and
- The Maguire Foundation Scholars Program Luncheon on April 24, 2014.

(5e) Announcements

Candidates for graduation totaled 2,376 for the May 3, 2014 Commencement.

Ms. Kayla Harrell is one of seven community college students to be awarded the 2014-2015 American Association for Women in Community Colleges National Scholarship.

The College received several awards for the College's new website.

(6) New Business

No new business was discussed.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, June 5, 2014 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 3:45 p.m.

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

Community College of Philadelphia  
 Office of Institutional Advancement  
 Record of Grants and Gifts  
 for the June 2014 Meeting of the Board of Trustees

**Summary by Grant Type:**

		Current Month	Fiscal Year-to-Date
<b>Government/Public Grants</b>			
	Federal		\$1,337,182
	State		\$1,841,006
	Local		\$2,310,000
<b>Private Grants</b>			
	Corporation		\$26,423
	Foundation	\$35,500	\$1,811,722
	Organization		\$9,000
<b>Other Grants</b>			
	<b>Grant Total</b>	<b>\$35,500</b>	<b>\$7,335,333</b>

**GIFTS**

**Summary by Gift Type:**

<b>Gifts to the Foundation</b>		Amount	Purpose
	AmeriHealth Caritas	\$5,000	Golf Tournament Sponsorship
	The Terri Lynne Lokoff Child Care Foundation	\$3,000	Scholarship
	Pincus Family Foundation	\$45,000	Scholarship
<b>Gifts In-Kind</b>			
	Patterson Foundation	\$5,700	Equipment

**COMMUNITY COLLEGE OF PHILADELPHIA**  
**Office of Institutional Advancement**  
**Monthly Summary of Grants and Gifts**  
**for the June 2014**  
**Meeting of the Board of Trustees**

**Foundation Grants**

The Bank of America Foundation has funded the Conveyor Belt Program with a grant for \$25,500. The Conveyor Belt Program engages alternative education students, those unsuccessful in a traditional K-12 setting, in higher education, providing an opportunity to simultaneously earn secondary education credit and higher education credit. This dual enrollment is not typically available to alternative high school students and will help to present higher education as a viable option for these underserved, low-income students who are often the first in their families to consider college. The program will serve 20 alternative high school students in both a summer and academic year component.

The Patricia Kind Family Foundation has funded year three of the three-year Homeless Student Support Project for \$10,000. This three-year project with total funding of \$30,000 will connect homeless, near-homeless and low-income students to college and community resources that will support the students in continuing their education. Each year will begin with an on-campus resource fair, open to all students, which will bring together resource providers from throughout the Philadelphia region. Following the resource fair, students will be selected to participate in a series of eight educational workshops and seminars and receive additional assistance throughout the academic year to support them in achieving their academic goals.



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

**MINUTES**

**Thursday, May 1, 2014**

**1:30 p.m. – M2-34**

**Presiding:** Ms. Stacy Holland

**Present:** Mr. Mark Edwards, Dr. Judith Gay, Dr. Samuel Hirsch,  
Dr. Sharon Thompson, Dr. Judith Renyi, Rep. James Roebuck.

**Guests:** Mr. David Greene, Mr. Rogers Glispy, Dr. Ronald Jackson

**(1) Executive Session**

There were no items for the executive session.

**(2) Public Session**

**(a) Approval of Minutes of April 3, 2014**

The minutes were accepted unanimously.

**(b) 2014-2015 Student Activities, Athletics and Commencement Budget**

Dr. Hirsch clarified that he brings this budget to the Student Outcomes committee annually. Once the Committee approves, it becomes part of the overall budget request. This has been a successful and busy year. Highlights include: The College is now a part of the National Junior College Athletic Association (NJCAA). A second major focus for the year has been Title IX compliance. The probation year for NJCAA has been completed. All athletic teams did very well. Men's' soccer and women's' volleyball are still independent. Next year the College will be eligible for post-season play. Changes were made to the athletics program for NJCAA eligibility. Two hours of study hall is now mandatory; tutoring is available, particularly targeted on gate-keeper courses. The Early Alert system is used to help track athletes academic progress. They must maintain a 2.0 GPA and pass 12 credits each semester. If our athletes do not maintain a 3.0 GPA, study hall is mandatory. Part-time students can participate in intramural sports, racquetball as well as health and wellness activities.

Dr. Jackson went into detail about Title IX compliance. The College completed an internal audit. Salaries for coaches and assistant coaches are now standardized. The NJCAA guidelines were used to help set the standard. It was clarified that coaches are contracted, not College employees. The College has developed a transgender student policy. The College strives for equal gender representation in all sports. Currently, there are 45 male athletes and 22 females. Dr. Gay pointed out that Title IX responsibility goes beyond athletics; and recommended a presentation to the Board on this topic. NJCAA is

equivalent to the NCAA for community colleges. The College is in Division III, Region 19, Eastern Pennsylvania Conference.

Mr. Glispy discussed Athletics recruiting efforts. High school students come to the campus, staff speak at athletic assemblies and coaches recruit as well. Students from neighboring states also come to the College. A major focus is to prepare our athletes for transfer. The majority do transfer, but may or may not participate in athletics at their transfer school. Athletes age is 18 -28. The College can provide primary health care coverage if the student does not have coverage on their own. Last year, the College was the primary coverage for all athletes, but this is anticipated to change with the Affordable Care Act. Students were encouraged to sign up for health care through Single Stop. Approximately 350 College students attended health care assistance workshops, and approximately 30% enrolled.

Mr. Greene provided more detail on clubs and organizations. There are 43 active clubs, with 1200-1700 students participating. 300 programs (on campus events) were offered this year. A five student programming board was created. This board created 125 programs. The College has a three tier student leadership program – emerging leaders, blue leaders and gold leaders. There are 15 students who were gold leaders in service. Phi Theta Kappa had 312 inductees. The Student Government Association has been active. They sponsored ten additional programs this year. They co-sponsored the Alternative Spring Break in which 40 students, faculty and staff participated. Examples of other initiatives in Student Life include new Student Welcome, the Black and Gold bash (3,000 participants), Spring Fling, Hispanic Heritage Month Breakfast, International Festival, Talent show and the Student Vanguard. The average GPA of student leaders is 3.09. For student ambassadors the average is 3.30 GPA and for Phi Theta Kappa, 3.09. Clubs are initiated by students. Examples include the Green Cycle Alliance, Veterans, Anime, Black Women Engineers, and Business Honors. The Student Programming Board has done programs with Career Services on job seeking. The programs were held in the evening. Dr. Renyi reminded the group of the importance of focusing on the needs of the adult and working student. Ms. Holland suggested we find out what programming these students are interested in. Dr. Jackson responded that this has been done. Students can participate virtually through org.sync (on My Colonial Community). Since January, there have been 18,000 visits to the site. 2,000 have remained active. Students can track their service hours using this feature which then is documented on a co-curricular transcript. It will be available as a phone app in Fall. The Board discussed the importance of experiences outside the classroom.

Dr. Jackson reviewed the details of the budget. Budget increases are minimal and there is no recommendation for an increase for the general college fee.

**Action: The Student Outcomes Committee recommends that the Board of Trustees accept the budget as presented.**

**(c) Complete with 15**

Dr. Hirsch presented this new scholarship initiative which will launch this Fall. The goal is to accelerate degree completion. The program was designed after careful data analysis and review of institutional research. The program will increase the number of students taking 15 credits who have the ability but are not currently doing so. The Committee reviewed the details of the scholarship eligibility. It is hoped that we will have 100 students taking advantage of the opportunity during Fall 2014, but we can accommodate more if they apply and are eligible. This program will decrease time to degree by an entire semester. There is little to no cost to the College. Dr. Hirsch emphasized that we will map out a path for students to follow, and the scholarship will only cover courses needed for the degree.

The meeting was adjourned at 2:45 p.m.

**(3) Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for June 5, 2014 at 1:30 p.m. in conference room M2-34.

**Attachments:**

Student Outcomes Committee Minutes, April 3, 2014  
Budget Assumptions and Rationale for the Student Activities, Athletics, and  
Commencement for FY15 Budget  
2014-15 Student Activities, Athletics, and Commencement Budget  
Complete With 15 Initiative

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

**MINUTES**

**Thursday, April 3, 2014**

**1:30 p.m. – M2-34**

**Presiding:** Ms. Stacy Holland

**Present:** Mr. Mark Edwards, Dr. Judith Gay, Dr. Samuel Hirsch, Ms. Mary Horstmann,  
Mr. Chad Lassiter, Dr. Sharon Thompson, Dr. Judith Renyi, Rep. James Roebuck.

**Guests:** Mr. Daniel Melamed, Mr. John Moore, Mr. Richard Saxton, Dr. Wayne Wormley

**(1) Executive Session**

The committee discussed candidates for promotion; the Middle States Reaccreditation Team Visit. Dr. Hirsch updated the committee on student tuition payment procedures.

**(2) Public Session**

**(a) Approval of Minutes of February 6, 2014**

The minutes were accepted unanimously.

**(b) Accounting Program Academic Audit**

Mr. Moore presented the Audit. He suggested that the audit raises timely issues since there are a number of emerging issues in the field. Transfer institutions such as Temple and Drexel will no longer accept our upper level accounting courses. In such cases it is better for students to pursue our degree in Business Administration to prepare them for transfer. The degree is an A.A.S. degree but students who want to be accountants must pursue a bachelor's degree and pass a certification examination. Both accounting and bookkeeping are high priority occupations. The strategic question for the program is whether to pursue an A.A.S. in bookkeeping and/or keep a transfer focus. It was pointed out that Peirce College and Strayer University accept our courses. Mr. Saxton expressed concerns on the part of the faculty that eliminating accounting will limit the options for our students and that good advising is necessary. Ms. Holland asked when advising occurred and suggested that this needs to happen sooner so students are making informed choices. Several suggestions were offered for ways the faculty could engage with their students earlier to include open houses, meet and greet, information sheets with curricular pathways. Costs for the program are low. If the program is revised to an A.A. degree, alignment with TAOC would be required. The Committee agreed that this issue needs to be addressed but asked for a shorter time line to reach the decision. Dr. Renyi pointed out that bookkeeping prepares students for excellent job opportunities. It was mentioned that the program recently developed a paraprofessional certificate.

**Action: The Student Outcomes Committee recommends that the Board of Trustees accept the Accounting Academic Audit with the following revisions:**

- 1. The deadline for decisions about the future of the program will be completed by the end of Fall 2014. Changes will be implemented by Spring 2015.**
- 2. The program must, by Fall 2014, demonstrate that they are communicating to Accounting students upon entry into the College about their options for transfer and workforce entry and advise them about the best programmatic options for them at that time.**

#### **(c) Computer Science 2010-11 Academic Audit Update**

The Committee noted that this audit update was due in December 2012 and asked for a reason for the extended delay. Mr. Melamed indicated that the delay was due to faculty sabbaticals, retirements and other issues. The committee asked why this curriculum was still low enrolled. Mr. Melamed responded that it was because of the high level of math required. The potential to work with high school populations was discussed. Ms. Holland suggested high school partnerships that might be fruitful than the one listed in the enrollment planning document provided. It was reinforced that this was a transfer program not intended to lead directly to employment. The committee reiterated that this follow up was long overdue and advised the Dean and department head to meet all future deadlines.

#### **(d) Completion Data to Include Proficiency Certificate Students**

Dr. Hirsch explained that proficiency certificates range from 9 to 29 credits. Currently Academic Certificates (30 credits and above) are including in College data, e.g. graduation numbers. We have not included proficiency certificates. It was recommended to the cabinet that beginning this year, we include students who earned the proficiency certificate in our graduation ceremony and in our data. This is common practice in other institutions. Had we included these graduates in our numbers, we would have increased by almost 100. This item is brought to the Committee for informational purposes. The change will be footnoted for informational purposes in our research documents.

The meeting was adjourned at 2:51 p.m.

#### **(3) Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for May 1, 2014 at 1:30 p.m. in conference room M2-34.

#### **Attachments:**

Minutes of February 6, 2014  
Accounting Program Academic Audit  
Computer Science 2010-11 Academic Audit Update



OFFICE OF THE DEAN OF STUDENTS

Budgeting Assumptions and Rationale for the Student Activities, Athletics, and Commencement Budget for the Fiscal Year 2015 Budget

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Below are issues and rationales for various budgeting criteria for creating the Student Activities, Athletics, and Commencement Budget for the Fiscal Year 2015 budget.

**Revenue**

<i>Revenue Sources (FY15 Proposed)</i>	<i>(FY14 Approved)</i>
· General College Fee: \$1,537,000	(6.1% increase over FY14) *
· Revenue from Activities: \$145,000	(0% increase over FY14)
· Net Profits from Bookstore/Cafeteria: \$640,000	(6.3% <b>decrease</b> over FY14) **
· Commencement Support: \$57,000	(0% increase over FY14)

\*There is a projected increase of \$47,952 in FY15 in the General College Fee due to an anticipated growth in enrollment.

\*\*The projected decrease in net profits in FY15 from the Bookstore/Cafeteria is due to required capital expenses and equipment repair at both the Main Campus and NWRC cafeterias.

**Budget**

The budget for Student Activities, Athletics, and Commencement is guided by College Policies and Procedures Memorandum 211 (P&P 211) which outlines the guidelines for the use of the student activities fund.

**Staff, First Year Student Success Programming, and Commencement**

The budget for staff salaries and benefits, funding of first year student success programming, and commencement expenses is not pre-determined by established guidelines set forth in P&P 211.

**Staff Salaries and Benefits (52.8% of funds; up from 52.2% in FY14)**

**(Increase of \$39,000)**

The increase in net overall **staff salaries and fringe benefits** reflects the full-year funding of all current positions in Student Life and Athletics in this budget. This includes both salaries and full cost of all fringe benefits.

**First Year Student Success Programming**

**(Level Funding)**

This budget covers expenses related to programmatic efforts in support of entering and first-year students. This includes Student Orientation and Registration (SOaR), New Student Welcomes, Welcome Week, and Student Involvement Days.

**Commencement**

**(Level Funding)**

Commencement budget covers most graduation-related expenses and the May ceremony expenses: student cap/gowns, honor cords, printing of programs, hall rental and event production costs. Some expenses paid by other offices are ultimately recorded in this account.

**Child Care Support**

**(Level Funding)**

The Child Care budget is needed as a contingency for any charges that might be needed that are not covered by the KLC (third party vendor) contract or are beyond routine institutional costs (housekeeping, maintenance, etc.)

**Apportioned Funds**

Once staff salaries and benefits, commencement expenses, and funding of first year student success programming have been determined, the remaining funds will be allocated as close as possible in the following manner:

<u>Percentages</u>	<u>Guidelines</u>	<u>FY14</u>	<u>FY15</u>
Student Publications	10%	10.0%	10.4%
Campus Programming	15%	14.3%	14.5%
Performing Arts	5%	3.2%	3.1%
Student Support	15%	17.3%	17.0%
Student Lead./Involv.	15%	15.0%	15.0%
Athletics	35%	35.3%	35.0%
Contingency	<u>5%</u>	<u>5.0%</u>	<u>5.0%</u>
	100%	100.1%	100.0%

**Student Publications (Guideline - 10%; Actual – 10.4%)**

**(Increase of \$4,215; 5.3%)**

The minor adjustments will have a minimal impact on current programmatic levels.

Student Vanguard: Increased ad revenue is expected to minimize impact on the Student Vanguard's reduction in allocation. Additionally, the number of printed copies will be reduced and a new platform to increase online visibility will be explored.

CAP Magazine: Careful attention to production costs (e.g., minimize use of color, decrease page count) will mitigate the slight decrease in budget for the CAP Magazine.

Student Handbook: The increase for the College's Student Handbook is due to a new, larger format designed to be more user-friendly.

**Campus Programming (Guideline - 15%; Actual – 14.5%)**

**(Increase of \$2,967; 2.6%)**

The increase in Campus Programming moves it closer to the established guideline in comparison to FY14.

Special Theme Programming: Funding for Special Theme Programming (Hispanic Heritage Month, Black History Month, International Festival, Law and Society Week support, etc.) was given a small increase.

**Performing Arts (Guideline – 5%; Actual 3.1%)**

**(Decrease of \$374)**

Spoken Word – Student Performances: There was a reduction in costs this year for Spoken Word – Student Performances. Students primarily now meet on Saturdays at NWRC and will be encouraged to create a formalized student club allowing them to apply for funding through SGA.

Musical Events Licensing: The Musical Events Licensing line is used to pay for BMI/SESAC/ASCAP (performing rights organizations) royalties and is a fixed cost. These licenses allow the College to use and perform copyrighted music publicly.

**Student Support (Guideline – 15%; Actual 17%)**

**(Decrease of \$997; 0.7%)**

Student Ambassadors: The number of Student Ambassadors will continue at 20 students.



Health & Wellness Programs: This line covers student medical costs associated with P&P 308 (Infectious Agent and Blood borne Pathogen Exposure Policy).

**Student Leadership and Involvement (Guideline – 15%; Actual 15%)**

**(Increase of \$1,343; 1.1%)**

This section funds Student Government Association, Phi Theta Kappa, and all clubs and organizations.

**Athletics (Guideline 35%; Actual 35%)**

**(Increase of \$1,100; 0.4%)**

Most of the individual line item changes in the intercollegiate athletic lines are attributed to the establishment of standard formulas for coach and assistant coach salaries across teams – for both men's and women's teams. This is in response to joining the National Junior College Athletic Association (NJCAA) and in response to our overall review of the College's Title IX compliance efforts.

Tennis: The large increase in Tennis is a result of joining the NJCAA. Now, Men's Tennis competes in the Spring while Women's Tennis competes in the Fall necessitating two full-season coaching salaries. Prior to joining the NJCAA, Men's and Women's Tennis competed together in a single season.

Insurance and Medical Services: The decreases in both Insurance and Medical Services are anticipated due to reduced insurance premiums. Due to the Affordable Care Act, we are assuming that all student athletes will have personal health insurance and thus will be their primary insurance carrier. We anticipate that the College may now be the secondary insurer. Insurance policies are carried for both intercollegiate and intramural programs.

**Contingency (Guideline - 5%; Actual – 5%)**

**(Increase of \$698; 1.8%)**

The contingency line is split between Athletics (35%) and Student Life (65%). An increase is needed to maintain the overall 5% guideline as articulated in P&P 211.

**TABLE VII-A**

**STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2014-2015  
(WITH COMPARISON TO FISCAL YEARS 2012-13 AND 2013-14)**

	2012-13 <u>Actual</u>	Approved 2013-14 <u>Budget</u>	Revised 2013-14 <u>Budget</u>	Proposed 2014-15 <u>Budget</u>	Variance From 2013-14 Revised <u>Budget</u>	% Change From 2013-14 <u>Revised</u>
<b>REVENUES</b>						
General College Fee	\$1,459,960	\$1,445,495	1,530,448	\$1,537,000	\$6,552	0.4
Commencement Support	\$57,000	\$57,000	57,000	57,000	0	0.0
Auxiliary Profits	\$786,949	\$683,553	661,115	640,000	(21,115)	(3.2)
Revenues from Activities	\$158,047	\$145,000	<u>145,000</u>	<u>145,000</u>	<u>0</u>	<u>0.0</u>
<b>TOTAL REVENUES</b>	<u>\$2,461,956</u>	<u>\$2,331,048</u>	<u>\$2,393,563</u>	<u>\$2,379,000</u>	<u>(\$14,563)</u>	<u>(0.6)</u>
<b>EXPENDITURES</b>						
Student Publications	\$79,894	\$78,905	\$78,905	\$83,120	\$4,215	5.3
Campus Programming	\$213,339	\$112,733	\$112,733	115,700	2,967	2.6
Performing Arts	\$26,861	\$24,874	\$24,874	24,500	(374)	(1.5)
Student Support	\$188,972	\$136,777	\$136,777	135,780	(997)	(0.7)
Student Leadership & Involvement	\$142,272	\$118,357	\$118,357	119,700	1,343	1.1
Athletics	\$308,140	\$278,200	\$278,200	279,300	1,100	0.4
Contingency		\$39,202	\$39,202	39,900	698	1.8
First Year Student Success	\$137,943	\$178,000	\$178,000	178,000	0	0.0
Childcare Support	\$0	\$5,000	\$5,000	5,000	0	0.0
Commencement	\$157,054	\$143,000	\$143,000	143,000	0	0.0
Staff	\$1,190,446	\$1,216,000	\$1,216,000	1,255,000	39,000	3.2
<i>Student Act - Renovations</i>			\$136,947			
<b>TOTAL EXPENDITURES</b>	<u>\$2,444,920</u>	<u>\$2,331,048</u>	<u>\$2,467,995</u>	<u>\$2,379,000</u>	<u>\$47,952</u>	<u>1.9</u>

**Renovations (Org 32598) to: Winnet (S1-03; S2-08; S3-09; -----)**

TABLE VII-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2014-15  
(WITH COMPARISON TO FISCAL YEARS 2012-13 AND 2013-14)

	Final 2012-2013 <u>Expenses</u>	Approved 2013-2014 <u>Budget</u>	Revised 2013-2014 <u>Budget</u>	Proposed 2014-2015 <u>Budget</u>	Variance from 2013-14 Approved <u>Budget</u>	% Change from 2013-14 <u>Approved</u>	Variance from 2013-14 Revised <u>Budget</u>	% Change from 2013-14 <u>Revised</u>
<u>STUDENT PUBLICATIONS</u>								
Student Vanguard	\$38,986	\$34,905	\$34,905	\$33,000	(\$1,905)	(5.5)	(\$1,905)	(5.5)
Limited Editions	5,623	6,000	6,000	6,000	0	0.0	0	0.0
CAP Magazine	4,778	6,000	6,000	5,500	(500)	(8.3)	(500)	(8.3)
ESL Magazine	6,276	5,500	5,500	5,500	0	0.0	0	0.0
Student Handbook	24,232	26,500	26,500	33,120	6,620	25.0	6,620	25.0
<i>Guideline - 10%</i>								
<i>Actual - 10.4%</i>	<u>79,894</u>	<u>78,905</u>	<u>78,905</u>	<u>83,120</u>	<u>4,215</u>	<u>5.3</u>	<u>4,215</u>	<u>5.3</u>
<u>CAMPUS PROGRAMMING</u>								
Concert and Museum Tickets	108,076	19,250	19,250	20,000	750	3.9	750	3.9
Films	728	500	500	500	0	0.0	0	0.0
Lectures	6,933	5,000	5,000	6,000	1,000	20.0	1,000	20.0
Concerts	6,280	5,000	5,000	5,200	200	4.0	200	4.0
Theatre Tickets	19,899	16,483	16,483	17,000	517	3.1	517	3.1
Art Exhibits	5,252	5,000	5,000	4,000	(1,000)	(20.0)	(1,000)	(20.0)
Special Theme Programs	34,491	28,500	28,500	30,000	1,500	5.3	1,500	5.3
Regional Centers	31,681	33,000	33,000	33,000	0	0.0	0	0.0
<i>Guideline - 15%</i>								
<i>Actual - 14.5%</i>	<u>213,339</u>	<u>112,733</u>	<u>112,733</u>	<u>115,700</u>	<u>2,967</u>	<u>2.6</u>	<u>2,967</u>	<u>2.6</u>
<u>PERFORMING ARTS</u>								
Spirit / Pep Band	641	1,500	1,500	1,500	0	0.0	0	0.0
Theatrical Productions	11,180	12,000	12,000	13,000	1,000	8.3	1,000	8.3
Spoken Word - Student Performances	9,324	4,374	4,374	3,000	(1,374)	(31.4)	(1,374)	(31.4)
Musical Events Licensing	5,716	7,000	7,000	7,000	0	0.0	0	0.0
<i>Guideline - 5%</i>								
<i>Actual - 3.1%</i>	<u>26,861</u>	<u>24,874</u>	<u>24,874</u>	<u>24,500</u>	<u>(374)</u>	<u>(1.5)</u>	<u>(374)</u>	<u>(1.5)</u>

TABLE VII-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2014-15  
(WITH COMPARISON TO FISCAL YEARS 2012-13 AND 2013-14)

	Final 2012-2013 <u>Expenses</u>	Approved 2013-2014 <u>Budget</u>	Revised 2013-2014 <u>Budget</u>	Proposed 2014-2015 <u>Budget</u>	Variance from 2013-14 Approved <u>Budget</u>	% Change from 2013-14 <u>Approved</u>	Variance from 2013-14 Revised <u>Budget</u>	% Change from 2013-14 <u>Revised</u>
<b><u>STUDENT SUPPORT</u></b>								
Awards and Certificates	125	700	700	700	0	0.0	0	0.0
Hospitality	0	0	0	0	0	0.0	0	0.0
Advertising and Marketing	10,644	5,000	5,000	5,000	0	0.0	0	0.0
Co-Curricular Cultural & Educational Trips	50,094	28,000	28,000	28,000	0	0.0	0	0.0
Student Involvement	35,721	24,000	24,000	24,400	400	1.7	400	1.7
Leadership Training	40,452	30,177	30,177	30,680	503	1.7	503	1.7
Student Ambassador	51,936	48,000	48,000	46,000	(2,000)	(4.2)	(2,000)	(4.2)
Health & Wellness Programs	0	900	900	1,000	100	11.1	100	11.1
<i>Guideline - 15%</i>								
<i>Actual - 17%</i>	<u>188,972</u>	<u>136,777</u>	<u>136,777</u>	<u>135,780</u>	<u>(997)</u>	<u>(0.7)</u>	<u>(997)</u>	<u>(0.7)</u>
<b><u>STUDENT LEADERSHIP &amp; INVOLVEMENT</u></b>	<u>142,272</u>	<u>118,357</u>	<u>118,357</u>	<u>119,700</u>	<u>1,343</u>	<u>1.1</u>	<u>1,343</u>	<u>1.1</u>
<i>Guideline - 15%</i>								
<i>Actual - 15%</i>								
<b><u>STAFF</u></b>								
Student Activities	775,601	774,000	774,000	802,600	28,600	3.7	28,600	3.7
Faculty Advisors	55,362	70,000	70,000	72,000	2,000	2.9	2,000	2.9
Athletics	359,483	372,000	372,000	380,400	8,400	2.3	8,400	2.3
<i>(52.8% of total funds)</i>	<u>1,190,446</u>	<u>1,216,000</u>	<u>1,216,000</u>	<u>1,255,000</u>	<u>39,000</u>	<u>3.2</u>	<u>39,000</u>	<u>10.5</u>
<b><u>CONTINGENCY (OSA)</u></b>	<u>0</u>	<u>25,481</u>	<u>25,481</u>	<u>25,935</u>	<u>454</u>	<u>1.8</u>	<u>454</u>	<u>1.8</u>

TABLE VII-B

STUDENT ACTIVITIES, ATHLETICS & COMMENCEMENT BUDGET FOR THE FISCAL YEAR 2014-15  
(WITH COMPARISON TO FISCAL YEARS 2012-13 AND 2013-14)

	Final 2012-2013 <u>Expenses</u>	Approved 2013-2014 <u>Budget</u>	Revised 2013-2014 <u>Budget</u>	Proposed 2014-2015 <u>Budget</u>	Variance from 2013-14 Approved <u>Budget</u>	% Change from 2013-14 <u>Approved</u>	Variance from 2013-14 Revised <u>Budget</u>	% Change from 2013-14 <u>Revised</u>
<b><u>ATHLETICS</u></b>								
General Athletic Support	28,014	7,500	7,500	7,500	0	0.0	0	0.0
Men's Varsity Basketball	36,308	42,000	42,000	40,800	(1,200)	(2.9)	(1,200)	(2.9)
Men's Baseball	21,295	0	0	0	0	0.0	0	0.0
Men's Soccer	13,465	28,000	28,000	25,000	(3,000)	(10.7)	(3,000)	(10.7)
Women's Soccer	0	0	0	0	0	0.0	0	0.0
Co-Ed Cross Country/Track&Field	47,993	55,000	55,000	59,970	4,970	9.0	4,970	9.0
Women's Basketball	33,647	38,000	38,000	40,800	2,800	7.4	2,800	7.4
Women's Volleyball	10,538	18,500	18,500	21,500	3,000	16.2	3,000	16.2
Women's Softball	0	0	0	0	0	0.0	0	0.0
Cheerleading	8,545	0	0	0	0	0.0	0	0.0
Co-Ed Tennis	6,729	10,000	10,000	19,220	9,220	92.2	9,220	92.2
Co-Ed Intramurals	21,333	10,000	10,000	8,110	(1,890)	(18.9)	(1,890)	(18.9)
Co-Ed Aerobics	20,385	15,000	15,000	20,400	5,400	36.0	5,400	36.0
Co-Ed Martial Arts	0	0	0	0	0	0.0	0	0.0
Insurance	44,078	44,200	44,200	30,000	(14,200)	(32.1)	(14,200)	(32.1)
Medical Services	3,330	5,000	5,000	1,000	(4,000)	(80.0)	(4,000)	(80.0)
Advertising and Marketing	942	1,000	1,000	1,000	0	0.0	0	0.0
Athletic Equipment	11,538	4,000	4,000	4,000	0	0.0	0	0.0
	<i>Guideline - 35%</i>							
	<i>Actual - 35%</i>	<u>308,140</u>	<u>278,200</u>	<u>278,200</u>	<u>1,100</u>	<u>0.4</u>	<u>1,100</u>	<u>0.4</u>
<b>CONTINGENCY</b> ( <i>Guideline-5% ; Actual-5%</i> )	0	<u>13,721</u>	<u>13,721</u>	<u>13,965</u>	<u>244</u>	<u>1.8</u>	<u>244</u>	<u>1.8</u>
<b>SUBTOTAL</b>	<u>2,149,923</u>	<u>2,005,048</u>	<u>2,005,048</u>	<u>2,053,000</u>	<u>47,952</u>	<u>2.4</u>	<u>47,952.0</u>	<u>2.4</u>
First Year Student Success	137,943	178,000	178,000	178,000	0	0.0	0	0.0
Childcare Support	0	5,000	5,000	5,000	0	0.0	0	0.0
Commencement	<u>157,054</u>	<u>143,000</u>	<u>143,000</u>	<u>143,000</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
<b>TOTAL EXPENDITURES</b>	<u><u>\$2,444,920</u></u>	<u><u>\$2,331,048</u></u>	<u><u>\$2,331,048</u></u>	<u><u>\$2,379,000</u></u>	<u><u>\$47,952</u></u>	<u><u>2.1</u></u>	<u><u>\$47,952</u></u>	<u><u>2.1</u></u>

## Complete With 15

### New Scholarship Initiative

Complete With 15 will provide eligible students, who enroll in four courses (minimum 12 credits) each semester, with a scholarship that will fund an additional 3-credit course. By enrolling in five courses per semester with a minimum of 15 credits, students will accelerate their time to complete an associate's degree thus saving time and reducing debt.

Each semester, beginning fall 2014, up to 100 students will be chosen to participate. Students will be provided with the support needed in order to be successful and must fulfill all responsibilities.

#### Eligibility to Participate in Complete With 15

- Must complete the Complete With 15 Scholarship Application
- Must be an enrolled Community College of Philadelphia student in good academic standing with a minimum cumulative GPA of 2.5
- Must have no holds or outstanding financial obligations
- Must have successfully completed a minimum of 24 earned credits which can include transfer credits, credit by exam and credit for life experience
- Any developmental courses must have been completed with a passing grade on the first attempt and prior to participation in Complete With 15
- All remaining courses required for the associate's degree must be able to be completed within three semesters (assuming enrollment in a minimum of five courses per semester)
- Must not have been enrolled for 15 or more credits five courses in the previous semester
- Must be a Philadelphia County resident

#### Student Responsibilities

- Sign and submit scholarship agreement
- Complete a graduation review to certify eligibility to graduate within three semesters in an associate's degree program of study
- Advance in prescribed course requirements within an outlined sequence
- Meet with an academic advisor at least once a semester
- Register for upcoming semester during first week of web registration
- Fulfill all responsibilities outlined in scholarship agreement including:
  - Maintain good academic standing
  - No withdrawals or course failures
  - Seek support if needed or as directed
  - No changes to agreed upon course sequence, major or degree
  - Meet all financial obligations
  - Demonstrate continued commitment to Complete With 15 scholarship goals
- Failure to meet stated responsibilities will result in termination of future eligibility

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, May 21, 2014 – 9:00 A.M.**

**Present:** Mr. Jeremiah White, Jr., presiding; Mr. Matthew Bergheiser, Ms. Suzanne Biemiller, Ms. Jennie Sparandara, Stella Tsai, Esq., Ms. Jody Bauer, Mr. Gary Bixby, Mr. William Finch, Dr. Judith Gay, Dr. Samuel Hirsch, Mr. Robert Lucas, Mr. Todd Murphy, Mr. James P. Spiewak and Jill Weitz, Esq.

**AGENDA – PUBLIC SESSION**

**(1) 2013-14 Budget Update (Information Item):**

Mr. Spiewak provided an overview of the College's budget status for fiscal year 2013-14. Attachment A contains the handout provided to the Committee at the meeting. The implications of key factors currently impacting on the budget were discussed. The originally adopted 2013-14 budget had a projected use of carry-over funds for the 2013-14 year in the amount of \$1,618,026. The shortfall has been eliminated as a result of the additional revenue generated from the higher-than-budgeted enrollments and continued successful cost containment efforts. A small operating budget surplus of \$314,434 is projected.

**(2) 2014-15 College Budget and Proposed 2014-15 Tuition Recommendation (Action Item):**

Discussion: Attached separately to the minutes is the 2014-15 College Budget. Mr. White initiated the discussion concerning the proposed fiscal year 2014-15 budget including the proposed \$4 per credit hour tuition increase by describing the activities that occurred since the Executive Session of the May 1, 2014 Board meeting. He noted that staff were requested to provide detailed information on all budgeted expense categories and to suggest possible expense reductions that could be made in lieu of an increase in tuition. Ms. Sparandara asked how discussions of the Business Affairs Committee around these issues interact with the full Board discussions. Mr. White answered that the Board typically relies upon the recommendations of the Business Affairs Committee. Mr. Bergheiser stated that an interim step will be necessary prior to the next full Board meeting to inform other Board members of the steps taken by the Business Affairs Committee in relation to this year's proposed tuition increase and budget.

Mr. Spiewak presented selected financial data (included in Attachment B) that showed the history of funding from the City and State as well as tuition increases and debt service increases during the past few years. He noted that funding from the State is \$3.1 million less than that received in fiscal year 2010-11. For fiscal year 2011-12, the State reduced operating funds for community colleges by 10% which was roughly equivalent to the ARRA funds the State used in the prior two years to keep community colleges' funding at a stable level. He also noted that the College is currently receiving less in total funding from the City from the amounts received in fiscal years 2007-08 through 2009-10 even with the \$1 million increase that was provided for fiscal year 2013-14. Mr. Spiewak also pointed out that the amount of City funds required to fund debt service increased by \$3.2 million starting in fiscal year 2008-09

due to the bond issued to fund the Northeast Regional Center expansion; the addition of the new Pavilion Building; and the approximately 100,000 square foot renovations made to the Bonnell, Mint and West buildings. The 57,000 square foot addition to the Northeast Regional Center was completed in October, 2010; the Pavilion building opened in June, 2011; and the renovations were substantially completed in August, 2012.

Mr. Spiewak also presented a listing of examples of expense reductions the College had made over the past several years. These budget reductions, along with enrollment growth and tuition increases, enabled the College to continually have balanced budgets in spite of the funding cutbacks. He also presented a three-year budget scenario (fiscal years 2014-15 through 2016-17) without any new sources of revenues and modest increases in credit enrollments. This financial projection indicated revenue shortfalls of \$2.3 million, \$6.2 million and \$10.9 million for these years, respectively.

Ms. Biemiller questioned the extent to which Foundation revenues contribute to the College's operating budget. Mr. Spiewak indicated that the Foundation provides \$75,000 annually to support the College's operating budget. All salaries and related fringe benefit costs of the employees in the Office of Institutional Advancement are budgeted and paid for from the College's operating budget. He further stated that donations received by the Foundation from the Independence Foundation fund one full-time Nursing position. Additionally, the Foundation has committed to securing donations to fund the \$200,000 contract with Single Stop USA which is incorporated into the operating budget. The Foundation also receives donations that fund multiple student scholarships which indirectly support the College. Ms. Biemiller also questioned the information concerning the salaries and wages included in the operating budget. Staff informed Ms. Biemiller that it included salary and wage increases in accordance with year four of the collective bargaining agreement, and that non-union employee salary and wage increases equivalent to the CBA increases are budgeted.

Mr. Bergheiser asked about any specific programs or activities that generate a positive net revenue for the College. Mr. Spiewak responded that the College's two summer sessions generate net revenue because all faculty are paid at the part-time rate. He stated that he did not have exact figures but would provide in the minutes. (Note: Early summer generates \$3.7 million in net revenues and late summer generates \$2.6 million in net revenues.)

Mr. White stated that the multi-year projections clearly state the budget difficulties ahead in the absence of new revenues. Existing salaries and benefit costs, along with modest increases in other expenses, are adding \$5 million to the budget each year. He stated that the Board, along with Dr. Generals, will need to have serious discussions concerning the budget once Dr. Generals gets acclimated to the College. He also stated that everything needs to be put on the table for discussion. Ms. Biemiller asked what the potential salary savings would be if non-union employees had a salary freeze for the 2014-15 fiscal year. Mr. Spiewak stated that the savings would be approximately \$400,000. Dr. Gay identified concerns with such cuts. It was noted that all administrators went one year without an increase and the year two increase was 1.5%.

Mr. Spiewak discussed the general assumptions built into the budget and noted they were described in more detail in Part I of the budget document. He pointed out that the tuition and fee budget includes revenues from a budgeted 150 FTE increase in credit enrollments.



This budgeted increase in FTEs, which would generate \$660,000 in additional revenues if no new sections were required to accommodate the growth, may not materialize. It is expected that the final credit FTE enrollments for fiscal year 2013-14 will be at the same level of the prior year. Currently, fall, 2014 credit FTE enrollments compared with fall, 2013 credit FTE enrollments at the same point in time show no increase. He also pointed out that in order to maximize the amount of the City appropriation for operating purposes, the amount of dollars allocated for equipment and classroom furniture replacements has been minimized over the past few years.

Ms. Tsai asked about the impact on student enrollment the College might expect based upon a \$4 tuition increase. Dr. Hirsch stated that he did not expect this increase to have an impact on enrollments but some students may consider taking one less class in order to spend less. He also stated that the increase in the maximum Pell award and new PHEAA funding could diminish this possibility. Dr. Gay added that the College offers financial planning workshops for students that provide helpful information on how students can plan for their educational expenses. She also mentioned a new scholarship program, Complete with 15, which will be offered in the fall to help students in that situation. Complete with 15 will provide one free 3 credit hour class for 100 students in good academic standing who originally only enrolled for 12 credit hours. Ms. Tsai also asked about the enrollment of international students. Staff noted that these students pay triple the in-county tuition rate and are actively recruited by the College. Dr. Hirsch stated that the College currently enrolls approximately 200 international students. The recruitment team has shifted the approach from visiting other countries to recruiting *via* the web. They have a goal of increasing international enrollments by 10% a year. Dr. Gay mentioned that contacts are important for international recruiting. She thanked Ms. Tsai for providing one such contact for the College.

Mr. White called for a motion to accept the staff recommendation of increasing tuition by \$4 per credit hour and approving the recommended budget of \$144,126,482 (educational and general operating budget of \$131,752,097, including student activities and auxiliaries and capital budget of \$12,374,385) with a planned use of carry-over funds in the amount of \$869,196.

In response to discussions concerning additional funding from the City, Ms. Biemiller stated that there is no wiggle room in the City budget and the College should not expect any additional increase beyond the \$500,000 that the Mayor proposed.

In reaction to Mr. White's call for a motion, Ms. Tsai stated that from her perspective she would trust the recommendation of the staff and has concerns that additional austerity measures could be detrimental to the College.

Ms. Biemiller expressed her disappointment that freezing salaries of administrators was not included on the list of potential budget reductions submitted by staff. Mr. Bergheiser inquired as to whether there was a middle ground on the tuition increase; somewhere between no increase and a \$4 increase. Dr. Gay stated that staff have recommended a budget that balances many factors and has some risk in terms of enrollment targets. She also stated that the College administration is committed to making as many cuts as reasonably can be done.

Action: Ms. Tsai moved and Ms. Sparandara seconded the motion that the Committee recommend to the full Board, as detailed by Mr. White, that the tuition be increased \$4 per credit from \$153 to \$157 effective for the fall, 2014 semester, and that the proposed 2014-15 College Budget be approved. The motion passed with Ms. Biemiller voting against the recommendation.

**(3) Board Resolution Required by PDE for Electronic Signature Effective July 1, 2014 (Action Item):**

Discussion: Mr. Spiewak explained that the Pennsylvania Department of Education (PDE) requires a Board Resolution authorizing Dr. Generals to electronically sign PDE documents and contracts effective July 1, 2014. Attachment C contains the Resolution.

Action: Mr. Bergheiser moved and Ms. Tsai seconded the motion that the Committee recommend to the full Board the approval of the Resolution required by PDE authorizing Dr. Generals to electronically sign PDE documents and contracts effective July 1, 2014. The motion passed unanimously.

**(4) Construction Projects Update (Information Item):**

Mr. Bixby provided an update (including pictures) on the West Building and Landscaping construction projects currently underway at the Main Campus.

**(5) Proposed 2014-15 Business Affairs Committee Meeting Dates (Information Item):**

In order to facilitate Board calendar planning, Committees are asked to establish a meeting calendar for the year. Proposed meeting dates for 2014-15 are as follows:

**Wednesday, September 17, 2014 – 9:00 A.M.**  
**Wednesday, October 22, 2014 – 9:00 A.M.**  
**Wednesday, November 19, 2014 – 9:00 A.M**  
**No Meeting in December, 2014**  
**Wednesday, January 21, 2015 – 9:00 A.M.**  
**No Meeting in February, 2015**  
**Wednesday, March 18, 2015 – 9:00 A.M**  
**Wednesday, April 22, 2015 – 9:00 A.M.**  
**Wednesday, May 20, 2015 – 9:00 A.M.**  
**Wednesday, June 17, 2015 – 9:00 A.M.**

**(6) Next Meeting Date:**

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, June 18, 2014 at 9:00 A.M.

# **ATTACHMENT A**

**2013-14 BUDGET UPDATE  
MAY 21, 2014**

**Community College of Philadelphia  
Enrollment Information (FTEs) for Fiscal Year 2013-2014**

	<b>Actual FY 12-13</b>	<b>Budgeted FY 13-14</b>	<b>Actual / Projected FY 13-14</b>	<b>Actual FY 14 vs Budgeted FY 14</b>	<b>% Variance</b>
<b><u>CREDIT</u></b>					
Summer 2	1,837	1,829	1,865	36	2.0%
Fall	12,825	12,309	12,950	641	5.2%
Spring	12,878	12,455	12,749	294	2.4%
Summer 1	2,691	2,750	2,650 *	(100)	-3.6%
<b>Credit Year-to-date Totals - Annual FTEs</b>	<b>15,115</b>	<b>14,672</b>	<b>15,107</b>	<b>435</b>	<b>3.0%</b>
<b><u>NONCREDIT</u></b>					
Summer 2	93	94	49	(45)	-47.9%
Fall	598	686	525	(161)	-23.5%
Spring	561	603	386	(217)	-36.0%
Summer 1	186	268	140 *	(128)	-47.8%
<b>Noncredit Year-to-date Totals - Annual FTEs</b>	<b>719</b>	<b>826</b>	<b>550</b>	<b>(276)</b>	<b>-33.4%</b>

\* Projected

**Community College of Philadelphia  
Operating Budget Projections  
Fiscal Year 2013-2014**

	<u>Original Budget</u>	<u>Current Projection as of May 21, 2014</u>
<b><u>REVENUES</u></b>		
Student Tuition and Fees	\$73,549,267	\$76,426,340
Commonwealth of Pennsylvania	28,226,906	28,226,906
City of Philadelphia	18,843,343	18,773,752
Other Income	<u>1,687,400</u>	<u>1,704,584</u>
<b>TOTAL REVENUES</b>	<b>\$122,306,916</b>	<b>\$125,131,582</b>
<b><u>EXPENSES</u></b>		
Salaries, Net of Lapsed Funds	\$72,164,281	\$72,394,259
Fringe Benefits	31,177,700	31,847,700
Other Expenses	20,407,960	20,385,189
Student Financial Aid	<u>175,000</u>	<u>190,000</u>
<b>TOTAL EXPENSES</b>	<b>\$123,924,941</b>	<b>\$124,817,148</b>
<b>Projected (Deficit) Surplus *</b>	<b><u>(\$1,618,025)</u></b>	<b><u>\$314,434</u></b>

\* Prior to impact of GASB 45 accrual

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2013-2014**

	Original Budget	Current Projection as of May 20, 2014	Comment
<b>OPERATING REVENUES</b>			
State Funding	\$28,036,906	\$28,036,906	
State Lease funding	190,000	190,000	
<b>Total State Revenues</b>	<b>28,226,906</b>	<b>28,226,906</b>	
Tuition - Credit Students	60,559,252	63,871,300	Reflects higher than budgeted credit enrollments and different method of recording tuition charges for students who do not officially withdraw from the College.
Technology Fee	10,196,700	10,578,930	Reflects higher than budgeted credit enrollments.
Net Contribution from: Contracted Noncredit Instruction; Other Noncredit Instruction; Adult Community Noncredit Instruction	551,500	436,500	Budget revised based upon actual net contributions through the Spring term.
Course Fees	3,291,615	3,395,110	Reflects higher than budgeted credit enrollments.
Student Regulatory Fees	957,200	1,124,500	Reflects impact on new late fee associated with the payment plan option.
Tuition Adjustments - Student Receivable Write-offs, Collection Costs, Credit Card Costs & Senior Citizen Discount	(2,007,000)	(2,980,000)	Reflects higher than budgeted discounted tuition. Write-offs are higher due to change in recording of tuition charges for those students who do not officially withdraw from the College.
<b>Total Student Tuition &amp; Fees</b>	<b>73,549,267</b>	<b>76,426,340</b>	
City Operating Funds	18,843,343	18,773,752	City funds available for the operating budget were affected positively by the State's 50% funding of loan that financed the Chemistry Lab renovations and by the use of \$150,000 more funds for capital.
Investment Income	660,000	515,384	
Vocational Education Funding	200,000	200,000	
Indirect Costs, Administrative Allowances	300,000	300,000	
Parking Proceeds & Miscellaneous Income	527,400	689,200	
<b>Total Other Income</b>	<b>1,687,400</b>	<b>1,704,584</b>	
<b>TOTAL OPERATING REVENUES</b>	<b>\$122,306,916</b>	<b>\$125,131,582</b>	

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2013-2014**

	Original Budget	Current Projection as of May 20, 2014	Comment
<b>OPERATING EXPENSES</b>			
<b>Salaries</b>			
Full-Time Administrative Salaries	15,342,969	15,599,863	
Less: Projected Lapsed Salaries	(600,000)	(1,200,000)	
Net Full-Time Administrative Salaries	14,742,969	14,399,863	
Full-Time Faculty Salaries	28,274,336	28,832,083	
Less: Projected Lapsed Salaries	(150,000)	0	
Net Full-Time Faculty Salaries	28,124,336	28,832,083	
Full-Time Classified Salaries	10,749,777	10,749,777	
Less: Projected Lapsed Salaries	(600,000)	(900,000)	
Net Full-Time Classified Salaries	10,149,777	9,849,777	
<b>Subtotal - Full-Time Salaries</b>	<b>53,017,082</b>	<b>53,081,723</b>	
Part-Time & Overload Credit Salaries	9,814,525	10,131,385	Budget revised based upon actual costs for Fall and Spring semesters.
Summer Credit Instruction	4,322,276	4,138,123	
Part-Time & Overload Non-Credit Salaries	316,956	316,956	
All Other Salaries	4,243,442	4,276,072	
Early Retirement Incentive Payments	450,000	450,000	
<b>Subtotal - Other than Full-Time Salaries</b>	<b>19,147,199</b>	<b>19,312,536</b>	
<b>Total Salaries</b>	<b>72,164,281</b>	<b>72,394,259</b>	
<b>Fringe Benefits</b>			
Medical Program	20,264,000	20,864,000	Budget revised based upon revised projection by benefit broker.
Retirement	5,542,800	5,520,800	
FICA	3,066,400	3,101,400	
Tuition Remission	700,000	625,000	Budget revised based upon actual through Spring term and projected for summer term.
Group Life	370,800	424,800	Budget revised based upon results of bid after 3-year fixed rate contract expired.
Unemployment Compensation	366,400	366,400	
Workers' Compensation	271,700	338,700	Actual premium cost is higher than budgeted.
Unused Vacation	228,400	128,400	Budget revised based upon final FY 12-13 costs.
Disability Premium	272,200	293,200	Budget revised based upon results of bid after 3-year fixed rate contract expired.
Forgivable Education Loan	95,000	185,000	Budget revised based upon final FY 12-13 costs.
<b>Total Fringe Benefits</b>	<b>31,177,700</b>	<b>31,847,700</b>	

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2013-2014**

	Original Budget	Current Projection as of May 20, 2014	Comment
<b>Facility Expenses</b>			
Utilities	2,398,610	2,088,110	Budget revised based upon lower than projected cost of electricity procurement and lower than budgeted use of natural gas and water.
Contracted Security	1,360,880	1,480,880	Budget revised based upon increase in contract related to health care costs for unionized security guards.
Contracted Cleaning	1,100,000	1,080,520	
All Other Facility Expenses	2,001,872	2,060,579	
<b>Total Facility Expenses</b>	<b>6,861,362</b>	<b>6,710,089</b>	
<b>All Other Expenses</b>			
Leased Equipment & Software	4,554,646	4,551,333	
Catalogs and Advertising	1,251,471	1,254,315	
Supplies-Pool	1,469,430	1,430,344	
Contracted Services	1,377,304	1,728,488	Budget revised based upon projected spending including the use of temporary agency staff in place of vacant positions.
Consultant	783,450	806,051	
Maintenance & Repairs	524,609	530,840	
Postage	428,600	368,600	Budget revised based upon projected spending.
Insurance	635,000	635,000	
Legal Fees	200,000	520,934	Budget revised based upon costs associated with claim against Burt Hill Architects. Variance is primarily the result of contingency budget funds transferred to other budget lines.
Other Expenses	2,322,088	1,849,195	
<b>Total All Other Expenses</b>	<b>13,546,598</b>	<b>13,675,100</b>	
King Scholarship	175,000	190,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$123,924,941</b>	<b>\$124,817,148</b>	
<b>Projected (Deficit) Surplus *</b>	<b>(\$1,618,025)</b>	<b>\$314,434</b>	

\* Prior to impact of GASB45 accrual



# **ATTACHMENT B**

**FINANCIAL SUPPLEMENTAL INFORMATION  
MAY 21, 2014**

Selective Financial Data

<u>Fiscal Year</u>	<u>Credit FTEs</u>	<u>Tuition Increase</u>	<u>Fee Increases</u>	<u>State Operating Appropriation</u>	<u>Total City Appropriation</u>	<u>Debt not funded by State</u>	<u>Event</u>
FY 07-08	13,942	\$0		31,528,250	24,467,924	3,561,341	
FY 08-09	14,208	\$0	\$2 Tech Fee	31,495,479	26,467,924	6,819,820	Bond Issue
FY 09-10	15,809	\$7		31,594,396	26,467,924	6,183,563	
FY 10-11	16,090	\$6		31,343,227	25,409,207	6,471,548	NERC Expansion - October 2010
FY 11-12	15,768	\$10	13% Course Fees	28,229,309	25,409,207	6,576,664	Pavilion - June 2011
FY 12-13	15,116	\$10		28,239,824	25,409,207	6,768,319	
FY 13-14	15,082	\$5		28,226,906	26,409,207	6,785,454	

**Examples of Expense Reductions during Fiscal Years 09-14**

\$ 931,600	Froze administrative, classified and confidential positions (net 20 since FY 10-11)
\$ 139,700	Non-health care benefits associated with frozen positions
\$ 300,000	Restructured the delivery of academic advising services to make them more cost effective
\$ 300,000	Introduced a credit card payment fee
\$ 280,000	Closed buildings at the Main Campus (except CBI) on Friday nights and Saturdays
\$ 200,000	Printing quantities were reduced or hard copy publications were eliminated entirely
\$ 175,000	Reduced discretionary expenditures across all units
\$ 160,000	Eliminated mailings (e.g. paycheck stubs, financial aid notices)
\$ 150,000	Evaluated equipment coming off of lease; determine if replacements can be deferred or new lease for longer term
\$ 135,000	Restricted the amount of overtime allowed
\$ 61,000	Reduced contracted security hours
\$ 45,000	Eliminated external help desk support
\$ 25,000	Adjusted heating/cooling thresholds
\$ 6,800	Non-health care benefits associated with frozen positions
\$ 5,000	Offer College Leadership Institute on bi-annual basis
	Tightly managed academic schedule to maximize class size
	Eliminated some programs and services
	Restricted capital expenditures
	Restricted the use of temporary agencies to fill short-term position vacancies
	Identified areas where e-publishing rather than printing can be used. In some cases, only an electronic version of the document is issued
	Eliminated all use of college space by outside groups that is not mission critical
	All internal college hospitality events were reduced in scale or eliminated
	Moved student e-mail accounts to an external provider (Google)

**Financial Projection with No New Sources of Revenues**

	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>% Change</u>	<u>FY 15-16</u>	<u>% Change</u>	<u>FY 16-17</u>	<u>% Change</u>
<b>FTE Enrollments</b>							
FTEs - Credit	15,107	15,257	1.0%	15,532	1.8%	15,757	1.4%
FTEs - Noncredit	550	802	45.8%	825	2.9%	850	3.0%
<b>Tuition Credit Hour Rate</b>	<b>\$153</b>	<b>\$153</b>	<b>0.0%</b>	<b>\$153</b>	<b>0.0%</b>	<b>\$153</b>	<b>0.0%</b>
<b>REVENUES</b>							
State Revenues	\$28,226,906	\$28,226,906	0.0%	\$28,226,906	0.0%	\$28,226,906	0.0%
City Revenues	18,773,752	19,997,545	6.5%	20,222,715	1.1%	20,421,816	1.0%
Student Revenues	76,426,340	76,693,051	0.3%	77,836,440	1.5%	78,815,740	1.3%
Investment Earnings	515,384	645,400	25.2%	645,400	0.0%	645,400	0.0%
Other Revenues	1,189,200	1,222,000	2.8%	1,234,900	1.1%	1,248,400	1.1%
<b>TOTAL REVENUES</b>	<b><u>\$125,131,582</u></b>	<b><u>\$126,784,902</u></b>	<b>1.3%</b>	<b><u>\$128,166,361</u></b>	<b>1.1%</b>	<b><u>\$129,358,262</u></b>	<b>0.9%</b>
<b>EXPENSES</b>							
Full Time Salaries	\$53,001,723	\$53,540,800	1.0%	\$55,148,300	3.0%	\$56,855,900	3.1%
Other Salaries	19,392,536	20,044,200	3.4%	20,755,000	3.5%	21,679,500	4.5%
Fringe Benefits	31,847,700	34,499,400	8.3%	36,884,900	6.9%	39,504,178	7.1%
Other Expenses	20,575,189	20,975,698	1.9%	21,605,000	3.0%	22,253,100	3.0%
<b>TOTAL EXPENSES</b>	<b><u>\$124,817,148</u></b>	<b><u>\$129,060,098</u></b>	<b>3.4%</b>	<b><u>\$134,393,200</u></b>	<b>4.1%</b>	<b><u>\$140,292,678</u></b>	<b>4.4%</b>
Projected Surplus for FY 2013-14	<b><u>(\$314,434)</u></b>						
<b>SHORTFALL (SURPLUS) WITHOUT INCREASES IN APPROPRIATIONS FROM STATE OR CITY and NO TUITION INCREASE</b>		<b><u>\$2,275,196</u></b>		<b><u>\$6,226,839</u></b>		<b><u>\$10,934,416</u></b>	
City Funds used for Capital Purchases	<b><u>\$850,000</u></b>	<b><u>\$1,200,000</u></b>		<b><u>\$1,000,000</u></b>		<b><u>\$1,000,000</u></b>	

Note: Changes in City Revenues is caused by changes in the amount of debt service and capital purchases funded from the lump-sum City Appropriation.

**TABLE IV**  
**COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES**

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015	
<b>SALARIES AND WAGES</b>				
Instructional - Full-Time Faculty & VLs	\$24,375,718	\$24,733,266	\$24,205,917	
Instructional - Overload & Part-Time - Credit	9,814,525	10,131,385	10,703,458	
	34,190,243	34,864,651	34,909,376	ET & PT Faculty to offer app. 2100 sections each Fall and Spring
Instructional - Summer - Credit	4,322,276	4,138,123	4,186,542	Faculty to offer app. 900 sections during summer sessions
Instructional - Overload & Part-Time - Noncredit	316,956	316,956	318,910	PT Faculty to offer 25 GED, 35 ESL and 8 ABE sections during the Fall and Spring semesters
Instructional - Summer - Noncredit	145,811	145,811	146,392	PT Faculty to offer 10 GED, 6 ESL and 2 ABE sections during the summer
Counselors	2,247,492	2,310,542	2,461,668	
Librarians	705,529	842,678	873,725	
Instructional Aides	945,597	945,597	949,928	18 F-I Aides to assist in Biology, Chemistry, Student Academic Computer Labs
	42,873,904	43,564,358	43,647,541	
Part-Time Laboratory/Professional	1,104,609	1,150,132	1,113,236	PT Lab Aides & Learning Lab Specialists - ADC, BHHS, ASL, CAHM, Bio, Chem SACC, CR, DMI, L Lab
Part-time Librarians and Counselors	211,572	211,572	213,245	
Extended Time Payments	510,799	551,232	540,196	Contractual Payments to Faculty for Curriculum & Clinical supervision and administrative projects
Department Head Supplement	113,744	113,744	115,364	Contractual Payment for Dept Head Responsibilities
Curriculum Advising	541,620	521,020	549,744	
Part-Time Tutors	80,000	80,000	80,000	
Student & Co-Op	389,146	400,679	418,446	
	45,825,394	46,592,737	46,677,772	

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015
Administrative	15,772,403	15,980,898	16,279,579
			198 Total (Academic Affairs - 52, Student Affairs - 52 (FA-22), IA-12, Finance & Facilities - 30, HR - 12, ITS - 26, Government Relations & Communications - 10, President & Diversity - 4) and PT Site Administrators & Financial Aid Specialists
Full-Time Classified	10,749,777	10,749,777	10,820,129
Part-Time Classified	349,555	342,655	382,991
Classified Overtime	347,631	358,671	304,468
Shift Differential	19,521	19,521	20,021
	11,466,484	11,470,624	11,527,609
<b>Total Salaries and Wages</b>	<b>73,064,281</b>	<b>74,044,259</b>	<b>74,484,960</b>
Retirement Incentive Payments	450,000	450,000	450,000
<b>Total Salaries, Wages &amp; Retirement Incentive Expenses</b>	<b>73,514,281</b>	<b>74,494,259</b>	<b>74,934,960</b>
			256 (Facilities - 79, Student Services - 51, Controller - 21, Business Services - 13, Academic Support - 61, ITS - 14, All Other - 17)

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015
<b>FRINGE BENEFITS</b>			
Medical, Drug, & Dental *	20,264,000	20,864,000	23,243,400
Retirement	5,542,800	5,520,800	5,625,900
FICA Tax	3,066,400	3,101,400	3,112,400
Group Life Insurance	370,800	424,800	475,000
Workers' Compensation	271,700	338,700	350,000
Unemployment Compensation	366,400	366,400	381,000
Disability Insurance	272,200	293,200	305,700
Unused Vacation	228,400	128,400	100,000
Forgivable Loans	95,000	185,000	185,000
Tuition Remission	<u>700,000</u>	<u>625,000</u>	<u>721,000</u>
<b>Total Fringe Benefits</b>	<b>31,177,700</b>	<b>31,647,700</b>	<b>34,499,400</b>
* Benefit cost recoveries from grants are reflected in these amounts.			
<b>OTHER EXPENSES - GENERAL</b>			
Leased Equipment & Software	4,554,646	4,551,333	4,534,486 See Separate Listing
Catalogues & Advertising Pool	1,251,471	1,254,315	1,243,403
			Faculty Evals - \$50k, GED&ESL Books - \$77k, Library Subscriptions - \$105k, Instr'l Departments - \$508k, ESS - \$81k, MMS - \$23k, SACC - \$52k, ACT Tests - \$100k, Student Affairs - \$51k, Controller - \$25k, Facility Uniform Rentals - \$58k, Bus Svce - \$190k
Supplies & Book Purchases	1,469,430	1,430,344	1,493,840
			Nursing Testing- \$77k, Canvas LMS- \$225k, Interpreters- \$172k, Single Stop- \$200k, Storage- \$19k, FA TV- \$15k, Loan Default- \$81k, Imaging- \$80k, IA- \$20k, Architect- \$20k, Courier- \$20K, HR Records- \$101k, Firewall- \$148k, Backup- \$49k, Web Host-\$76k
Contracted Services Pool	1,377,304	1,728,488	1,725,650

**TABLE IV**  
**COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES**

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015	
Consulting	783,450	806,051	514,100	Facility MP-\$95k, Energy-\$24k, FAMIS-\$10k, Engineering-\$40k, Other Facilities-\$30k, Camera/Alert Integration-\$50k, IT Special Proj-\$90k, Lobbyists-\$157k
Equipment Repair & Maintenance	524,609	530,840	506,987	Library - \$31k, Instructional Equip-\$92k, Press & Copiers-\$83k, IT-\$288k
Insurance	635,000	635,000	666,750	
Postage	428,600	368,600	395,100	
Travel	204,078	133,454	207,118	President & Board-\$38k, Student Recruitment-\$19k, IA-\$16k; All Others-\$134k
Faculty Travel Funds	136,000	136,000	137,000	Contractural
Fundraising Events & Activities	75,000	75,000	65,000	
Legal	200,000	520,934	450,000	Added \$250k for expected jury trial - BH Claim
Library Books and AV Software	177,900	172,900	177,700	
Institutional Membership	242,397	273,550	255,098	President & Board-\$142k, Paralegal-\$33k, Academic Affairs-\$12k, All Others-\$38k
Personnel Recruitment	123,702	182,305	151,000	
Hospitality	176,830	182,776	167,373	
Audit	177,000	177,000	114,000	
Freight and Delivery	41,060	41,179	41,160	
Public Events	89,532	97,758	59,532	
Overtime Dinner Allowance	23,009	24,741	22,811	
Accreditation	34,750	34,718	28,000	
Fuel-College Vehicles	6,450	6,000	6,000	
Leased Vehicles	7,570	10,570	6,570	
Awards	4,110	4,698	4,810	
Presidential Search		129,000		
Contingency - Departmental	252,700	162,857	328,755	
Contingency - Institutional	550,000	4,689	700,000	Includes additional \$150k for inauguration & 50th Anniversary events
<b>Total Other Expenses - General</b>	<b>13,546,598</b>	<b>13,675,100</b>	<b>14,002,243</b>	



TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015
<b>OTHER EXPENSES - PLANT</b>			
Electricity	1,759,514	1,534,514	1,478,115
Natural Gas	254,633	214,633	226,323
Water and Sewer Rent	303,963	263,963	292,214
Fuel Oil	80,500	75,000	64,544
Contracted Security Service	1,360,880	1,480,880	1,520,880
Contracted Cleaning	1,100,000	1,080,520	1,058,611
			Evening Cleaning of Classrooms, Offices and Childcare Center
			Elevator/Escalator-\$296k, Water Treatment- \$13k, Johnson Controls- \$9k, CBI Automation- \$10k, NWRC Chiller- \$6k, Technical Services T&M- \$234, Building Services T&M- \$92k,\$180k for Shed Demolition
Plant Maintenance & Repairs	667,188	684,530	858,700
			Trash Removal- \$114k, Snow Removal- \$30k, Landscaping- \$106k, HazMat Disposal- \$16k, Pest Control- \$19k, Lot Sweeping- \$10k, Life Safety & Building Automation Systems- \$315, Sprinkler Inspections- \$17k, Extinguisher Inspections- \$6k, CTV- \$12k
Contracted Plant Operations	706,712	756,192	657,497
			West Regional Center and 1500 Spring Garden Street
Property Rent	383,662	383,662	399,750
			Paper Products and Electrical, Plumbing, HVAC and Other Maintenance Items
Plant Operations Material & Supplies	238,310	229,745	208,410
Boiler & Elevator Certificate	6,000	6,450	8,450
<b>Total Other Expenses - Plant</b>	<b>6,861,362</b>	<b>6,710,089</b>	<b>6,773,494</b>
<b>Total Other Expenses</b>	<b>20,407,960</b>	<b>20,385,189</b>	<b>20,775,737</b>
Robert S. King Scholarship	175,000	190,000	200,000
<b>TOTAL CURRENT OPERATING EXPENSES</b>	<b>125,274,941</b>	<b>126,717,148</b>	<b>130,410,097</b>

TABLE IV

COMPARATIVE ANALYSIS OF CURRENT OPERATING EXPENSE CATEGORIES

	Approved Budget 2013-2014	Revised Budget 2013-2014	Proposed Budget 2014-2015
Less: Anticipated Lapsed-Budget Salary Dollars	(1,350,000)	(2,100,000)	(1,350,000)
Less: Projected Residual Savings			
<b>TOTAL REDUCED CURRENT OPERATING EXPENSES</b>	<b>\$123,924,941</b>	<b>\$124,617,148</b>	<b>\$129,060,097</b>

Equipment and Software Leases

<u>Description</u>		<u>FY 14-15</u>	<u>Department</u>
Sun Servers, Storage Devices & Cisco Equipment Leases	NERC	127,910	ITS
IT Infrastructure Upgrade Financing Leases		386,303	ITS
Conversion to Virtualized Server Environment and Expansion of Storage Capacity		78,400	
Oracle Software Maintenance		487,245	ITS
Active Directory Equipment Lease		37,745	ITS
Banner Software Maintenance including Flex Reg, Degreeworks, BDMS, ePrint		367,455	ITS
Evisions, Brio, Schedule/Resource 25 Software Maintenance		90,742	ITS
Appworx Software Maintenance		5,483	ITS
Microsoft Campus License		127,189	ITS
McAfee Anti-Virus Software Maintenance		17,272	ITS
CBORD ID Card, Stored Value, Access, Security Software Maintenance		51,526	ITS
Other Non-Banner related Software Maintenance		219,656	ITS
Data and Voice Lines		314,058	ITS
Faculty and Staff PCs		445,917	ITS
Other ITS Servers		60,407	ITS
Telephone System Financing Lease		123,732	ITS
WiFi Equipment Upgrades (West Building & CBI) Financing Lease		43,040	ITS
Telephone System Upgrade Financing Lease		13,479	ITS
Document Imaging Software & Hardware Financing Lease		38,806	Enrollment Services
Classroom & Lab PC Leases		592,876	Student Academic Computing
Copier Leases - High Speed and Satellite		139,333	Duplicating
HP Color Indigo Printer/Press Financing Lease		72,300	Duplicating
Duplicating Duplo Folder Financing Lease		15,500	Duplicating
Jonson Control Performance Contract Financing Lease		498,660	Facilities
FAMIS Maintenance & Space Inventory Software		55,000	Facilities
PeopleAdmin for HR Applicant Software (as a Service)		27,842	HR
ITS Workorder Tracking Software (as a Service)		20,000	ITS
OmnieAlert e2Campus Emergency Software (as a Service)		10,404	Security
Citric Gotomy PC/Meeting/Webinar Software (as a Service)		26,120	ITS
Runner Clean Address Software (as a Service)		13,546	ITS
Hobson Customer Relations Manager Software (as a Service)		61,168	Enrollment Services
Other Software (as a Service)		11,628	Various
Shared Database - OCLC and Lyrasis		95,050	Library
Periodical Databases		153,000	Library
Miscellaneous Leases		28,570	Various
		<u>4,857,362</u>	
Less: Classroom and Lab PCs funded with Perkins Local Plan		<u>(322,876)</u>	
Amount in Operating Budget		<u>4,534,486</u>	

### Potential Budget Reductions

\$ 90,000      ITS

Elimination of consulting services that are used to augment ITS staff for complex tasks related to the College's ERP and auxiliary products. Limited or no support will be available to assist other divisions in accomplishing student service and other initiatives.

\$37,700      ITS

Elimination of services and software products that are used to assist/automate ITS in administrative tasks associated with user support, software management and server management. Issues include: the possible loss of email archives from prior years resulting in an inability to retrieve email that may be needed for litigation; loss of the automated process to allow users to format data from the ERP system requiring ITS staff to manually perform the task for users; reduction of functionality to assist users remotely with College workstation issues; and loss of ability to modify code of SaaS solution related to computer/printer trouble ticketing system.

\$37,500      ITS

Reduce the loaner pool of devices available to College staff. Issues include: the inability to provide support to faculty and staff travelling out of the area with connectivity to email and the College network and reduction of devices available to ITS staff to perform required system related tasks during off-site times.

\$50,000      Safety and Security

Elimination of consulting services to assist the College with integrating its camera and recording systems with the purchased alert monitoring system. Lack of integration will result in the inability of automatic alerts to Security and the recording of events such as unauthorized entry or compromised entry/exit points.

\$80,000      Student Services

Elimination of service to scan forty years of grade reports from paper to an electronic format. Delaying this project again increase the likelihood that the paper grade sheets will further deteriorate or be inadvertently damaged. It is a legal requirement to maintain these student records in perpetuity.

\$10,000      Student Services

Reduction by 50% of funds designated for using "Robocall" services. The use of such robocalls has proven to be an effective strategy to remind students of important enrollment-related action steps such as meeting deadlines for course registration and tuition payment. Limiting this strategy may negatively impact enrollment.

\$50,000      Student Affairs

Elimination of funds for employing part-time counselors which result in counseling services being reduced. This reduction may negatively impact student persistence.

\$156,000 Government Relations

Elimination of funds designated for lobbyists at both the federal and state level.

\$25,000 College-wide Events

Reduction of funds for internal and some external events. This will negatively affect employee morale and will result in limited community recognition events.

\$75,000 College-wide Events

Reduction in funds for events associated with the College's 50<sup>th</sup> Anniversary and the Presidential Inauguration.

\$70,600 Human Resources

Elimination of funds for the hiring of Director of Human Resources, effective October 1, 2014. This position was frozen and eliminated from budget beginning with the 2012-13 fiscal year. Without this position, HR will not have the resources for the following projects: implementation of the employee succession plan; development and implementation of a new performance management tool for administrators and support staff; and implementation of the "Talent Acquisition Plan" which would be utilized to enhance overall recruiting, including improved diversity recruiting.

\$101,000 Human Resources

Elimination of funds for the commencement of the multi-year document imaging project for the Human Resources department. The initial phase of the project is to digitize hard-copy records currently stored within the department or at an off-site location for a fee. The department lacks sufficient physical space for records and annually incurs costs for off-site storage.

\$177,000 Academic Affairs - Library

Eliminate the funds for adding materials to the Library collection. Disciplines such as Nursing, Paralegal Studies and Allied Health require up to date collections for accreditation. Student, in all programs, should be provided quality educational materials that are current and relevant.

\$263,000 Academic Affairs – Adult Literacy Instruction

Elimination of all GED, ESL and ABE instruction effective with the Spring, 2015 semester, including the layoff of two administrators and one support staff will result in the denial of service to approximately 650 GED students, 1,100 ESL students and 150 ABE students annually.

\$100,000 Institutional Contingency

Reduction in the level of institutional contingency funds from \$550,000 to \$450,000.

**\$1,322,800 TOTAL**

# **ATTACHMENT C**

**BOARD RESOLUTION REQUIRED BY  
PDE FOR ELECTRONIC SIGNATURE**

RESOLUTION

BE IT RESOLVED, by authority of the Board of Trustees of the Community College of Philadelphia, and it is hereby resolved by authority of the same, that Donald Generals, Jr. who is the President of the above named body is authorized and directed to sign any and all contracts, agreements, grants and/or licenses (hereinafter collectively referred to as contract(s) with the Pennsylvania Department of Education (Department); and

BE IT FURTHER RESOLVED, that the body consents to the use of electronic signatures by the above named individual and that no handwritten signature from the above named individual shall be required in order for any contract with the Department to be legally enforceable and that by affixing his/her electronic signature to an electronic file of the contract via the Department's e-grants system, the above designated authorized individual shall have effectively executed and delivered the contract, binding the Community College of Philadelphia to comply with the terms of said contract; and

BE IT FURTHER RESOLVED, that no writing shall be required in order to make the contract valid and legally binding, provided that the Department and all other necessary Commonwealth approvers affix their signatures electronically and an electronically-printed copy of the Contract is e-mailed or is otherwise made available to the body by electronic means; and

BE IT FURTHER RESOLVED, that the body will not contest the due authorization, execution, delivery, validity or enforceability of the electronic Contract under the provisions of a statute of frauds or any other applicable law. The Contract, if introduced as evidence on paper in any judicial, arbitration, mediation, or administrative proceedings, will be admissible as between the parties to the same extent and under the same conditions as other business records originated and maintained in documentary form and the admissibility thereof shall not be contested under either the business records exception to the hearsay rule or the best evidence rule; and

BE IT FURTHER RESOLVED, that the body will notify the Department's Bureau of Management Services promptly in the event that the above named individual is no longer authorized to execute agreements on behalf of the body electronically and that the Department shall be entitled to rely upon the above named officer's authority to execute agreements electronically on behalf of the body until such notice is received by the Department's Office of Chief Counsel.

ATTEST

\_\_\_\_\_  
President/Chair or Vice-President/Chair

\_\_\_\_\_  
Treasurer/Secretary

Matthew Bergheiser, Chair

Beatriz Vieira, Secretary

Print/type name and title

Print/type name and title

I, Beatriz Vieira, Secretary, of the Board of Trustees, do certify that the foregoing is a true and correct copy of the Resolution adopted at a regular meeting of the Board of Trustees, held the 5th day of June, 2014.

Dated: \_\_\_\_\_

Signature

Beatriz Vieira, Secretary

Print/type name and title

**TO BE EXECUTED BY AUTHORIZED OFFICER:**

As the person authorized to sign on behalf of the above named body, I agree that I shall not provide any other person with my e-grants password or otherwise authorize any other individual to affix my electronic signature to any agreement with the Department.

Dated: \_\_\_\_\_

Signature

Donald Generals, Jr.

President