

MEETING OF THE BOARD OF TRUSTEES  
Thursday, November 3, 2016 – 3:00 p.m.  
Northeast Regional Center  
12901 Townsend Road, Room 124

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, November 3, 2016 – 3:00 p.m.

Northeast Regional Center

12901 Townsend Road, Room 124

- (1) Executive Session
- (2) Meeting Called to Order
- (3) Public Comment
- (4) Report of the Business Affairs Committee
- (5) Report of the Student Outcomes Committee
- (6) Consent Agenda
  - (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of October 13, 2016
  - (b) Gifts and Grants
  - (c) Biology Flooring and Casework Change Order for Biology Renovations Project
- (7) Report of the Chair
- (8) Foundation Report
- (9) Report of the President
- (10) New Business
- (11) Next Meeting: Thursday, February 2, 2017 – 3:00 p.m.  
Northwest Regional Center  
1300 Godfrey Avenue, Lower Level

Future Committee Meetings:

Student Outcomes: Thursday, November 3, 2016  
1:30 p.m. – Northeast Regional Center, Room 124

Business Affairs: Wednesday, November 16, 2016  
10:00 a.m. – Isadore A. Shrager Boardroom, M2-1

Upcoming Events

|   |   |
|---|---|
| PA Commission for Community Colleges<br>Southeast Regional Trustees Meeting                               | November 15, 2016<br>5:30 p.m. – 8:30 p.m.<br>Delaware County Community College<br>901 S. Media Line Road, Media, PA                                  |
| Board of Trustees Retreat   | Friday, November 18, 2016<br>8:30 a.m. – 3:00 p.m.<br>Center for Business and Industry Building<br>18 <sup>th</sup> and Callowhill Streets, Room C2-5 |
| Thanksgiving Holiday – College Closed   | November 24-25, 2016  |
| Edward R. Becker Award Event  | Thursday, December 1, 2016<br>8:00 a.m.<br>Center for Business and Industry<br>18 <sup>th</sup> and Callowhill Streets, Room C2-5                     |
| Pathways Magazine Breakfast   | Tuesday, December 6, 2016<br>9:00 a.m.<br>Center for Business and Industry<br>18 <sup>th</sup> and Callowhill Streets, Room C2-5                      |
| CCP Foundation’s Fundraiser<br><i>Forward Together:</i><br>Celebrating The City’s College                 | Tuesday, December 6, 2016<br>6:00 p.m.<br>Cescape Ballroom<br>925 North 2 <sup>nd</sup> Street  |
| Holiday Celebration   | Tuesday, December 13, 2016<br>11:00 a.m. – 1:00 p.m.<br>Great Hall, S2-19   |
| Winter Recess –<br>College Closed   | December 23, 2016, 12:00 p.m. –<br>January 2, 2017  |
| Philadelphia Martin Luther King, Jr.<br>Association for Non-Violence, Inc.<br>Awards and Benefit Luncheon | Monday, January 16, 2017<br>12:00 p.m.<br>Sheraton Philadelphia City Center Hotel<br>17 <sup>th</sup> & Race Streets, Liberty Ballroom                |
| Community College National<br>Legislative Summit  | February 13-16, 2017<br>Marriott Wardman Park Hotel<br>2660 Woodley Road<br>Washington, DC  |

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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, October 13, 2016 – 3:00 P.M.

Present: Mr. White, presiding; Mr. Bergheiser, Ms. Hernández-Velez, Mr. Herzog, Ms. Horstmann, Mr. Lassiter, Ms. McPherson, Dr. Rényi, Representative Roebuck, Ms. Tsai, Dr. Generals, Ms. Brown-Sow, Ms. DiGregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Kemper, Ms. de Fries, and Ms. Zellers

(1) Executive Session

The Executive Session was devoted to a discussion of negotiation strategies.

(2) Meeting Called to Order

Mr. White called the meeting to order.

(3) Public Comment

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

|                 |   |
|-----------------|---|
| Marissa Johnson | Assistant Professor, English            |
| Mary Hoeffel    | Assistant Professor, English            |
| Cynthia Reid    | Administrative Assistant, Financial Aid |
| Diane McManus   | Adjunct, English                        |
| Evan Seymour    | Retired, Professor of English           |

The above members of the College faculty and classified unit presented their concerns regarding the Board's collective bargaining proposals, specifically faculty teaching load, healthcare benefits, and post-retirement healthcare benefits.

Mr. White thanked the presenters for the thoughtful comments expressed about their work and commitment to the College. He stated that the College is presently in negotiations and is looking forward to a positive result for the College and faculty and staff. Regarding the concern expressed about post-retirement healthcare benefits, Mr. White stated that the administration is not proposing to change healthcare benefits for existing retirees. He stated that the College will continue to negotiate and listen to concerns that are raised.

(4) Report of the Student Outcomes Committee

Dr. Rényi called attention to the attachment to the minutes of the Student Outcomes Committee regarding the outreach to the Board of Trustees for potential new partners for the College. She thanked members of the Board for their responses to the outreach. Dr. Rényi stated that she planned to report to the Board, both verbally and through the dashboard, the positive outcomes of the outreach. Dr. Rényi noted that the dashboard will be discussed at the November 18, 2016 Board Retreat.

Dr. Rényi reported that the College's senior leadership is reviewing the format of the academic program audit process in an effort to create a more streamlined audit process and align the process with the Strategic Plan. She noted that faculty will also be involved in the process.

(5) Report of the Business Affairs Committee

Mr. White reported that the items that were discussed at the meeting of the Business Affairs Committee of September 21, 2016 are part of the Consent Agenda, specifically the Biology Lab Renovations, Biology Lab Fume Hoods, and contract with Olaya Studio. He noted that the Committee also discussed the process that is in place to ensure minority and women-owned businesses' participation in the bid process for College projects.

Ms. Hernández moved, with Mr. Bergheiser seconding, that the Board accept the reports of the Business Affairs and Student Outcomes Committees. The motion carried unanimously.

(6) Report of the Audit Committee

Mr. White reported that the Audit Committee had met on September 29, 2016 and reviewed and discussed the 2015-2016 Financial Statements. He stated that he was happy to report that the College had received a clean audit.

Mr. Bergheiser praised the finance and management team of the College for the excellent work done on the Audit.

After discussion, Dr. Rényi moved, with Mr. Herzog seconding, that the Board accept the report of the Audit Committee. The motion carried unanimously.

(7) Consent Agenda

Mr. White requested approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of September 1, 2016
- (b) Gifts and Grants
- (c) Business Administration A.A. Degree/Business A.A. Degree
- (d) Photographic Imaging Curriculum Follow-Up Report
- (e) Dissolution of Policy No. 105: Robert S. King Scholarship for High School Students
- (f) Bid Results for Biology Lab Renovations
- (g) Biology Lab Fume Hoods
- (h) Contract with Olaya Studio
- (i) 2015-2016 Financial Statements

Mr. Lassiter moved with Ms. Hernández seconding, that the Consent Agenda be approved. The motion carried unanimously.

(8) Report of the Chair

(8a) Association of Community College Trustees Annual Congress  
October 5-8, 2016

Mr. White reported that he and Dr. Generals had attended the Association of Community College Trustees Annual Congress October 5-8, 2016 in New Orleans. He stated that the theme of the Congress was “Call to Action: Lead with Intent.” Mr. White noted the lack of participation in the Congress by members of the Board. He urged Board members to make an effort to attend the Congress in the future.

(8b) Nominating Panel for Board Membership

Mr. White reported that he and Dr. Generals are scheduled to appear before the Nominating Panel for Board Membership on October 27, 2016 to discuss the College and the type of Board members needed to move the College forward.

(8c) Board Retreat

Mr. White reminded the Board of the November 18, 2016 Board Retreat. He stated that the focus of the Retreat will be strategic planning. Mr. White stated that the agenda and related documents will be emailed in advance of the Retreat.

(9) Foundation Report

In the absence of Mr. Murphy, Ms. Kemper called attention to the gifts and grants report which reflected \$1.7 million in additional grant funds since the last report (total of approximately \$5.2 million fiscal year to date). She stated that by fiscal year end, the College anticipates receiving more than \$7 million in grants. Ms. Kemper stated that the report includes three grants that represent new funding streams for the College.

Ms. Kemper reported that a Save the Date postcard and sponsorship information for the Foundation’s December 6, 2016 event *Forward Together: Celebrating the City’s College* have been included in the Board folder. She stated that tickets can be purchased for \$250 each.

(10) Report of the President

Dr. Generals called attention to his memorandum in the Board folder which outlined the list of activities in which he participated during the month of September, and summarized the highlights.

Dr. Generals reported that he had participated on a panel with Mayor Kenney in CCP’s event Octavius V. Catto: *How His Life and Accomplishments Can Affect Positive Change Today* on October 11, 2016. An educational discussion and voter registration drive in celebration of the Philadelphia scholar, educator, political activist, veteran and athlete, who was murdered on the day of a pivotal 1871 mayoral election. Dan Biddle and Murray Dubin, co-authors of *Tasting Freedom: Octavius Catto and the Battle for Equality in Civil War America* also participated on the panel.

Dr. Generals reported that two accreditation visits took place, namely the Respiratory Care Program on September 29-30 and the Dental Hygiene Program on October 6-7, 2016. The visits went very well. The College will receive formal notification of reaccreditation for both programs in January 2017.

Dr. Generals reported that the Nursing Program passing rate numbers have turned around. The current passing rate for CCP students is in the high eighties.

Dr. Generals reported that he had attended the Association of Community College Trustees Annual Congress October 5-8, 2016 in New Orleans. He stated that he had participated on a panel "Making the College Promise a Reality" moderated by J. Noah Brown, ACCT President and Chief Executive Officer. Dr. Generals urged members of the Board to make an effort to attend this important meeting as it is an opportunity for trustees to keep informed about current issues and laws affecting community colleges.

Dr. Generals called attention to a list of College events for the month of October. He called attention to a festival celebrating Latino/a Heritage Month was scheduled later today on Campus.

Dr. Generals reminded members of the Board of the Foundation Gala scheduled for December 6, 2016 at Cescaphé in Northern Liberties. He urged members of the Board to attend and to encourage friends and colleagues to sponsor the event.

(11) New Business

No new business was discussed at the meeting.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, November 3, 2016 at 3:00 p.m. at the Northeast Regional Center located at 12901 Townsend Road in Room 124.

The meeting adjourned at 4:15 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, October 13, 2016 – 3:00 P.M.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bergheiser, Ms. Hernández-Velez, Mr. Herzog, Ms. Horstmann, Mr. Lassiter, Ms. McPherson, Dr. Rényi, Representative Roebuck, Ms. Tsai, Dr. Generals, Ms. Brown-Sow, Ms. DiGregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Kemper, Ms. de Fries, and Ms. Zellers

(1) Executive Session

The Executive Session was devoted to a discussion of negotiation strategies.

(2) Meeting Called to Order

Mr. White called the meeting to order.

(3) Public Comment

The following members of the faculty and classified unit presented their concerns regarding the Board’s collective bargaining proposals:

|                 |   |
|-----------------|---|
| Marissa Johnson | Assistant Professor, English            |
| Mary Hoeffel    | Assistant Professor, English            |
| Cynthia Reid    | Administrative Assistant, Financial Aid |
| Diane McManus   | Adjunct, English                        |
| Evan Seymour    | Retired, Professor of English           |

(4) Report of the Student Outcomes Committee

Dr. Rényi called attention to the attachment to the minutes of the Student Outcomes Committee regarding the outreach to the Board of Trustees for potential new partners for the College, and thanked members of the Board for their responses to the outreach.

Dr. Rényi reported that the College’s senior leadership is reviewing the format of the academic program audit process in an effort to create a more streamlined audit process and align the process with the Strategic Plan.



(5) Report of the Business Affairs Committee

Mr. White reported that the items discussed at the meeting of the Business Affairs Committee of September 21, 2016 are part of the Consent Agenda.

The Board accepted the reports of the Business Affairs and Student Outcomes Committees.

(6) Report of the Audit Committee

The Audit Committee met on September 29, 2016 and reviewed and discussed the 2015-2016 Financial Statements. The College received a clean audit.

The Board accepted the report of the Audit Committee.

(7) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of September 1, 2016
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- (h) Contract with Olaya Studio
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(8) Report of the Chair

(8a) Association of Community College Trustees Annual Congress  
October 5-8, 2016

Mr. White and Dr. Generals attended the Association of Community College Trustees Annual Congress October 5-8, 2016 in New Orleans.

(8b) Nominating Panel for Board Membership

Mr. White and Dr. Generals are scheduled to appear before the Nominating Panel for Board Membership on October 27, 2016 to discuss the College and the type of Board members needed to move the College forward.

(8c) Board Retreat

The Board of Trustees Retreat is scheduled for Friday, November 18, 2016.

(9) Foundation Report

The Board was provided with a report of grant funding that is anticipated by end of the fiscal year.

The Foundation's *Forward Together: Celebrating the City's College* event is scheduled for December 6, 2016, 6:00 p.m. – 9:00 p.m. at Cescaphe Ballroom located at 923 N. 2<sup>nd</sup> Street. Tickets can be purchased for \$250 each.

(10) Report of the President

Dr. Generals called attention to his memorandum in the Board folder which outlined the list of activities in which he participated during the month of September, and summarized the highlights.

Dr. Generals participated on a Panel with Mayor Kenney in CCP's event Octavius V. Catto: *How His Life and Accomplishments Can Affect Positive Change Today* on October 11, 2016.

Two accreditation visits took place: the Respiratory Care Program on September 29-30 and the Dental Hygiene Program on October 6-7, 2016. The visits went very well.

The Nursing Program passing rate numbers have turned around. The current passing rate for CCP students is in the high eighties.

Dr. Generals participated on a panel "Making the College Promise a Reality" moderated by J. Noah Brown, ACCT President and Chief Executive Officer at the Association of Community College Trustees Annual Congress, October 5-8, 2016 in New Orleans.

A list of College events for the month of October was distributed to the Board.

(11) New Business

No new business was discussed at the meeting.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, November 3, 2016 at 3:00 p.m. at the Northeast Regional Center located at 12901 Townsend Road in Room 124.

The meeting adjourned at 4:15 p.m.



**COMMUNITY COLLEGE OF PHILADELPHIA  
Office of Institutional Advancement  
Monthly Summary of Grants and Gifts  
for the November 2016  
Meeting of the Board of Trustees**

**State Grant**

The Pennsylvania Department of Human Services has provided additional funding in the amount of \$109,864 for the KEYS (Keystone Education Yields Success) grant for fiscal year 2016-2017. The funding represents an increase due to the removal of Supplemental Nutrition Assistance Programs (SNAP) caps. The College's KEYS program provides TANF recipients who are students at the College with assistance to foster their academic success. KEYS offers students academic supports including developmental courses, study and life skills workshops, career exploration, tutoring, mentoring, and resource development.

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

**MINUTES**

**Thursday, October 13, 2016**

**1:30 p.m.**

**Conference Room M2-34**

**Presiding:** Dr. Rényi

**Present:** Ms. de Fries, Dr. Generals, Ms. Hernández Vélez, Dr. Hirsch, Ms. Horstmann (via phone), Mr. Lassiter, Dr. Roberts, Rep. Roebuck, Jr.

**Guests:** Ms. Dunston

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of September 1, 2016**

The minutes were accepted unanimously.

**(b) Dashboard**

The discussion began with a question from Ms. Horstmann about the peer group and whether the College should use the top quartile of the peer group or Aspen winners (for example) as peers instead. Dr. Generals agreed that the College should look at possible “aspirational” or goal peers (and name the group accordingly). While the Aspen finalists may provide possible aspirational peers, the institutions might not all be comparable (for instance, suburban institutions) and the top quartile of the peer group might not compare to Aspen winners.

The group discussed how indicator 1.8 (New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 3 years (IPEDS)) provides additional data and insight into student success and that transferring without first earning an Associate degree is a form of student success (though the College would prefer that students first earn their degree before transferring). While the College might be below the peer group for graduation, it is above the peer group on indicator 1.8. Dr. Rényi asked about employment data; how can the College know what it is achieving in this area when data are difficult to get? Dr. Generals described how the College does have data for two employment-related indicators (1.24 on job placement rates and 1.25 on wage and wage growth); that College conducts surveys to gather

additional data on employment; and that the College is going to have an administrative position for placement.

Dr. Rényi suggested the following: for cells with “TBD,” that the date for when the data will be available should be included (either in a footnote or in the cell); for dramatic changes, it would be helpful to include additional information in a footnote (for example, for 1.26, the exam pass rate for Nursing students increased from 2014-15 to 2015-16, but after the exam had been changed in 2013-14, which saw a noticeable decrease the following year); when areas are “under development”, that the color blue be used to distinguish this.

Regarding indicator 2.2, Dr. General explained that the previous deal did collapse and that the College is exploring various options. Ms. de Fries remarked that Goldman Sachs 10,000 Small Businesses data could be added, as could data on career connections the College does have. Mr. Lassister noted that the number of volunteer hours (which can be tied to money for the local economy) would be good data. Ms. de Fries commented that the economic impact has good metrics; Dr. General added that the College just hired a coordinator for Community Engagement and Civic Leadership Initiatives, who works on topics such as expungement workshops and community outreach. Mr. Lassister also suggested that information on faculty who are on boards be included; this would show the College has “thought leaders.”

Regarding the finance section, Dr. General said that although this is in the early stages of the dashboard, at the planning meeting in November the five-year budget will be unveiled and this section will then have more information. Dr. Rényi commented that it could be discussed with the Board whether information on private giving should be included in the dashboard (grants are important, but more restrictive).

Dr. General noted that the dashboard has not yet been shared with the Board of Trustees, but it will be at the planning meeting in November. Dr. Rényi mentioned that it is therefore important to determine the target comparison/peer group at the next Committee meeting. Additionally, the sections on facilities, finances, and community relationships should have more specific goals/indicators.

### **(c) Academic Program Review Audit**

Ms. Dunston presented an updated format for academic program reviews. She noted several aspects of the updated format that should be helpful: emphasis on making the information more digestible/reader-friendly; attempt to make it more scaled in the recommendations; use of more robust citations (which allows the Office of Assessment and Evaluation to look at data points more consistently across programs and more easily see the focus of a given program). The goal is for the total length of the document to be 2-5 pages.

The executive summary will be bulleted key findings, each 1-2 sentences long (key findings are currently included but are embedded throughout the narrative; the new format will highlight them). The action items will mirror the language used by the Middle States Commission on Higher Education. “Suggestions” will introduce best practice ideas the program could implement; “recommendations” will relate to topics programs should note or be aware of and could be addressed in their annual reporting and Quality/Viability Indicators report; “requirements” (formerly called “recommendations”) will be topics that need to be addressed with follow-up reports (sometimes within the academic year). The narrative summary will be more robustly cited and focused on topics addressed in action items. Regarding the sources of evidence, they will try to be more consistent to include all sources of evidence, although these sources may vary across programs.

More program analysis will be added, with the program providing SWOT analysis (which should reduce the need for revisions). Programs will also be provided more opportunity for input with each section having a subsection labeled “Input from the Program.” The Office of Assessment and Evaluation will meet with the program at the beginning of the review process and solicit their input on certain pieces. Program audits will still be conducted internally, but the document provided to the Committee will reflect this new format with more focused information.

Dr. Rényi and Ms. Horstmann suggested that the dashboard should somehow be integrated into program reviews, so that programs would consider how their work contributes to the dashboard. Dr. Rényi asked about how the report could provide more context regarding the College as an institution (for instance, the needs of students, needs of the city, future impact on economy). This could allow the report to focus not only on the micro but also on the big picture and how the two relate. Dr. Generals commented that this is part of the purpose of the planning process and that there could be an attachment about how the program is doing aligned with the broader plans and needs of the College. Ms. Dunston mentioned that an earlier draft of the document did ask programs for statements on mission alignment at the beginning of the review process; something similar could relate to the strategic plan. Dr. Rényi observed that this process could help program faculty perspective, to which Ms. Dunston replied that the action items should help programs/faculty look forward and broaden their thinking, thus enabling this to be an analysis and projection report.

Dr. Hirsch discussed that perhaps the program analysis section should be expanded to make it more clear and less broad; expanding the description of this section may provide clarification. Rep. Roebuck commented that a follow-up could be part of each report (such as how some programs currently submit a report after one year). Ms. Dunston explained that her office will keep a list of educational effectiveness action items, which could include actions from audits; then there could be an annual or bi-annual review of compiled action items. Ms. Dunston addressed upcoming audits and said that four audits were in the pipeline; the first two are in the final revisions, but the next two should include elements of the new system.

**(d) New Business**

There were no new business topics to discuss.

**(3) Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for November 3, 2016 at 1:30 p.m. at the Northeast Regional Center in Room 124

**Attachments:**

Minutes of September 1, 2016

Dashboard – October 7, 2016

Proposed Academic Program Review Format

Current Program Audit Format



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

**MINUTES Thursday,**

**September 1, 2016**

**1:30pm**

**Conference Room M2-34**

**Presiding:** Dr. Rényi

**Present:** Mr. Armbrister, Ms. de Fries, Mr. Edwards, Dr. Gay, Dr. Generals, Ms. Hernández Vélez, Dr. Hirsch, Ms. Horstmann, Mr. Lassiter, Ms. McPherson, Dr. Roberts, Rep. Roebuck, Jr.

**Guests:** Dr. Carter, Ms. Dunston, Mr. Saxton, Mr. Spielberg, Ms. Sweet

**(1) Executive Session**

Personnel issues were discussed.

**(2) Public Session**

**(a) Approval of the Minutes of May 5, 2016**

The minutes were accepted unanimously.

**(b) Academic Program Audit: Business Administration A.A. Degree/Business A.A. Degree**

Ms. Dunston, Director of Academic Assessment and Evaluation, provided an overview of the recommendations associated with the audit for two programs: Business Administration A.A. Degree/Business A.A. Degree. Recommendations included the following: to evaluate the integration of the Marketing and Management department with the Business Administration department; to evaluate the distinction between the two programs; to complete 335 evaluations; to look more closely at assessments of student learning; to review articulation agreements; and to improve student success outcomes.

Mr. Armbrister requested an explanation for why there are two closely related programs. Dr. Gay clarified that each program has a different specialized accreditation: Association to Advance Collegiate Schools of Business (AACSB) for the Business Administration program and Accreditation Council for Business Schools and Programs (ACBSP) for the Business program. Dr. Carter, Dean of the Business and Technology division, discussed how having the one degree will be more clear to students and there will be two possible math sequences (the two math sequences address AACSB and ACBSP math requirements). Ms. McPherson asked about the

merging of Marketing and Management into the Business Administration department. Dr. Carter explained that the merging of the two departments will allow for better management of the program, especially with faculty from both fields under one department head. The Business and Technology division had an all-day retreat in April and another meeting the day previous to the Student Outcomes Committee meeting to discuss future directions for the division.

**Action: The Student Outcomes Committee recommends that the Board of Trustees accept the audit and that a follow-up report be submitted in one year.**

**(c) Photographic Imaging Curriculum Follow Up Report**

The program was last at a Student Outcomes Committee meeting in 2014 with a number of recommendations. Mr. Spielberg, the department head, provided information on progress the program has made since then. The number of graduates has increased (to 8 in 2015-16) and more graduates are anticipated. The program is almost ready to offer Photography 105 (Introduction to New Technology) to students; this is expected to improve the number of students in the major. Dr. Rényi commented positively on several ideas being considered, such as Saturday classes, working with the Music program, and stacking credentials. Mr. Armbrister asked how long recent graduates had been in school; Mr. Spielberg replied that students are typically part-time, older, and often take 5-6 semesters. Mr. Lassiter inquired about the types of jobs for which students would be qualified; Mr. Spielberg gave as examples advertising, commercials, magazines, internet, business head shots, portraits, wedding photography, and publishing. Ms. McPherson asked if image research was included in the curriculum; Mr. Spielberg said that it is covered in two courses. Rep. Roebuck, Jr. asked if students who come to the program have clear plans for a career and what brings them to the program in general; Mr. Spielberg replied that most do not come with a clear career path, but rather come to the program because of artistic interests.

**Action: The Student Outcomes Committee recommends that the program submit a follow-up report in May/June 2017 to provide more data regarding student outcomes.**

**(d) Dissolution of Policy No. 105: Robert S. King Scholarship for High School Students**

Dr. Hirsch explained that this scholarship became Board policy in 1985 after Robert S. King retired. Since the new 50<sup>th</sup> Anniversary Scholars program began last year, the Robert S. King Scholarship is no longer offered (funds had come from the operating budget). Robert S. King passed two years ago and his daughter is understanding regarding the dissolution.

**Action: The Student Outcomes Committee recommends that the Robert S. King Scholarship for High School Students be dissolved.**

**(e) Workforce Contacts and Outreach Efforts Report**

Dr. Rényi explained that the Board of Trustees members have committed to making contacts to introduce the Workforce Development leadership. Ms. de Fries provided a follow-up report. Out of the list of possible contacts, Ms. de Fries made contact with 16 companies on the list and 4 to follow up for the next group of companies. Ms. de Fries and Dr. Generals toured the facilities of Rhoads Industries. This company may be interested in an apprenticeship program for welders; Ms. de Fries took Rhoads on a site tour of Benjamin Franklin High School and are also discussing available funds for the training via WEDNet, a state funding program. PECO worked with the Collegiate Consortium on the creation of a gas pipeline mechanic program; the first class started at Delaware County Community College. PECO is interested in doing this program in Philadelphia with the College; We are currently working on identifying appropriate space. We have reached out to Spectrum Health Services regarding funding for their training via WEDNet, and helped identify \$16,000 in funds to reimburse them for training they have already conducted; by providing this assistance, we are now in discussions with them about providing training directly. Comcast has specific needs related to customer service for a variety of positions within the company, particularly in the call center and the technicians that install the equipment. The company is interested in employing veterans and we are working with Comcast on putting together a job fair in the Fall for them to hire the College's veteran students. Four companies have been identified by Carol on the wish list for outreach: Osagie Imasogie - Iroko Pharmaceuticals, Madeline Bell – CHOP, Eric Foss – Aramark, Marcos Lopez - Exude Benefits. Carol will be following up with board members with suggested talking points for the outreach. As of July 1, 10,000 Small Businesses and Career Services report to Workforce Development. Searches are underway for the Executive Director, 10KSB, and Director, Career Connections positions; Ms. de Fries will send the job descriptions to the Board of Trustees. Dr. Rényi made several suggestions: job descriptions for high level jobs be sent to the Board of Trustees; Board members invite Dr. Generals and Ms. de Fries to social events; and an annual request be made to the Board for names of companies for possible connections. Ms. de Fries stated that there has been more high level external outreach to the College coming from companies. Dr. Generals mentioned a possible connection with IBM to bring a program to the College.

**(f) Dashboard**

Dr. Rényi stated that every time the Committee meets, the Committee should review data to see if the College is on track and what possible future steps could be taken. As part of the dashboard, there will be five goals, each with high-level indicators. Dr. Hirsch said that the dashboard will be continuously updated and that a few elements were still under development. Because of timing, data were not yet available, so projections were provided when possible. The dashboard contains five-year goals and the college knows the percentage of the goal that should be achieved each year. Dr. Rényi suggested that the entire dashboard be presented to the Board of Trustees retreat in January. Dr. Generals explained that the numbers can change about twice a year. The dashboard also contains comparisons to peer institutions; the use of peer institutions is part of the national benchmarking process. Ms. Horstmann asked if it was decided to aim for peer institution averages or for the top quartile. Dr. Generals

indicated that for the Aspen Prize, institutions might be reviewed in comparison to peers and their progress; he will confirm the groups regarding the Aspen Prize.

Dr. Rényi put forth that as homework for the next meeting, members should review the dashboard so it can be at the top of the next meeting's agenda. The general consensus of the Committee was that the dashboard was very effective.

(3) **Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for October 13, 2016 at 1:30pm in Conference Room M2-34.

**Attachments:**

Minutes of May 5, 2016

Academic Program Audit: Business Administration A.A. Degree/Business A.A. Degree

Program Audit Follow-Up Report Photographic Imaging Curriculum

College Policies and Procedures Memorandum No. 105: Robert S. King Scholarship for High School Students

Dashboard – September 1, 2016

# Community College *of* Philadelphia

## Dashboard

- 1.0 Student Success**
- Implement Guided Pathways Model
  - Establish Comprehensive Advising System
  - Institute Predictive Data Analytics

| Indicator of Success |  |         |         |       |           |                        |                  |
|----------------------|--|---------|---------|-------|-----------|------------------------|------------------|
|                      |  | 2014-15 | 2015-16 | Peer  | CCP Trend | CCP Comparison to Peer | 5-Year Goal 2020 |
|                      | <b>Increase Enrollment</b>               |         |         |       |           |                        | +3 to 5% pts     |
| 1.1                  | New Full-time Students (Fall Admission)  | 1,574   | 1,874   |       | ↗         |                        |                  |
| 1.2                  | New Part-time Students (Fall Admission)  | 3,700   | 3,599   |       | →         |                        |                  |
| 1.3                  | Total Fall Credit Hours                  | 158,471 | 160,972 |       | →         |                        |                  |
|                      | <b>Increase Persistence</b>              |         |         |       |           |                        | +5 to 7% pts     |
| 1.4                  | Fall to Fall New Full-time Students      | 53.5%   | 55.3%   | 58.0% | ↗         |                        |                  |
| 1.5                  | Fall to Fall New Part-time Students      | 40.8%   | 43.0%   | 46.0% | ↗         |                        |                  |
| 1.6                  | Fall to Spring (All first-time) Students | 70.6%   | 72.0%   | 71.7% | →         | →                      |                  |

# Community College *of* Philadelphia

|     |  | 2011 Cohort<br>2014 | 2012 Cohort<br>2015 | 2013 Cohort<br>Projection<br>2016 | Peer  | CCP Trend | CCC Comparison<br>to Peer | 5-Year Goal<br>2020 |
|-----|--|---------------------|---------------------|-----------------------------------|-------|-----------|---------------------------|---------------------|
|     | <b>Increase 3-Year CCP Completion</b>  |                     |                     |                                   |       |           |                           | +7 to 10% pts       |
| 1.7 | 3-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards (IPEDS)                       | 10.4%               | 11.6%               | 12.3% <sup>1</sup>                | 21.5% | ↗         | ↘                         |                     |
| 1.8 | New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 3 years (IPEDS) | 27.3%               | 24.9%               | TBD                               | 14.7% | →         | ↗                         |                     |
| 1.9 | Total percentage of satisfactory student outcomes  | 37.7%               | 36.5%               | TBD                               | 36.2% | →         | →                         |                     |

|      |  | 2008 Cohort<br>Reported<br>2014 | 2009 Cohort<br>Reported<br>2015 | 2010 Cohort<br>Projection<br>2016 <sup>2</sup> | Peer  | CCP Trend | CCP Comparison<br>to Peer | 5-Year Goal<br>2020 |
|------|--|---------------------------------|---------------------------------|--|-------|-----------|---------------------------|---------------------|
|      | <b>Increase 6-Year CCP Completion</b>  |                                 |                                 |  |       |           |                           | +7 to 10% pts       |
| 1.10 | 6-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards                       | 20.0%                           | 18.5%                           | 21.8%  | 27.9% | →         | ↘                         |                     |
| 1.11 | New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 6 years | 31.6%                           | 31.4%                           | TBD  | 18.8% | →         | ↗                         |                     |
| 1.12 | Total percentage of satisfactory student outcomes  | 51.6%                           | 50.0%                           | TBD  | 46.7% | →         | ↗                         |                     |

|      | <b>Increase Completion</b>                           | Grad Year<br>2014 | Grad Year<br>2015 | Grad Year<br>2016<br>(Projected) | CCP Trend |
|------|--|-------------------|-------------------|----------------------------------|-----------|
| 1.13 | Unduplicated Number of Completers by Graduation Year | 1,996             | 2,103             | 2,045 <sup>3</sup>               | →         |

<sup>1</sup> Projection; not finalized until October 2016

<sup>2</sup> Not yet available

<sup>3</sup> Number of completers for Grad Year 2016 is a projected value

# Community College *of* Philadelphia

|      |   | 2014-15 | 2015-16 | Peer | CCP Trend | CCP Comparison to Peer | 5-Year Goal 2020 |
|------|---|---------|---------|------|-----------|------------------------|------------------|
|      | <b>Improve Success Rates of Students in Developmental English</b>             |         |         |      |           |                        | +7% pts          |
| 1.14 | Placed Developmental English (Decrease annually)                              | 54.9%   | 46.6%   |      | ↗         |                        |                  |
| 1.15 | First-Year Success in ENGL 098 (Increase annually)                            | 63.8%   | 63.5%   |      | →         |                        |                  |
| 1.16 | Completed ENGL 101 within two years (Improve annually)                        | 44.0%   | TBD     |      |           |                        |                  |
|      | <b>Improve Success Rates of Students in Developmental Math</b>                |         |         |      |           |                        | +7% pts          |
| 1.17 | Placed Developmental Math (Decrease annually)                                 | 46.4%   | 44.0%   |      | ↗         |                        |                  |
| 1.18 | Success in Foundational MATH 017 (Increase annually)                          | 32.6%   | 35.6%   |      | ↗         |                        |                  |
| 1.19 | Completed MATH 118 within two years (Improve annually)                        | 17.0%   | TBD     |      |           |                        |                  |
|      | <b>Improve Achievement Gap in First Year Success in Developmental English</b> |         |         |      |           |                        | +5% pts          |
| 1.20 | All First-time  | 63.8%   | 63.5%   |      | →         |                        |                  |
| 1.21 | Black   | 59.7%   | 58.1%   |      | →         |                        |                  |
| 1.22 | Hispanic  | 65.4%   | 64.4%   |      | →         |                        |                  |
| 1.23 | White   | 73.2%   | 76.3%   |      | ↗         |                        |                  |

# Community College *of* Philadelphia

|      | <b>Improve Career Preparation and Employment</b> | 2014-15  | 2015-16 |
|------|--|----------|---------|
| 1.24 | Career Program Job Placement Rates               | 83.6%    | TBD     |
| 1.25 | Career Program Graduates' Wages and Wage Growth  | \$41,926 | TBD     |
| 1.26 | Licensure Exam Pass Rates                        |          |         |
|      | Clinical Laboratory Technology                   | 100%     | 86%     |
|      | Dental Hygiene                                   | 100%     | 100%    |
|      | Diagnostic Medical Imaging                       | 100%     | 100%    |
|      | Nursing  | 67.1%    | 83.2%   |
|      | Respiratory Care Technology                      | 100%     | 100%    |

| <b>2.0</b> | <b>Facilities</b>                 | Updates                        | Target Completion | Progress |
|------------|-----------------------------------|--------------------------------|-------------------|----------|
|            | <b>Projects</b>                   |                                |                   |          |
| 2.0        | Facilities Master Plan            | Draft Master Plan by Fall 2016 | Spring 2017       | 60%      |
| 2.1        | The Hamilton                      | Negotiating Letter of Intent   | August 2018       | 5%       |
| 2.2        | Expansion of West Regional Center | Impasse                        |                   | 1%       |

| <b>3.0</b> | <b>Finance</b>                         | Quarterly Report<br>September 2016<br>(In Millions) | Quarterly Report<br>December 2016<br>(In Million) | Quarterly Report<br>March 2017<br>(In Millions) | Quarterly Report<br>June 2017<br>(In Millions) | CCP Trend |
|------------|--|---|---|---|--|-----------|
| 3.1        | Operating Budget Status 2015-2016      | Realign budget<br>based on enrollment               |   |   |  |           |
| 3.2        | Operating Cash Flow Position 2015-2016 | \$15.0  |   |   |  |           |
| 3.3        | Long Term Cash Investments 2015-2016   | Projected \$22.0                                    |   |   |  |           |



# Community College *of* Philadelphia

|            |  |  |  |  |  |  |
|------------|--|--|--|--|--|--|
| <b>4.0</b> | <b>Workforce Development – Under development</b> |  |  |  |  |  |
| 4.1        | Annual Enrollments                               |  |  |  |  |  |
| 4.2        | Revenue  |  |  |  |  |  |
| 4.3        | Number of Clients Serviced                       |  |  |  |  |  |

|            |  |  |  |
|------------|--|--|--|
| <b>5.0</b> | <b>Community Relationships – Under development</b> |  |  |
| 5.1        | Number of College-community partnerships           |  |  |
| 5.2        | Number of student volunteer hours                  |  |  |
| 5.3        | Monetary value of faculty/staff volunteer hours    |  |  |
| 5.4        | Number of visitors for events open to the public   |  |  |

## ACADEMIC PROGRAM REVIEW

### SUMMARY REPORT TO STUDENT OUTCOMES COMMITTEE OF THE BOARD

#### *Proposed Format*

*Total Length: Two to five pages.*

*Summary will include citations to full analysis, and will reference relevant sources of evidence.*

Executive Summary:

- I. The Executive Summary portion of the report includes bullet-pointed *Key Findings* and *Action Items* portion, prior to the narrative report. These include a formal template of language; which would be utilized on every audit. The *Action Items* portion intentionally mimics the structure of a Middle States (MSCHE) report.

*Length: One/Two sentences per finding.*

#### A. Key Findings

The Office of Assessment and Evaluation makes the following observations, with regard to the quality and viability of the program:

- i. One/Two sentence statement; w/ page or graph citation.
- ii. “ “
- iii. “ “

#### B. Action Items

The Office of Assessment and Evaluation makes the following suggestions/recommendations/requirements to senior leadership and the board, in response to information collected in this report:

*Length: One or two paragraphs per item.*

- i. Suggestions – will be made with regard to quality improvement, further introduction of best practices, notations on the larger educational or career field, trends, and possible opportunities.
- ii. Recommendations – include items of concern, which should be addressed and re-examined, based on the *current* plan.
- iii. Requirements – include items which threaten the quality or viability of the program. If the program is to continue, such items demand action and resolution. Required actions should be implemented and evaluated on both a short term (i.e. one term or academic year) and long term (within three years.)

#### C. Narrative Summary

*Length: Two to three pages.*

## **SOURCES OF EVIDENCE FOR PROGRAM ANALYSIS**

- Program Description
  - Published Catalog
  - Curricular Revision Documents – Office of Curriculum Development
  - Input from Program
- Program Faculty
  - Faculty Schedules - Academic Course Scheduling
  - Input from Program
- Performance Indicators
  - Institutional Data – Office of Institutional Research
    - Headcount and Fulltime enrollment
    - Major/ New major
    - Demographics (gender, race/ ethnicity, age, fulltime/ part-time, all developmental/ some developmental/ college level)
    - Outcomes data: five year trend line (standing, retention, success at departure, outcomes)
    - Degrees awarded
    - Transfer at departure
    - Distribution of students in the program (developmental, freshman, sophomore)
    - Section enrollment/population served
    - Student Satisfaction (optional\*\*)
- Learning Outcomes and Assessment
  - Office of Assessment and Evaluation
    - Curriculum Map
    - Assessment Cycle Plan
    - Assessment Overview/Annual Report data
  - Input from Program
  - External Research
- Environmental Scan
  - Economic Modeling Specialists International (EMSI) data
    - Expected Job Growth
    - Educational Attainment
  - National Student Clearinghouse
    - Transfer Programs
  - Input from Program
  - External Research
- Special Expenditures and Resources
  - Input from Program
  - Office of Business and Finance

- Program Analysis – this narrative section is intended to allow faculty and program leadership to give a fuller view of the program, its contributions, characteristics, strengths and weaknesses.
  - Input from Program

## **Current Academic Program Audit Format**

- I. Executive Summary
- II. Program Description
  - A. Catalog Description
  - B. History and Revisions to the Curriculum
  - C. Curriculum Sequence
  - D. Curriculum Map
  - E. Advisory Committee
  - F. Future Directions of the Field/Program
- III. Profile of the Faculty
- IV. Program Characteristics
  - A. Student Profile
    - 1. Headcounts and FTE Counts
    - 2. Demographics
    - 3. Outcomes Data: 5 Year Averages
    - 4. Degrees Awarded
    - 5. Transfer at Departure
    - 6. Distribution of Students in the Program
    - 7. Distribution of Students in Program (Dev., Freshman, Sophomore)
    - 8. Median Statistics for Program Graduates
    - 9. Section Enrollment
- V. Learning Outcomes and Assessment
  - A. Assessment Overview
  - B. Multi-year Calendar
- VI. Resources
- VII. Demand
  - A. Expected Job Growth
  - B. Educational Attainment
- VIII. Operating Costs
- IX. Audit Recommendations

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, October 19, 2016 – 10:00 A.M.**

Present: Mr. Jeremiah J. White, Jr., presiding; Mr. Steve Herzog, Dr. Donald Generals, Mr. Jacob Eapen, Victoria Zellers, Esq., Ms. Ellen Fernberger and Mr. Derrick Sawyer

**PUBLIC SESSION**

**(1) Biology Flooring and Casework Change Order for Biology Renovations Project (Action Item):**

Discussion: With regard to the Biology Renovations Project, Mr. Eapen explained the Biology Flooring and Casework portions of the Change Order. Please note the following:

**COR-01-001 Smith Construction: Flooring and Casework**

The original scope of work had flooring (usually part of a General Contractor effort) set apart as a prime contract. The College did not receive qualified responses during bidding; and, as such, to avoid delaying the project, this effort needs to be placed within the scope of work for the General Contractor.

The Flooring Portion of the Change Order = \$310,385.00

The original phasing of the project required the College to pre-purchase long-lead casework in order to have the product in-time for the completion date. The College re-evaluated the phasing in support of greater continuity of courses and enrollments and subsequently adjusted the project schedule which removed the requirement to pre-order products. This casework was originally in the General Trades scope of work and now needs to be placed back into that effort.

The Casework Portion of the Change Order = \$251,499.25

Adjustment to Bond Costs = \$497.63

**Total COR-01-001 = \$562,381.88**

This Change Order Request has been approved by the architect and the staff requests Board approval.

Action: Mr. Steve Herzog moved and Mr. Jeremiah White seconded the motion that the Committee recommend to the full Board the approval of the Change Order request regarding the Flooring and Casework portions of the Biology Renovations Project in the total amount of \$562,381.88. The motion passed unanimously.

**(2) 2016-17 Budget Update (Information Item):**

Mr. Eapen provided an overview of the College's budget status for fiscal year 2016-17. (Please refer to Attachment A.) Early projections for the 2016-17 budget results were provided based upon enrollments and expenditure patterns in the first quarter of the year.

**(3) 2016 Financial Performance Indicators (Information Item):**

The annual financial performance indicators were developed in collaboration with the Board to provide a snapshot of the College's current financial operating characteristics. Mr. Eapen presented to the Committee the 2016 Financial Performance Indicators. (Please refer to Attachment B.) These indicators incorporate the financial results for the 2015-16 fiscal year and include preliminary projections for the current year.

**(4) Next Meeting Date:**

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, November 16, 2016 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

Mr. Jeremiah White motioned to adjourn the meeting.

**EXECUTIVE SESSION**

**JE/Im**

**Attachments**

BAC\Business Affairs Committee Meeting Minutes October 19, 2016.DOC

**ATTACHMENT A**  
**2016-17 BUDGET UPDATE**



**Community College of Philadelphia  
Enrollment Information (FTEs and Credit Hours)  
Fiscal Year 2016-17**

|  | Actual Credit           |                       | Budgeted<br>FTEs<br>FY 16-17 | Budgeted<br>Credit Hours<br>FY 16-17 | Actual Credit           |                       | Credit Hour<br>Variance -<br>Budgeted vs. |                     |
|--|-------------------------|-----------------------|------------------------------|--------------------------------------|-------------------------|-----------------------|---|---------------------|
|  | Actual FTEs<br>FY 15-16 | Hours<br>FY 15-16     |                              |                                      | Actual FTEs<br>FY 16-17 | Hours<br>FY 16-17     | Actual                                    | % Variance          |
| <b><u>CREDIT</u></b>                                     |                         |                       |                              |                                      |                         |                       |   |                     |
| Summer 2   | 1,730                   | 20,760                | 1,730                        | 20,763                               | 1,559                   | 18,709                | (2,054)                                   | -9.9%               |
| Fall   | 12,963                  | 160,200               | 12,964                       | 160,215                              | 12,316                  | 152,204               | (8,011)                                   | -5.0%               |
| Winter   | 47                      | 558                   | 47                           | 558                                  |                         |                       |   |                     |
| Spring   | 12,056                  | 149,185               | 12,182                       | 149,622                              |                         |                       |   |                     |
| Summer 1   | 2,216                   | 26,595                | 2,217                        | 26,600                               |                         |                       |   |                     |
| <b>Credit Year-to-<br/>date Totals -<br/>Annual FTEs</b> | <b><u>14,506</u></b>    | <b><u>357,298</u></b> | <b><u>14,570</u></b>         | <b><u>357,758</u></b>                | <b><u>6,937</u></b>     | <b><u>170,913</u></b> | <b><u>(10,065)</u></b>                    | <b><u>-5.6%</u></b> |

**Community College of Philadelphia  
Operating Budget Projections  
Fiscal Year 2016-17**

|                                   | <u>Original Budget</u> | <u>Current Budget as<br/>of October 19,<br/>2016</u> |
|-----------------------------------|------------------------|--|
| <b><u>REVENUES</u></b>            |                        |  |
| Student Tuition and Fees          | \$76,149,622           | \$72,337,273   |
| Commonwealth of Pennsylvania      | 31,570,427             | 30,874,869   |
| City of Philadelphia              | 23,160,383             | 23,965,033   |
| Other Income                      | 1,829,354              | 1,969,354  |
| Use of Prior Year Surplus         | <u>915,800</u>         | <u>1,262,966</u>                                     |
| <b>TOTAL REVENUES</b>             | <b>\$133,625,586</b>   | <b>\$130,409,495</b>                                 |
| <b><u>EXPENSES *</u></b>          |                        |  |
| Salaries, Net of Lapsed Funds     | \$76,593,094           | \$75,004,521   |
| Fringe Benefits                   | 35,566,700             | 35,566,700   |
| Other Expenses                    | <u>21,465,791</u>      | <u>20,138,274</u>                                    |
| <b>TOTAL EXPENSES</b>             | <b>\$133,625,585</b>   | <b>\$130,709,495</b>                                 |
| <b>EXCESS REVENUES (EXPENSES)</b> | <b><u>\$0</u></b>      | <b><u>(\$300,000)</u></b>                            |

\* Prior to impact of GASB 45 and 68 accruals

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2016-17**

|   | Original Budget             | Current Budget as<br>of October 19,<br>2016 | Comment   |
|---|-----------------------------|---|---|
| <b><u>OPERATING REVENUES</u></b>  |                             |   |   |
| State Funding   | \$31,428,037                | \$30,732,479                                | Original budget anticipated a higher increase in State funds.   |
| State Lease funding   | 142,390                     | 142,390                                     |   |
| <b>Total State Revenues</b>   | <b>31,570,427</b>           | <b>30,874,869</b>                           |   |
| Tuition - Credit Students , net of write-offs,<br>discounts and other offsets   | 58,832,922                  | 55,942,203                                  | Revenues based upon enrollments 5% lower than budgeted  |
| Technology Fee  | 11,044,800                  | 10,423,170                                  | Revenues based upon enrollments 5% lower than budgeted  |
| Course Fees   | 4,106,720                   | 4,106,720                                   |   |
| Net Contribution from: Contracted Noncredit<br>Instruction; Other Noncredit Instruction; Adult<br>Community Noncredit Instruction | 806,250                     | 506,250                                     | Revenues based upon revised projections.  |
| Student Regulatory Fees   | 1,358,930                   | 1,358,930                                   |   |
| <b>Total Student Tuition &amp; Fees</b>   | <b>76,149,622</b>           | <b>72,337,273</b>                           |   |
| <b>City Operating Funds</b>   | <b>23,160,383</b>           | <b>23,965,033</b>                           | Additional \$200,000 in City funds received for operating budget and using the \$500,000 of city funds originally earmarked for capital purchases for operating purposes. |
| Investment Income   | 484,000                     | 484,000                                     |   |
| Vocational Education Funding  | 275,000                     | 300,000                                     |   |
| Indirect Costs, Administrative Allowances   | 350,000                     | 365,000                                     |   |
| Parking Proceeds & Miscellaneous Income   | 720,354                     | 820,354                                     | Revenues based upon revised projections.  |
| <b>Total Other Income</b>   | <b>1,829,354</b>            | <b>1,969,354</b>                            |   |
| <b>TOTAL OPERATING REVENUES</b>   | <b>\$132,709,786</b>        | <b>\$129,146,529</b>                        |   |
| <b>Use of Prior Year Carry-Forward Funds</b>  | <b><u>\$915,800</u></b>     | <b><u>\$1,262,966</u></b>                   | Additional use of carry-forward funds required to balance the budget.   |
| <b>TOTAL SOURCES OF FUNDS</b>   | <b><u>\$133,625,586</u></b> | <b><u>\$130,409,495</u></b>                 |   |

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2016-17**

|   | Original Budget   | Current Budget as<br>of October 19,<br>2016 | Comment  |
|---|-------------------|---|--|
| <b><u>OPERATING EXPENSES *</u></b>              |                   |   |  |
| <b>Salaries</b>                                 |                   |   |  |
| Full-Time Administrative Salaries               | 17,569,445        | 17,569,445                                  |  |
| Less: Projected Lapsed Salaries                 | (800,000)         | (1,000,000)                                 |  |
| <b>Net Full-Time Administrative Salaries</b>    | <b>16,769,445</b> | <b>16,569,445</b>                           | Revised projection based upon hold on filling vacant positons.                                   |
| Full-Time Faculty Salaries                      | \$25,118,003      | 25,118,003                                  |  |
| Less: Projected Lapsed Salaries                 | (200,000)         | (200,000)                                   |  |
| <b>Net Full-Time Faculty Salaries</b>           | <b>24,918,003</b> | <b>24,918,003</b>                           |  |
| Full-Time Classified Salaries                   | 10,914,549        | 10,914,549                                  |  |
| Less: Projected Lapsed Salaries                 | (500,000)         | (525,000)                                   |  |
| <b>Net Full-Time Classified Salaries</b>        | <b>10,414,549</b> | <b>10,389,549</b>                           | Revised projection based upon hold on filling vacant positons.                                   |
| <b>Subtotal - Full-Time Salaries</b>            | <b>52,101,997</b> | <b>51,876,997</b>                           |  |
| Part-Time & Overload Credit Salaries            | 11,137,494        | 10,317,494                                  | Revised projection based upon lower number of sections running as compared to budgeted sections. |
| Summer Credit Instruction                       | 4,266,153         | 4,266,153                                   |  |
| Noncredit Instructional Salaries                | 379,014           | 379,014                                     |  |
| All Other Salaries                              | 8,258,436         | 7,714,863                                   | Budget Reductions made across several part-time salary budget lines.                             |
| Early Retirement Incentive Payments             | 450,000           | 450,000                                     |  |
| <b>Subtotal - Other than Full-Time Salaries</b> | <b>24,491,097</b> | <b>23,127,524</b>                           |  |
| <b>Total Salaries</b>                           | <b>76,593,094</b> | <b>75,004,521</b>                           |  |

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2016-17**

|                                 | Original Budget   | Current Budget as<br>of October 19,<br>2016 | Comment |
|---------------------------------|-------------------|---|---------|
| <u>Fringe Benefits</u>          |                   |   |         |
| Medical Program                 | 24,377,000        | 24,377,000                                  |         |
| Retirement Contributions        | 5,883,200         | 5,883,200                                   |         |
| FICA                            | 3,136,700         | 3,136,700                                   |         |
| Tuition Remission               | 650,000           | 650,000                                     |         |
| Group Life Insurance            | 470,000           | 470,000                                     |         |
| Unemployment Compensation       | 200,000           | 200,000                                     |         |
| Workers' Compensation Insurance | 282,800           | 282,800                                     |         |
| Unused Vacation                 | 100,000           | 100,000                                     |         |
| Disability Insurance            | 302,000           | 302,000                                     |         |
| Forgivable Education Loan       | 165,000           | 165,000                                     |         |
| <b>Total Fringe Benefits</b>    | <b>35,566,700</b> | <b>35,566,700</b>                           |         |
| <u>Facility Expenses</u>        |                   |   |         |
| Utilities                       | 2,011,970         | 2,011,970                                   |         |
| Contracted Security             | 1,737,000         | 1,737,000                                   |         |
| Contracted Cleaning             | 1,198,272         | 1,198,272                                   |         |
| All Other Facility Expenses     | 2,377,557         | 2,377,557                                   |         |
| <b>Total Facility Expenses</b>  | <b>7,324,799</b>  | <b>7,324,799</b>                            |         |

**Community College of Philadelphia  
Operating Budget Projection  
Fiscal Year 2016-17**

|  | Original Budget      | Current Budget as<br>of October 19,<br>2016 | Comment   |
|--|----------------------|---|---|
| <b>All Other Expenses</b>                |                      |   |   |
| Leased Equipment & Software              | 3,604,002            | 3,490,505                                   |   |
| Catalogs and Advertising                 | 1,441,856            | 1,441,856                                   |   |
| Supplies-Pool                            | 1,446,276            | 1,279,090                                   | Budget reductions made to level of prior year expenses.                       |
| Contracted Services                      | 1,815,132            | 1,497,138                                   | Reduced budget for certain departments.                                       |
| Consulting                               | 854,550              | 804,650                                     |   |
| Maintenance & Repairs                    | 580,617              | 564,200                                     |   |
| Institutional & Departmental Contingency | 990,720              | 278,758                                     | Eliminated vice president contingencies and 50% of institutional contingency. |
| Insurance                                | 695,335              | 695,335                                     |   |
| Legal Fees                               | 680,000              | 680,000                                     |   |
| Other Expenses                           | 2,032,504            | 2,081,943                                   |   |
| <b>Total All Other Expenses</b>          | <b>14,140,992</b>    | <b>12,813,475</b>                           |   |
| <b>TOTAL OPERATING EXPENSES</b>          | <b>\$133,625,585</b> | <b>\$130,709,495</b>                        |   |
| <b>Excess Revenues (Expenses)</b>        | <b>\$0</b>           | <b>(\$300,000)</b>                          |   |

\* Prior to impact of GASB 45 and 68 accruals

# **ATTACHMENT B**

## **2016 FINANCIAL PERFORMANCE INDICATORS**

**2016 FINANCIAL PERFORMANCE REPORT  
OCTOBER 19, 2016**

**Current Evidence of Financial Viability**

- Through successful operational efficiencies and cost containment strategies, the College has finished the fiscal year with slight operating budget surpluses in each of the last twelve fiscal years. Initially budgeted deficits in 2011, 2012, 2013, 2014, 2015 and 2016 were eliminated and small surpluses achieved.
- Strong liquidity. Average daily cash and investment balances in excess of \$43.6 million.
- Audits are consistently unqualified with no control weakness findings.
- Facility expansions and renewals and enhanced retention efforts are creating important enrollment growth opportunities.

**Current Financial Challenges**

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



CCP FINANCIAL PERFORMANCE MEASURES

OCTOBER 2016

FIGURE I

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

|         | Average Monthly Amount of<br>Operating Cash and Liquid<br>Investments | % of Annual<br>Expense |
|---------|---|------------------------|
| 2005-06 | \$28,909,469  | 30.4%                  |
| 2006-07 | \$33,923,655  | 34.6%                  |
| 2007-08 | \$40,065,045  | 39.1%                  |
| 2008-09 | \$42,902,426  | 40.1%                  |
| 2009-10 | \$45,390,373  | 40.4%                  |
| 2010-11 | \$48,696,232  | 40.6%                  |
| 2011-12 | \$42,258,724  | 35.3%                  |
| 2012-13 | \$43,316,313  | 36.1%                  |
| 2013-14 | \$40,687,625  | 33.1%                  |
| 2014-15 | \$43,055,758  | 33.7%                  |
| 2015-16 | \$43,591,749  | 34.0%                  |

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

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

Current Status: The purchase of the 15<sup>th</sup> and Hamilton Street property in the amount of \$5.8 million using College cash resources in the second half of the 2010-11 fiscal year reduced the College's liquidity. Recent tightening of federal cash-draw-down procedures for federal student financial aid dollars has delayed College access to these funds and also reduced average monthly liquidity. The College's liquidity position for 2016-17 is projected to remain relatively stable.

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

| <b>Fiscal Year</b> | <b>Unrestricted (Carry-Over) Funds<br/>Prior to Recording<br/>Post-Employment<br/>Benefit Accrual</b> | <b>Operating Budget</b> | <b>Unrestricted Carry-Over<br/>Funds as a<br/>Percent of Budget</b> |
|--------------------|---|-------------------------|---|
| 2004-05            | \$9,692,958   | \$94,728,456            | 10.23%  |
| 2005-06            | \$11,682,218  | \$95,054,502            | 12.29%  |
| 2006-07            | \$17,051,787  | \$98,088,111            | 17.38%  |
| 2007-08            | \$22,349,410*   | \$102,513,725           | 21.80%*   |
| 2008-09            | \$24,578,300*   | \$106,942,052           | 22.99%*   |
| 2009-10            | \$31,164,140*   | \$112,444,701           | 27.72%*   |
| 2010-11            | \$31,967,219*   | \$120,084,822           | 26.62%*   |
| 2011-12            | \$32,240,063*   | \$119,272,435           | 27.03%*   |
| 2012-13            | \$32,317,599*   | \$119,945,027           | 26.94%*   |
| 2013-14            | \$32,490,145*   | \$122,839,164           | 26.45%*   |
| 2014-15            | \$32,907,380*   | \$127,867,268           | 25.74%*   |
| 2015-16            | \$35,611,168*   | \$128,280,361           | 27.76%  |

\*Prior to recording GASB 45 and GASB 68 accrual.

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

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

**Current Status:** The 2016-17 fiscal year is currently projected to end with a small surplus. The ratio will remain essentially stable.

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

| Fiscal Year | Cumulative Value<br>of GASB 45<br>and GASB 68<br>Annual Accrual | Reported Value of<br>Unrestricted Carry-Over<br>Funds Including Quasi-<br>Endowment Funds<br>with GASB 45<br>and GASB 68 Accrual |
|-------------|---|--|
| 2004-05     | 0   | \$9,692,958  |
| 2005-06     | 0   | \$11,682,218   |
| 2006-07     | 0   | \$17,051,787   |
| 2007-08     | \$5,194,673   | \$17,154,757   |
| 2008-09     | \$10,367,219  | \$14,553,315   |
| 2009-10     | \$16,575,690  | \$14,588,450   |
| 2010-11     | \$22,614,325  | \$9,352,894  |
| 2011-12     | \$30,225,327  | \$2,014,736  |
| 2012-13     | \$38,755,360  | (\$6,437,761)  |
| 2013-14     | \$47,396,561  | (\$14,906,416)   |
| 2014-15     | \$58,227,563  | (\$25,320,183)   |
| 2015-16     | \$70,428,317  | (\$36,372,774)   |

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

**Current Status:** An additional accrual for the post-employment healthcare benefit will occur in 2016-17.

### FIGURE III

#### Fiscal Year End Current Asset to Current Liability Ratio

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

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

Comment: A positive trend in this ratio is indicative of a growing capacity to handle current debt obligations. Beginning in 2011, the nominal value for the current ratios was reduced by the movement of some core cash into liquid long-term investments. Long-term liquid investments in 2016 totaled \$16.7 million. Including these funds, the College's current ratio is 1.97. Because the longer-term fixed-income investments can be liquidated without penalty, the longer-term investment strategy did not create any significant operational risk for the College. The above chart shows the current ratio without and with the inclusion of liquid long-term investments.

Target: Ratio: 1.2 or higher

Current Status: No major change in this ratio is expected to occur during the 2016-17 year.

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

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

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

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

**Current Status:** In fiscal year 2015-16, the College borrowed funds to finance the Biology Lab Renovation Project (\$5.9 million) and the West Building Escalator Replacement Project (\$1.8 million). The Biology Lab Renovation Project's debt service was funded 50% by the State. Beginning fiscal year 2016-17, the State will begin funding 50% of the West Building Escalator Replacement Project. This State contribution, along with the retirement of debt associated with a 5-year loan issued in 2011, will result in debt service payments from City funds being slightly lower.

**FIGURE V**  
**Revenue Dispersion - Operating Budget Revenues by Source**

| <b>Operating Revenue by Source</b>    | <b>FY 12-13</b>      | <b>% of Total</b> | <b>FY 13-14</b>      | <b>% of Total</b> | <b>FY 14-15</b>      | <b>% of Total</b> | <b>FY 15-16</b>      | <b>% of Total</b> |
|---------------------------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|
| State Appropriation                   | \$28,036,906         |                   | \$28,036,906         |                   | \$28,499,415         |                   | \$29,963,712         |                   |
| State Lease Appropriation             | 202,918              |                   | 142,404              |                   | 132,174              |                   | 164,616              |                   |
| <b>TOTAL STATE</b>                    | <b>28,239,824</b>    | <b>23.32%</b>     | <b>28,179,310</b>    | <b>22.53%</b>     | <b>28,631,589</b>    | <b>22.37%</b>     | <b>30,128,328</b>    | <b>23.10%</b>     |
| City Operating Appropriation          | 18,063,705           | 14.92%            | 18,346,138           | 14.67%            | 21,353,866           | 16.69%            | 23,367,407           | 17.91%            |
| Student Tuition & Course-related Fees | 72,014,866           |                   | 75,490,544           |                   | 75,226,747           |                   | 73,359,959           |                   |
| Student Regulatory Fees               | 1,190,926            |                   | 1,195,462            |                   | 1,173,147            |                   | 1,287,923            |                   |
| <b>TOTAL STUDENT</b>                  | <b>73,205,792</b>    | <b>60.47%</b>     | <b>76,686,006</b>    | <b>61.31%</b>     | <b>76,399,894</b>    | <b>59.68%</b>     | <b>74,647,882</b>    | <b>57.22%</b>     |
| Other                                 | 1,547,115            | 1.28%             | 1,865,665            | 1.49%             | 1,609,122            | 1.26%             | 2,296,953            | 1.77%             |
| <b>GRAND TOTAL</b>                    | <b>\$121,056,437</b> |                   | <b>\$125,077,119</b> |                   | <b>\$127,994,471</b> |                   | <b>\$130,440,570</b> |                   |

**Comment:** The State operating appropriation for fiscal year 2015-16 increased by \$1.464 million. The City operating appropriation represents dollars remaining from the total City allocation after all City capital obligations are met. The total City appropriation was \$2 million more than fiscal year 2014-15. In addition, the City provided an additional \$1.4 million for capital purchases. Other income includes investment income, Federal Perkins operating budget support for career programs, and other miscellaneous income. Revenue dispersion, lack of overdependence on one revenue source, is viewed as an important indicator of financial stability. The growth in College dependence on student revenues, and indirectly on State and Federal Student aid programs (see Figure VI), is a concern.

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

**Current**

**Status:** The Governor's budget contained an increase to the Operating Budgets for Community Colleges; CCP's share of the increase is \$.769 million. The City provided a \$1 million increase with \$.8 million earmarked for small business development. No additional funds were provided specifically for capital.

**FIGURE VI**

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

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

**Comment:** Over the last two decades, the College has become increasingly dependent on student-generated revenues as the largest source of operating revenues for the College. In fiscal 2016, 57.2 percent of revenues were generated by students. Of these student revenues, a growing percentage is being paid *via* federal financial aid (Pell). In FY 2016, 34.6 percent of College operating revenues came from federal and State (primarily Pell) aid awards. Levels of funding and eligibility standards for Pell awards are subject to a political environment in Washington which is frequently less supportive of higher education funding. The College is increasingly dependent on a revenue stream with growing unpredictability.

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

**Current Status:** The distribution of operating revenues by source is not expected to change significantly for the 2016-17 year.

## FIGURE VII

### Tuition and Fee Changes

|   | <u>2009-10<sup>(3)</sup></u> | <u>2010-11<sup>(3)</sup></u> | <u>2011-12<sup>(3)</sup></u> | <u>2012-13<sup>(3)</sup></u> | <u>2013-14<sup>(3)</sup></u> | <u>2014-15<sup>(3)</sup></u> | <u>2015-16<sup>(3)</sup></u> | <u>2016-17<sup>(3)</sup></u> |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Tuition <sup>(1)</sup>  | \$122<br>per cr. hr.         | \$128<br>per cr. hr.         | \$138<br>per cr. hr.         | \$148<br>per cr. hr.         | \$153<br>per cr. hr.         | \$153<br>per cr. hr.         | \$153<br>per cr. hr.         | \$153<br>per cr. hr.         |
| General College Fee   | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        | \$4.00<br>per cr. hr.        |
| Technology Fee  | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$28.00<br>per cr. hr.       | \$30.00<br>per cr. hr.       |
| Average Course Fee  | \$6.39<br>per cr. hr.        | \$6.31<br>per cr. hr.        | \$7.15<br>per cr. hr.        | \$7.66<br>per cr. hr.        | \$7.68<br>per cr. hr.        | \$7.66<br>per cr. hr.        | \$8.08<br>per cr. hr.        | \$9.30<br>per cr. hr.        |
| Average Total Annual<br>Costs for Full-Time<br>Study <sup>(2)</sup> | \$3,849                      | \$3,991                      | \$4,263                      | \$4,504                      | \$4,624                      | \$4,624                      | \$4,634                      | \$4,711                      |

Source: The College.

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

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**Comment:** Course fees are charged in disciplines where instructional delivery costs are above average based upon factors such as class size constraints, faculty workloads, and instructional materials costs. As a result, full-time student charges vary by program of study. The lowest possible charge for a full-time student in the 2016-17 fiscal year is \$4,488.

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

**Current Status:** Tuition for the 2016-17 year will remain the same as the prior two years. The technology fee has increased from \$28 to \$30 per credit hour and course fees were increased by an average of 15 percent.



**FIGURE VIII**

**Total Credit Enrollments and Operating Cost Per FTE Credit Student**

|                        | <b>Total Credit FTEs</b> | <b>Percent Increase/Decrease in Enrollment</b> | <b>Total Operating Cost Per FTE Credit Student<sup>(1)</sup></b> | <b>Percent Increase/Decrease in Cost Per FTE</b> | <b>Change in Philadelphia All Urban CPI Increase**</b> |
|------------------------|--------------------------|--|--|--|--|
| 2005-06                | 13,629                   |  | \$6,668  |  |  |
| 2006-07                | 13,569                   | -0.4%  | \$7,020  | 5.3%   | 1.6%   |
| 2007-08 <sup>(1)</sup> | 13,942                   | 2.8%   | \$7,113  | 1.3%   | 5.1%   |
| 2008-09 <sup>(1)</sup> | 14,208                   | 1.9%   | \$7,198  | 1.2%   | -2.0%  |
| 2009-10 <sup>(1)</sup> | 15,808                   | 11.3%  | \$6,779  | -5.5%  | 1.9%   |
| 2010-11 <sup>(1)</sup> | 16,091                   | 1.8%   | \$7,166  | 5.4%   | 2.8%   |
| 2011-12 <sup>(1)</sup> | 15,796                   | -1.8%  | \$7,355  | 2.6%   | 1.3%   |
| 2012-13 <sup>(1)</sup> | 15,115                   | -4.3%  | \$7,707  | 4.8%   | 1.5%   |
| 2013-14 <sup>(1)</sup> | 15,051                   | -0.4%  | \$7,918  | 2.7%   | 1.8%   |
| 2014-15 <sup>(1)</sup> | 14,851                   | -1.3%  | \$8,145  | 2.9%   | 0.2%   |
| 2015-16                | 14,505                   | -2.3%  | \$8,518*   | 4.6%   | 0.1%   |

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

\* Estimated.

\*\* Percent change from 12 months prior - June

**Comment:** This chart reports total institutional operating cost per full-time equivalent (FTE) credit students. Because many of the College's costs are relatively fixed, a significant increase or decrease in enrollments will have a major impact on costs per FTE student. The drop in cost per FTE in 2009-10 is explained by the large enrollment increase. Similarly the relatively large increase in cost per FTE for 2012-13 reflects the drop in credit enrollments which occurred for the year. The costs per FTE shown in this chart do not include the future expense accrual for post-employment benefit (GASB 45 and GASB 68) expenses. The value of this accrual for 2015-16 was \$11.663 million or \$804 per credit FTE.

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

**Current Status:** The currently projected decrease in enrollments, coupled with the slight increase in College expenditures, will result in an increase to the cost per FTE for the 2016-17 year.

**FIGURE IX**

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

|                                | <b>Fall 2011</b> | <b>Fall 2012</b> | <b>Fall 2013</b> | <b>Fall 2014</b> | <b>Fall 2015</b> | <b>Fall 2016</b> |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Faculty and Lab Aides</b>   |                  |                  |                  |                  |                  |                  |
| Average Salary                 | \$66,236         | \$66,137         | \$66,862         | \$66,878         | \$66,980         | \$68,583         |
| Percent Increase               | -1.5%            | 0%               | +1.1%            | 0%               | 0%               | +2.4%            |
| <b>Administrators</b>          |                  |                  |                  |                  |                  |                  |
| Average Salary                 | \$75,744         | \$75,731         | \$74,804         | \$75,630         | \$78,572         | \$79,017         |
| Percent Increase               | +1.5%            | 0%               | -1.2%            | +1.1%            | +3.9%            | +6%              |
| <b>Classified/Confidential</b> |                  |                  |                  |                  |                  |                  |
| Average Salary                 | \$40,944         | \$40,609         | \$41,322         | \$41,312         | \$42,194         | \$43,408         |
| Percent Increase               | -.9%             | -.8%             | +1.8%            | 0%               | +2.1%            | +2.9%            |

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

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

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