



MEETING OF THE BOARD OF TRUSTEES
Thursday, April 6, 2017 – 3:00 p.m.
Isadore A. Shrager Boardroom

Table of Contents

(1)	Agenda	Pages 2-3
(2)	Proceedings and Minutes of Decisions and Resolutions Meeting of March 2, 2017	Pages 4-12
(3)	Resolution of Appreciation	Page 13
(4)	Important Dates - 2017	Page 14
(5)	Gifts and Grants	Pages 15-16
(6)	Minutes of the March 2, 2017 Student Outcomes Committee	Pages 17-52
(7)	Minutes of the March 22, 2017 Business Affairs Committee	Pages 53-69
(8)	Minutes of the March 27, 2017 Audit Committee	Pages 70-109

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, April 6, 2017 – 3:00 p.m.

Isadore A. Shrager Boardroom, M2-1

- (1) Executive Session
- (2) Meeting Called to Order
- (3) Public Comment
- (4) Report of the Business Affairs Committee
 - (a) Tuition Recommendation for the 2017-18 Year (A)
 - (b) Resolution of Appreciation (A)
- (5) Report of the Student Outcomes Committee
- (6) Report of the Audit Committee
 - (a) 2015-2016 A-133 Audit Report (A)
- (7) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of March 2, 2017
 - (b) Gifts and Grants
 - (c) Recommendation for Integrated Library System
 - (d) ESS Library Suite: Winnet; Bursar Counter – RFP 9978
- (8) Report of the Chair
- (9) Foundation Report
- (10) Report of the President
- (11) New Business
- (12) Next Meeting: Thursday, May 4, 2017 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Student Outcomes:	Thursday, May 4, 2017 1:30 p.m. – M2-34
Business Affairs:	Wednesday, April 19, 2017 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1
Audit Committee	Thursday, June 15, 2017 12:00 p.m. – Isadore A. Shrager Boardroom, M2-1

Upcoming Events

Retirees Program and Reception	Tuesday, May 2, 2017 4:00 p.m. - 5:00 p.m. Program 5:00 p.m. - 6:00 p.m. Reception Bonnell Building, 1 st Floor, Library Bridge
Nurses Pinning Ceremony	Friday, May 5, 2017 10:00 a.m. - 12:00p.m. Gymnasium
Academic Awards & Reception	Friday, May 5, 2017 6:00 p.m. - 8:00 p.m. Bonnell Building, Large Auditorium, BG-20
Commencement	Saturday, May 6, 2017 10:00 a.m. - 2:00p.m. Temple University Liacouras Center 1776 North Broad Street
College Budget Hearing	Monday, May 8, 2017 1:00 p.m. (Arrive by Noon) City Hall, City Council Chambers, Room 400
Classified/Confidential Awards Luncheon	Wednesday, May 10, 2017 12:00 p.m. - 2:00 p.m. Winnet Student Life Building, Great Hall Room S2-19

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, March 2, 2017 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Armbrister, Mr. Bergheiser, Ms. Biemiller, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Horstmann, Mr. Martz, Dr. Rényi, Representative Roebuck, Ms. Sidhu, Ms. Tsai, Dr. Generals, Ms. de Fries, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1) Executive Session

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

(2) Meeting Called to Order

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

(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 four individuals who will provide public comment. Each presenter will have three minutes to address the Board. The presenters were as follows:

Johnson Omosule	Faculty, Student Academic Computing Center
Melanie Long	Enrollment Specialist, Records and Registration
Nick Molnar	Faculty, History, Philosophy & Religious Studies Department
John Braxton	Faculty, Biology Department

Mr. Omosule expressed concerns regarding the job title and position description for the Instructional Aide position. The remaining members of the College faculty and staff presented their concerns regarding contract negotiations and proposals including concerns about the impact of the proposals regarding faculty teaching load on the diversity of the College faculty and the quality of teaching, and the impact of the health insurance proposals.

Mr. White thanked the presenters for their thoughtful comments and expressed that it was the intent of the Board of Trustees to learn from the public comments with the overall goal of improving the College.

(4) Report of the Business Affairs Committee

Ms. Biemiller reported that the Business Affairs Committee met on March 1, 2017 and approved the proposed Board Resolution to Refinance the Remaining 2007 Series Revenue Bonds, and the

Resolution regarding the Community College of Philadelphia Naming Policy, both of which would be presented during the meeting. Ms. Biemiller also reported that the Business Affairs Committee will discuss the budget for the upcoming fiscal year at the next meeting of the Business Affairs Committee on March 22, 2017 and will present it at the next Board of Trustees meeting.

(5) Report of the Student Outcomes Committee

Dr. Hirsch reported that the Student Outcomes Committee met on March 2, 2017 and discussed Program Audit follow-up reports for the Respiratory Care Technology and Health Sciences Management programs. Dr. Hirsch also reported that the Student Outcomes Committee reviewed trends in the AACC Pathways Project College Key Performance Indicators, and noted that the Guided Pathways program is moving in a positive direction.

Dr. Rényi reported that once the Student Outcomes Committee receives the final draft of the Strategic Plan, the Committee will meet to identify critical issues set forth in the Strategic Plan. The Student Outcomes Committee will then present one critical issue for discussion at each Board of Trustees meeting beginning with the April 2017 meeting.

(6) Report of the Real Estate Committee

Ms. Hernández Vélez reported that the Real Estate Committee has begun to focus on the College's Facilities Master Plan. Ms. Hernández Vélez also reported that the Hamilton project is progressing. Ms. Zellers reported that the College's team has been meeting with the developer's team on a regular basis. The College and the developer are anticipating entering the Ground Lease in May 2017. Mr. White reported that the Real Estate Committee is moving forward with the initial design work for the properties located at 4738-42 Market Street and 4744-46 Market Street which are intended to be used for a new Auto Tech Center at the West Philadelphia Regional Center.

(7) Dashboard

Dr. Rényi reported that there was nothing new to report regarding the Dashboard.

(8) Resolution – Community College of Philadelphia Naming Policy

Ms. Biemiller stated that the Business Affairs Committee recommended that the Board of Trustees approve the following Resolution regarding the College's Naming Policy:

WHEREAS, on May 1, 2003, the Board of Trustees adopted the Community College of Philadelphia Naming Policy;

WHEREAS, on December 4, 2008, the Board of Trustees approved a revision to the Community College of Philadelphia Naming Policy; and

WHEREAS, on January 20, 2016, the Business Affairs Committee reviewed and approved an updated and revised Community College of Philadelphia Naming Policy (attached hereto) to replace the policy dated December 4, 2008;

NOW THEREFORE, on this 2nd day of March, 2017, the Board of Trustees approves the revised Community College of Philadelphia Naming Policy (attached hereto) to replace the December 4, 2008 policy.

Ms. Biemiller moved, with Ms. Hernández Vélez seconding, that the Board of Trustees approve the above Resolution. The motion carried unanimously.

(9) Consent Agenda

Mr. White presented the following Consent Agenda for Board approval:

(A) Consent Agenda Part Two – (Ratification of Agreement Approved by the Executive Committee on January 27, 2017)

- a. Agreement with Constellation NewEnergy, Inc. for Supply of Electricity for the College

Dr. Rényi moved, with Mr. Martz seconding, that the Board of Trustees approve the Consent Agenda Part Two. The motion carried unanimously.

(B) Consent Agenda Part Three – (Ratification of Agreements Approved by the Executive Committee on February 9, 2017)

- a. Contract with Sun Life for Group Life and Long-Term Disability Plans
- b. Financial Advisors for Bond Refinancing
- c. Willis Towers Watson Contract Extension for FY 17-18
- d. Three Separate Purchases of Furniture that Exceed \$50,000 Related to Office Moves

Ms. Hernández Vélez moved, with Ms. Fulmore-Townsend seconding, that the Board of Trustees approve the Consent Agenda Part Three. The motion carried unanimously.

(C) Consent Agenda Part One

- a. Proceedings and Minutes of Decisions and Resolutions Meeting of January 12, 2017
- b. Gifts and Grants

Dr. Rényi moved, with Mr. Armbrister seconding, that the Board of Trustees approve the Consent Agenda Part One. The motion carried unanimously.

(10) Resolution - Financial Institution for the 2007 Bond Refinancing (Approved by the Business Affairs Committee on March 1, 2017)

Ms. Biemiller reported that the Business Affairs Committee recommended selecting PNC Bank as the purchaser for the 2007 Bond Refinancing because PNC presented the best deal for the College. Selecting PNC as the purchaser would result in savings for the College which may be used for capital

projects. Ms. Biemiller reported that the Business Affairs Committee recommended that the Board of Trustees approve the following Board Resolution to Refinance Remaining 2007 Series Revenue Bonds:

WHEREAS, the College has previously issued through a municipal authority its College Revenue Bonds, Series of 2007 (the “2007 Bonds”) of which \$14,135,000 currently remain outstanding; **WHEREAS**, the College desires to refund the 2007 Bonds to reduce its debt service payments with respect to the 2007 Bonds (the “Refunding Project”) and utilize savings for other capital projects;

WHEREAS, the College desires to finance the Refunding Project by having the State Public School Building Authority, or other appropriate governmental authority (the “Authority”), issue tax-exempt notes (the “2017 Notes”) in one or more series, directly to a financial purchaser;

WHEREAS, PNC Bank, N.A. (the “Purchaser”) submitted a proposal for the purchase of the 2017 Notes (the “Proposal”) in an aggregate amount not to exceed \$14,135,000 at fixed rates of interest and the College has determined that it is in its best interests to accept the Proposal and proceed with the sale of the 2017 Notes to the Purchaser pursuant thereto.

NOW THEREFORE, BE IT RESOLVED, THAT:

1. The College hereby authorizes the issuance by the Authority of up to \$14,650,000 of tax-exempt notes to finance the Refunding Project.
2. The President of the College is hereby delegated the power, consistent with the general terms of this Resolution, to approve the final terms of the 2017 Notes, including, without limitation, the principal amount (limited to \$14,650,000) thereof, the rates of interest, dates of maturity and redemption, security for the 2017 Notes and other provisions thereof.
3. The President of the College is hereby delegated the power, consistent with the general terms of this Resolution, to approve the final terms of the forms of finance agreement by and among the College, the Authority and the Purchaser, bond and other documents required in connection with the financing and the President and any other authorized officer be and hereby are authorized and directed to execute and deliver, as appropriate, such documents.
4. The President and any other authorized officer be and hereby are authorized and directed to execute and deliver any and all other documents and to do any and all other things necessary or desirable in the opinion of such officers to complete the Refunding Project and consummate the transactions contemplated by these Resolutions.

Ms. Biemiller moved, with Mr. Martz seconding, that the Board of Trustees approve the above Resolution. The motion carried unanimously.

(11) Report of the Chair

Mr. White reported that the new board members and board committees had been very engaged and thanked them for their commitment. Mr. White also reported that Mr. White, Dr. Rényi, Dr. Generals, and Ms. Brown-Sow attended the AACCC/ACCT National Legislative Summit in Washington D.C. on February 13-16, 2017. They met with Pennsylvania Congressmen and/or their representatives

regarding the needs of community colleges generally, and the Community College of Philadelphia in particular.

Mr. White encouraged the members of the Board of Trustees to get involved with the Association of Community College Trustees to advocate on behalf community colleges. Mr. White also encouraged Board of Trustees members to speak with their legislators on behalf of Community College of Philadelphia on April 4, 2017, which is Statewide Lobby Day.

Mr. White reported that the College's spring recess is scheduled March 6-12, 2017.

(12) Foundation Report

Mr. Murphy reported that the College obtained a fully executed dual enrollment agreement from the Commonwealth of Pennsylvania. Mr. Murphy also reported that the College received a \$25,000 grant from the Council for Adult and Experiential Learning (CAEL), and a \$25,000 grant from the CHG Charitable Trust.

(13) Report of the President

Dr. Generals reported that the final draft of the Strategic Plan would be sent to the Board of Trustees for review on March 24, 2017, and presented for adoption at the May 2017 Board of Trustees meeting.

Dr. Generals reported on the events of the 18th Annual Law and Society Week which took place from February 27, 2017 through March 3, 2017.

Dr. Generals also reported on the College's progress regarding the 2014-2017 Diversity Plan. Dr. Generals highlighted some of the events taking place at the College in honor of African American History Month and Women's History Month.

Dr. Generals noted that Ms. Fulmore-Townsend will be the keynote speaker at the College's 2017 Women's Leadership em-Power Hour on March 15, 2017 at the Winnet Coffee House from 5:00 p.m.- 6:00 p.m. Dr. Generals thanked Ms. Fulmore-Townsend for her participation.

Dr. Generals recognized Dr. David Thomas, Associate Vice President of Strategic Initiatives, who received the 2017 Giving Back Award by INSIGHT into Diversity Magazine. The Giving Back Award honors college and university administrators who go above and beyond their everyday leadership duties and "give back" to their campuses and communities.

Dr. Generals also reported that the College's Dental Hygiene program had recently received the highest level of reaccreditation.

Dr. Generals asked Ms. de Fries to provide a program update regarding Workforce and Economic Innovation. Ms. de Fries reported on various programs including the Gas Distribution Pipeline Mechanic Program, Microcredentials, Basics of Geographic Information Systems (GIS), Wanamaker Scholars Program, the Penn Medicine High School Pipeline Program, the Power Up Your Business Grant, the Student Innovation Center, and the Goldman Sachs Ten Thousand Small Business program.

(14) New Business

There was no new business discussed.

(15) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 6, 2017 at 3:00 p.m., in the Isadore A. Shrager Boardroom, M2-1

The meeting adjourned at 4:50 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, March 2, 2017 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Armbrister, Mr. Bergheiser, Ms. Biemiller, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Horstmann, Mr. Martz, Dr. Rényi, Representative Roebuck, Ms. Sidhu, Ms. Tsai, Dr. Generals, Ms. de Fries, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1) Executive Session

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

(2) Meeting Called to Order

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

(3) Public Comment

The following members of the faculty presented their concerns regarding the job title and position description for the Instructional Aide position, and concerns regarding contract negotiations and proposals:

Johnson Omosule	Faculty, Student Academic Computing Center
Melanie Long	Enrollment Specialist, Records and Registration
Nick Molnar	Faculty, History, Philosophy & Religious Studies Department
John Braxton	Faculty, Biology Department

(4) Report of the Business Affairs Committee

The Business Affairs Committee met on March 1, 2017 and approved the proposed Board Resolution to Refinance the Remaining 2007 Series Revenue Bonds, and the Resolution regarding the Community College of Philadelphia Naming Policy. The budget for the upcoming fiscal year will be discussed at the next meeting of the Business Affairs Committee on March 22, 2017.

(5) Report of the Student Outcomes Committee

The Student Outcomes Committee met on March 2, 2017 and discussed Program Audit follow-up reports for the Respiratory Care Technology and Health Sciences Management programs. The Student Outcomes Committee reviewed trends in the AACC Pathways Project College Key Performance Indicators, and noted that the Guided Pathways program is moving in a positive direction.

Dr. Rényi reported that once the Student Outcomes Committee receives the final draft of the Strategic Plan, the Committee will meet to identify critical issues set forth in the Strategic Plan. The

Student Outcomes Committee will then present one critical issue for discussion at each Board of Trustees meeting beginning with the April 2017 meeting.

(6) Report of the Real Estate Committee

The Real Estate Committee has begun to focus on the College's Facilities Master Plan. The Hamilton project is progressing. The College and the developer are anticipating entering the Ground Lease in May 2017. The Real Estate Committee is moving forward with the initial design work for the properties located at 4738-42 Market Street and 4744-46 Market Street which are intended to be used for a new Auto Tech Center at the West Philadelphia Regional Center.

(7) Dashboard

There was nothing new to report regarding the Dashboard.

(8) Resolution – Community College of Philadelphia Naming Policy

The Board of Trustees approved the College's Naming Policy.

(9) Consent Agenda

The Board of Trustees approved the following Consent Agenda items:

(A) Consent Agenda Part Two – (Ratification of Agreement Approved by the Executive Committee on January 27, 2017)

- a. Agreement with Constellation NewEnergy, Inc. for Supply of Electricity for the College

(B) Consent Agenda Part Three – (Ratification of Agreements Approved by the Executive Committee on February 9, 2017)

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(C) Consent Agenda Part One

- a. Proceedings and Minutes of Decisions and Resolutions Meeting of January 12, 2017
- b. Gifts and Grants

(10) Resolution- Financial Institution for the 2007 Bond Refinancing (Approved by the Business Affairs Committee on March 1, 2017)

The Board of Trustees approved a Resolution selecting PNC as the financial institution for the 2007 Bond Refinancing.

(11) Report of the Chair

Mr. White, Dr. Rényi, Dr. Generals, and Ms. Brown-Sow attended the AACC/ACCT National Legislative Summit in Washington D.C. on February 13-16, 2017. Members of the Board of Trustees were encouraged to get involved with the Association of Community College Trustees to advocate on behalf of community colleges, and to speak with their legislators on behalf of the Community College of Philadelphia on April 4, 2017, which is Statewide Lobby Day.

The College's spring recess is scheduled March 6-12, 2017.

(12) Foundation Report

The College has obtained a fully executed dual enrollment agreement from the Commonwealth of Pennsylvania. The College also received a \$25,000 grant from the Council for Adult and Experiential Learning (CAEL), and a \$25,000 grant from the CHG Charitable Trust.

(13) Report of the President

The final draft of the Strategic Plan will be sent to the Board of Trustees for review on March 24, 2017, and presented for adoption at the May 2017 Board of Trustees meeting.

The Center for Law and Society 18th Annual Law and Society Week took place February 27-March 3, 2017.

Dr. Generals reported on the College's progress regarding the 2014-2017 Diversity Plan, and highlighted some of the events taking place at the College in honor of African American History Month and Women's History Month.

Ms. Fulmore-Townsend will be the keynote speaker at the College's 2017 Women's Leadership em-Power Hour on March 15, 2017 at the Winnet Coffee House from 5:00 p.m. - 6:00 p.m.

Dr. Generals recognized Dr. David Thomas, Associate Vice President of Strategic Initiatives, who received the 2017 Giving Back Award by INSIGHT into Diversity Magazine.

The College's Dental Hygiene program recently received the highest level of reaccreditation.

Ms. de Fries provided a program update of the Workforce and Economic Innovation Division.

(14) New Business

There was no new business discussed.

(15) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 6, 2017 at 3:00 p.m., in the Isadore A. Shrager Boardroom, M2-1

The meeting adjourned at 4:50 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA

RESOLUTION OF APPRECIATION

This is to certify that the following Resolution was adopted by the Board of Trustees of Community College of Philadelphia on April 6, 2017:

WHEREAS, Mr. Todd E. Murphy has been the Assistant Vice President for Accounting and Controller of the Community College of Philadelphia for the past 14 years;

WHEREAS, Mr. Murphy provided leadership and effective management in: General Accounting, Fixed Assets Accounting, Grant Accounting, Bursar services and accounting, Accounts Payable, Payroll and Cash Management functions;

WHEREAS, Mr. Murphy prepared the College's annual financial statements in accordance with GASB reporting; coordinated all financial, governmental and compliance audits; and supported the implementation and effective use of financial systems in College operations and in financial and management reporting;

WHEREAS, Mr. Murphy provided leadership for ensuring the adequacy of internal controls and the integrity of College's financial records and advised the Vice President for Business and Finance on financial, accounting and auditing matters;

WHEREAS, Mr. Murphy is honored, esteemed, and respected among all his colleagues for his exemplary performance as the Assistant Vice President for Accounting and Controller of the Community College of Philadelphia;

BE IT RESOLVED, that the Board of Trustees of Community College of Philadelphia expresses its respect, admiration, and appreciation for the dedicated and extensive commitment on the part of Mr. Murphy during his tenure as Assistant Vice President for Accounting and Controller of the Community College of Philadelphia and wish him the very best in his career.

Donald Guy Generals, Ed.D.
President

Jeremiah J. White, Jr.
Chair

Community College of Philadelphia

2017 Important Dates

Event	Date and Time	Location	Board Representative
Retirees Program & Reception	Tuesday, May 2, 2017	4:00 p.m. - 5:00 p.m. Program Bonnell Building, 1 st Floor, Library Bridge	
		5:00 p.m. - 6:00 p.m. Reception	
Nurses Pinning Ceremony	Friday, May 5, 2017 10:00 a.m. - 12:00 p.m.	Gymnasium	
Academic Awards & Reception	Friday, May 5, 2017 6:00 p.m. - 8:00 p.m.	Bonnell Building, Large Auditorium, BG-20	
Commencement	Saturday, May 6, 2017 10:00 a.m. - 1:00 p.m.	Temple University, Liacouras Center, 1776 North Broad Street	
College Budget Hearing	Monday, May 8, 2017 1:00 p.m. (Arrive by Noon)	City Hall, City Council Chambers, Room 400	
Classified/Confidential Awards Luncheon	Wednesday, May 10, 2017 12:00 p.m. - 2:00 p.m.	Winnet Student Life Building, Great Hall, Room, S2-19	
Foundation Annual Golf Tournament	July `10 or July 31, 2017 Date TBD	Details to follow	
ACCT Leadership Congress	September 25 – September 28, 2017	The Cosmopolitan Hotel Las Vegas, Nevada	

3/31/2017

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
for the April 2017 Meeting of the Board of Trustees

Summary by Grant Type:

	2/1/17 - 3/29/17	2017 FY
		Year-to-Date
Government/Public Grants		
Federal	\$7,000	\$1,997,666
State	\$1,000,000	\$3,235,943
Local		\$962,500
Private Grants		
Corporation		\$10,000
Foundation	\$74,666	\$287,715
Organization	\$25,000	\$423,865
Other Grants		
Grant Total	\$1,106,666	\$6,917,689

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Amount	Purpose
Cecil A. & Mabel Lene Hamman Foundation, Inc.	\$10,000	Community
Compass Group	\$5,000	Scholarship
The First Presbyterian Church in Philadelphia	\$5,000	Scholarship
The Glenmede Trust Company	\$30,000	Student Programs
The McLean Contributionship	\$25,000	Endowment
Private Donor	\$10,000	Scholarship/Endowment/Unrestricted
Private Donor	\$5,000	Scholarship
Gifts In-Kind		

COMMUNITY COLLEGE OF PHILADELPHIA
Office of Institutional Advancement
Monthly Summary of Grants and Gifts
for the April 2017
Meeting of the Board of Trustees

Federal Grant

Cultural Vistas, on behalf of the United States-Japan Bridging Foundation, has funded the TeamUp MicroGrants project for \$7,000. This grant will be used to build one or more mutually beneficial partnerships between the College's international studies program with a Japanese institution of higher education. This partnership will explore ways for both institutions to establish two-way on-going exchange of students, faculty collaboration in teaching and research, and the sharing of curricular materials.

State Grant

The Pennsylvania Department of Education has funded the Early Scholars Dual Enrollment Program grant for \$1,000,000. This grant will support a significant expansion of the College's dual enrollment program, allowing over 1,400 dual enrollment courses to be provided to Philadelphia high school students and additional administrative support for this program.

Foundation Grant

The William Penn Foundation (subcontracted through the Philadelphia Hospital and Health Care District 1199C Training and Upgrading Fund has funded the Early Childhood Education (ECE) Apprenticeship Program grant for \$74,666. This grant will support the development and piloting of a registered apprenticeship in early childhood education. Target participants will be incumbent employees in Philadelphia child care facilities with the goal of improving the quality of the workforce and enabling more high quality pre-K slots for children in Philadelphia.

Organization Grant

The Council for Adult and Experiential Learning (CAEL) has funded the ECMC Community College-Workforce Systems Pilot grant for \$25,000. This grant supports a partnership with Philadelphia Works, Inc. to link workforce-funded training programs to credit-bearing academic programs through prior learning assessment. Four partnerships will work with CAEL to pilot 3-5 crosswalks, establishing a framework for this translation from workforce training into higher education and further enhancing the pathways into the College.

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

MINUTES

**Thursday, March 2, 2017
1:30 p.m.
Northwest Regional Center, Room 202**

Presiding: Dr. Hirsch and Dr. Rényi

Present: Mr. Armbrister, Ms. de Fries, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Dr. Gay, Dr. Generals, Dr. Roberts, Rep. Roebuck, Jr., Ms. Sidhu, Ms. Zellers

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of November 3, 2016

The minutes were accepted unanimously.

(b) Program Audit Follow-Up Reports

(i) Respiratory Care Technology Audit Action Item Update

On April 7, 2016, the Student Outcomes Committee recommended that the Board of Trustees accept the Respiratory Care Program Audit with approval for five years. In addition, the Committee required a follow-up report on the status of the course revisions. Dr. Hirsch reported that per the audit recommendation, the program revision was completed and is currently going through governance. The revisions included updating the program learning outcomes and developing a new curriculum map. As a result of changes to the program learning outcomes, the program is reviewing course student learning outcomes (SLOs); necessary modifications to courses will be completed by April 30, 2017.

(ii) Health Sciences Management Audit Action Item Update

On April 7, 2016, the Student Outcomes Committee recommended that the Board of Trustees accept the Health Services Management Program Audit with approval for five years. In addition, the Committee required a follow-up report on the status of the assessment of the program learning outcomes. Dr. Hirsch reported that per the audit recommendation, the program completed assessments for fall 2015, spring 2016 and fall 2016. As a result of the assessments, the program reduced the number of program

learning outcomes and was able to better align course student learning outcomes (SLOs).

Action: The Student Outcomes Committee unanimously accepts the two follow-up reports.

(c) AACC Pathways Project – College Key Performance Indicators

Dr. Hirsch led the Committee through the key performance indicators (KPIs) related to student success. The KPIs were developed by the Community College Research Center (CCRC) (a research organization housed within Teachers College at Columbia University). The KPIs track cohorts of first-time-enrolled-in-college (FTEIC) students with no prior credits. Dual-enrolled students are not included. KPIs encompass early momentum data (i.e., number of credits completed with first term or first year); persistence and completion data (i.e., completion of college math and/or college English in first year; persistence from Term 1 to Term 2; course completion rate); and demographics data (i.e., percent of students who were college-ready; referred to developmental education in 1, 2 or 3 subjects; females; traditional college age; and full-time). Data are provided for fall semesters from 2010 to 2015; data for fall 2016 should be finalized for a future meeting. Mr. Armbrister asked if the College had specific aspirational goals. Dr. Hirsch explained that CCRC purposely did not encourage comparisons across institutions as institutions differ too much.

The College did make gains from fall 2014 to fall 2015 on the early momentum KPIs (i.e., college credits completed in the first term and first year). Regarding persistence and completion, the percentage of students completing college math and/or college English in their first year increased modestly. Because of changes in the placement exam, the College should see positive changes in future cycles. There was a slight increase in the persistence rate from fall to spring. Regarding the persistence rate, full-time students persist at a higher rate (approximately 80%) than part-time students. The ratio of completed college credits to attempted college credits has consistently been around 70%. Dr. Hirsch explained that the College has been and is developing strategies to address this, including practices relating to withdrawals, and gains are expected. The percent of cohort students who were college-ready spiked from 23.7% in fall 2014 to 28.4% in fall 2015. Students referred to developmental education courses showed an increase in the percent needing developmental education in just one subject and decreases for those referred to developmental education in two or three subjects.

Ms. Fulmore-Townsend asked about results by subject. Dr. Hirsch described how changes to the English placement exam have increased those who place as college-ready, but the opposite was seen for math, with more students placing into developmental math. Because of the math results, overall gain did not improve. Ms. Sidhu asked if there were any “hunches” regarding what might be driving changes. Dr. Hirsch explained that there may be a variety of reasons: the College is working more closely with high schools; changes to the delivery of developmental education courses such as contextualized learning and concurrent enrollment are being piloted;

and an intensive ESL program was recently approved. Dr. General explained that the work in this area is part of the new Guided Pathways, including new advisors and encouraging some students to take more credits which positively correlates with success. As these changes are implemented throughout the first year experience we should see improvement in the KPIs. The College will continue to look at more holistic methods for placement of students in developmental education, such as incorporating placement tests with non-cognitive assessments and high school transcripts.

Dr. Hirsch provided a brief overview of the Guided Pathways project for the new members of the Committee. He noted that the College is currently reaching a major milestone: program maps are nearing completion for all programs, which create more cohesive and focused curriculum guidance for students.

(d) Workforce and Economic Innovation Program Update

Ms. de Fries provided an update on the Workforce and Economic Innovation (WEI) program:

- For the Gas Distribution Pipeline Mechanic Program, the College partnered with Philadelphia Works, which is paying for the classes. The Collegiate Consortium has held two classes with 14 people at Delaware County Community College. The equipment rotates around the area community colleges. The College recently submitted a grant to purchase its own equipment.
- For Microcredentials, a pilot program took place in November, with 57 hours of basic workplace skills. Five students were in the first cohort, with 11 in the second cohort. The third cohort will target reentry students.
- Ms. de Fries also mentioned an apprenticeship program with the National Machining and Tooling Association. This program includes Blueprint Reading and Shop Math courses as part of regional offerings. In addition, the unit has developed an online non-credit Basics of Geographic Information Systems (GIS) program (to begin later in March).
- The Social Media Management Certificate was just launched; some classes are being offered this semester.
- The Wanamaker Scholars program receives funding from the Wanamaker Institute for unemployed/underemployed Philadelphia residents. The state is currently restricting funds for the CDA program, and Wanamaker agreed to fund an entire class via 20 scholarships. In addition, Wanamaker has targeted its other funding toward scholarships for Advanced Manufacturing and CAN programs. The Power Up Your Business Grant helps neighborhood-based commercial corridor businesses with \$800,000 annually from the city. The program covers a variety of zip codes. This program rotates between the Main Campus and the Regional Centers. Eighty people have taken part in workshops with 14 businesses in the current cohort.
- The Student Innovation Center assists five student entrepreneurs. These students will receive mentoring from Goldman Sachs 10,000 Small Businesses Program alumni.

- Several programs are pending. These include Comptia A+ Certification and a medical assisting program with PHA (which may start at the end of March).
- As part of Microcredentialing, the College is completing a bookkeeping certificate and considering a massage therapy program.

(e) Selecting and Scheduling Critical Issues for Discussion by the Full Board

Dr. Rényi explained that per a request from the Board of Trustees chair, Jeremiah White, she is following up on a suggestion from Mr. Armbrister’s ad hoc committee on board meeting structure that the Student Outcomes Committee compile a list of topics to forward to the Board of Trustees for discussion. This could be done by strategic pillar or could cut across the pillars. She suggested that the Committee review the next draft of the Strategic Plan and discuss important issues and opportunities that the Board as a whole will actively engage. The Committee should consider useful and timely topics, which could be calendared several months in advance. In addition to topics determined in advance, if a crisis occurs, it could also be a topic for Board discussion. Dr. Generals will provide the Committee with the updated Strategic Plan on March 24 so that members can consider topics for the April 6 meeting and see what topics could be pulled out for the May and June meetings. Dr. Rényi asked Drs. Generals, Gay and Hirsch to consider possible topics ahead of the next Committee meeting.

(f) Dashboard

There were no new updates to the Dashboard.

(g) New Business

There were no new business topics to discuss.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for April 6, 2017 at 1:30 p.m. in Conference Room M2-34.

Attachments:

Minutes of November 3, 2016

Respiratory Care Technology Audit Action Item Update

Health Services Management Audit Action Item Update

AACC Pathways Project – College Key Performance Indicators

Workforce and Economic Innovation (WEI) 2-9-17 Presentation

Strategic Plan Draft Unit Goals

Dashboard – November 7, 2016

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

MINUTES

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

Presiding: Dr. Rényi

Present: Mr. Armbrister, Mr. Coleman, Dr. General, Dr. Gay, Dr. Hirsch, Ms. Horstmann (via phone), Ms. McPherson, Dr. Roberts, Rep. Roebuck, Jr., Mr. White

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of October 13, 2016

The minutes were accepted unanimously.

(b) Dashboard

The Committee discussed possible options for the “aspirational” cohort to be included on the Dashboard. Dr. Hirsch had provided the list of Aspen Prize Finalists for Community College Excellence, 2016-2017 (Urban Colleges). This list is a subset of the 150 finalists for 2016-17, including only urban colleges (based on Pell-status and minority student populations) with at least 10,000 students (headcount). It was decided to use this list of large, urban colleges; the large sample size can account for differences across the institutions. Additionally, the Committee agreed that the median would be the most appropriate measure to take into account outliers.

The Committee also discussed the content of the Dashboard itself. In place of “TBD,” the approximate date when data will be available will be included. Notes will be provided when necessary (such as for indicators 1.24 and 1.25 with information about the graduate survey as source for data). Dr. Rényi asked that additional information be provided for the Facilities and Finance sections; Dr. General commented that these sections may take a slightly different format.

The Dashboard will be used for the next year and then upon review, revisions may be made. A goal of using the Dashboard is to determine if the College is on the right path and if the College is doing what is necessary to reach its goals.

Action: The Student Outcomes Committee recommends that the Board of Trustees accept the list of Aspen Prize Finalists for Community College Excellence, 2016-2017 (Urban Colleges) as the “aspirational” cohort to be included in the Dashboard in place of the previous comparison group and that the median will be used for comparison.

(c) Guided Pathways

Dr. Hirsch led the Committee through the materials on Guided Pathways. The progress update addressed the major points of Guided Pathways and where the College is on each point. The octagon graphic includes the major principles of Guided Pathways; each principle has been addressed extensively throughout the College’s work. The College is approximately a year ahead of schedule and the Pathways Project organizers have said the College has made significant progress. The College has recently started examining the intake process and plans to redesign it; some changes will be made in time for April (ahead of the Fall semester) while others will be phased in over time.

At several meetings over the summer, faculty aligned the College’s programs into “buckets,” resulting in seven academic pathways. Dr. Rényi suggested that whenever the Committee reviews a program audit, the chart of academic pathways should be included. Faculty were and continue to be very engaged in curriculum mapping. Programs within an academic pathway are looking at common courses so that if a student were to change majors within a pathway, they would lose no or few credits. Programs and departments are communicating with one another, particularly as relates to electives and streamlining a program’s curriculum. The College has set the ambitious goal of completing curriculum maps by the end of December. Information on academic pathways, programs and curriculum maps should be transparent for students as they choose a program (especially when using the website).

Developmental education is another component of Pathways on which the College has made progress. One aspect of this is placement testing. Drs. Generals and Hirsch discussed how fewer students are placing into developmental English courses because the test has been recalibrated. The College will be moving to use multiple methods to place students, including using high school GPAs. Dr. Rényi noted the promising practice of providing students with a brush-up program ahead of taking the placement test. How developmental education topics are taught is another component of Pathways. The English department, with faculty participation, is looking at various options, including contextualization, concurrent enrollment, and 7-week models. The English department plans to pilot sections under the new format in Spring with the goal of broader implementation College-wide in the Fall semester (per Guided

Pathway's tenet of making changes at scale). Math has already employed contextualization, with sections for Health Care Studies students this semester.

First-Year Experience (FYE) courses are an example of integrating student supports with academics. Before finishing the course, students complete individualized education, academic, and financial plans. In Fall 2016, almost 1,000 students across 30 sections are taking part in a first-year experience course across two programs: FYE 101 for Liberal Arts and AH 101 for Allied Health. The revised Business program will offer a first-year experience course in Fall 2017, with "self-leadership" as its theme.

Additional areas under Guided Pathways in which the College has seen progress relate to advising. These include wrap-around services, with advisors using a caseload model of working with students. Advisors also utilize proactive student monitoring; as part of their case management, advisors follow-up with students. The College is also leveraging technology. For example, individualized educational plans are very prescriptive and loaded into a software platform; if a student wants to make changes to their plans, they must see an advisor to do so. Dr. General informed the Committee that the new advisors are working out very well. Dr. Hirsch explained that the advisors are working this Fall semester with new students across the seven large program areas, which means that approximately 3,000 new students (about 60% of incoming Fall 2016 new students) are working with a new advisor.

(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 February 9, 2017 at 1:30 p.m. in Room 202 at the Northwest Regional Center.

Attachments:

Minutes of October 13, 2016

Dashboard – October 27, 2016

Aspen Prize Finalists for Community College Excellence, 2016-2017

How Will Guided Pathways Benefit Our Students? - Hirsch

Guided Pathways Update

Respiratory Care Technology Audit

Action Item Update

Action

The Student Outcomes Committee took the following action on 4/7/16:

The Student Outcomes Committee recommends that the Board of Trustees accept the Respiratory Care Program Audit with approval for five years. In addition, the Committee requires a follow-up report by December 2016 on the status of the course revisions.

Audit Recommendation

Complete Course Revisions

Program faculty have started seven course revisions which have been on hold since 2012. Faculty need to review the documents, make any necessary changes, and continue the process of getting the revisions approved.

Timeline: Spring 2017

Persons Responsible: Department Head and Program Coordinator

Action Item Update

Complete course revisions

- A program revision was written and is currently going through the governance approval process. The revision included the deletion of the three existing program learning outcomes (PLOs) that were replaced by nine new ones.
- A new curriculum map that clearly identifies where the new PLOs are being introduced, reinforced, mastered and assessed was created and approved.
- As a result of the changes in the program's PLOs, review of the Respiratory Care Technology courses' student learning outcomes (SLOs) and modifications that are needed to the courses will be completed by April 30, 2017. In the course revisions, the SLOs will be created to ensure that they align with the PLOs. In addition, nine of the courses will have changes made to their catalog description and three of the courses will have changes made to their prerequisites.

Health Services Management Audit

Action Item Update

Action

The Student Outcomes Committee took the following action on 4/7/16:

The Student Outcomes Committee recommends that the Board of Trustees accept the Health Services Management Program Audit with approval for five years. In addition, the Committee requires a follow-up report by December 2016 on the status of the assessment of the program learning outcomes.

Audit Recommendation

Assessment

Complete assessment of all Program Learning Outcomes (PLOs) within one year. Make improvements to teaching and learning based on the assessment results. Once the program revision is approved and the outcomes are removed, the program will have assessed all PLOs.

Timeline: Spring 2016

Persons Responsible: Department Head

Note: The Program Revision has been completed and the new PLOs are currently being used.

Action Item Update

Assessment of Program Learning Outcomes

- The program assessments for fall 2015, spring and fall 2016 have been completed.
- The HSVM Program revision resulted in decreasing the number of program learning outcomes (PLOs) from seven to four. The courses' student learning outcomes (AH 222, AH 224, and AH 260) that are used to assess the new PLOs are in better alignment with the PLOs.



Cohort	Definition
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Fall FTEIC students	Students who enrolled for the first time in postsecondary education (no previous college credits or degrees) in at least one credit course (developmental or college-level, but excluding non-credit offerings) at your college during the given fall term. <u>Students who were “dual l y en rol l ed” at y ou r college and in high school previously and in the given term should be excluded.</u>
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KPI	Definition
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Earned 6+ college credits in 1 st term	Number and % of fall cohort students who earned 6 or more college-level (i.e., non-developmental) credits (with grade A-D or P) in first term
Earned 12+ college credits in 1 st term	Number and % of fall cohort students who earned 12 or more college-level (i.e., non-developmental) credits (with grade A-D or P) in first term
Earned 15+ college credits in year 1	Number and % of fall cohort students who earned 15 or more college-level (i.e., non-developmental) credits (with grade A-D or P) in first full academic year
Earned 24+ college credits in year 1	Number and % of fall cohort students who earned 24 or more college-level (i.e., non-developmental) credits (with grade A-D or P) in first full academic year
Earned 30+ college credits in year 1	Number and % of fall cohort students who earned 30 or more college-level (i.e., non-developmental) credits (with grade A-D or P) in first full academic year
Completed college math in year 1	Number and % of fall cohort students who attempted and passed at least one college level (i.e., non-developmental) math course (with grade A-D or P) in the first full academic year. Withdrawals should be counted as attempting but not passing the course.
Completed college English in year 1	Number and % of fall cohort students who attempted and passed at least one college level (i.e., non-developmental) English course (with grade A-D or P) in the first full academic year. Withdrawals should be counted as attempting but not passing the course.
Completed college math <u>and</u> English in year 1	Number and % of fall cohort students who attempted and passed at least one college level (i.e., non-developmental) course (with grade A-D or P) in both math <u>and</u> English in the first full academic year. Withdrawals should be counted as attempting but not passing the course.
Persisted from term 1 to term 2	Number and % of fall cohort students who enrolled in at least one credit course (including developmental) in term 2 (spring term)
Completed college credits	Number of college-level (i.e., non-remedial) credits completed (with grade A-D or P) by fall cohort students in their first full academic year divided by the total number of college-level credits attempted by students in the fall cohort within their first full academic year

AACC Pathways Project

INSTITUTION: Community College of Philadelphia

Report date: 1/25/2017

Early Momentum KPIs. Number and Percentage of FTEIC Students* Earned 6 or 12 or More Credential-Bearing Credits During the First Term; Earned 15, 24, 30+ credits in year 1

	Fall 2010:		Fall 2011:		Fall 2012:		Fall 2013:		Fall 2014:		Fall 2015:	
	N	%	N	%	N	%	N	%	N	%	N	%
Total FTEIC Students*	4069	100%	4141	100%	4101	100%	4247	100%	4288	100%	4355	100%
Earned 6+ college credits in 1 st term	1028	0.252642	1030	24.9%	1164	28.4%	1165	27.4%	1136	26.5%	1314	30.2%
Earned 12+ college credits in 1 st term	244	0.059966	236	5.7%	217	5.3%	230	5.4%	223	5.2%	335	7.7%
Earned 15+ college credits in year 1	807	0.198329	752	18.2%	833	20.3%	833	19.6%	827	19.3%	1035	23.8%
Earned 24+ college credits in year 1	208	0.051118	196	4.7%	224	5.5%	181	4.3%	207	4.8%	293	6.7%
Earned 30+ college credits in year 1	64	0.015729	72	1.7%	56	1.4%	61	1.4%	66	1.5%	89	2.0%

*FTEIC Students: Students who enrolled for the first time in postsecondary education (no previous college credits or degrees) in at least one credit course (developmental or college-level, but excluding non-credit offerings) at your college during the given fall term. Students who were “dually enrolled” at your college and in high school previously and in the given term should be excluded.

AACC Pathways Project

INSTITUTION: Community College of Philadelphia

Report date: 1/25/2017

Persistence and Completion KPIs. Number and Percentage of FTEIC* Students Completed College Math and English in Year 1; Persisted from Term 1 to Term 2; and Attempted and Completed College Credits in Year 1

	Fall 2010:		Fall 2011:		Fall 2012:		Fall 2013:		Fall 2014:		Fall 2015:	
	N	%	N	%	N	%	N	%	N	%	N	%
Total FTEIC Students*	4069	100%	4141	100%	4101	100%	4247	100%	4288	100%	4355	100%
Gateway math and English completion												
Completed college math in year 1	997	24.5%	1065	25.7%	1143	27.9%	1254	29.5%	1289	30.1%	1335	30.7%
Completed college English in year 1	1499	36.8%	1453	35.1%	1413	34.5%	1509	35.5%	1628	38.0%	1734	39.8%
Completed both college math <u>and</u> English in year 1	614	15.1%	640	15.5%	648	15.8%	745	17.5%	849	19.8%	866	19.9%
Persistence												
Persisted from term 1 to term 2	3026	74.4%	2978	71.9%	2858	69.7%	2948	69.4%	3089	72.0%	3192	73.3%
College course completion												
Total College Credits Completed	32959		32103		31087		31506		31267		35047	
Total College Credits Attempted	46248	71.3%	44716	71.8%	43843	70.9%	44256	71.2%	44806	69.8%	50007	70.1%

*FTEIC Students: Students who enrolled for the first time in postsecondary education (no previous college credits or degrees) in at least one credit course (developmental or college-level, but excluding non-credit offerings) at your college during the given fall term. Students who were “dually enrolled” at your college and in high school previously and in the given term should be excluded.

AACC Pathways Project

INSTITUTION: Community College of Philadelphia

Report date: 1/25/2017

Student Demographics

	Fall 2010:		Fall 2011:		Fall 2012:		Fall 2013:		Fall 2014:		Fall 2015:	
	N	%	N	%	N	%	N	%	N	%	N	%
Total FTEIC Students*	4069	100%	4141	100%	4101	100%	4247	100%	4288	100%	4355	100%
College-ready	902	22.2%	924	22.3%	967	23.6%	1018	24.0%	1015	23.7%	1238	28.4%
Referred to dev ed in 1 subject	852	20.9%	973	23.5%	1032	25.2%	1054	24.8%	1066	24.9%	1144	26.3%
Referred to dev ed in 2 subjects	1107	27.2%	1275	30.8%	1218	29.7%	1234	29.1%	1190	27.8%	1044	24.0%
Referred to dev ed in 3 subjects	1208	29.7%	969	23.4%	884	21.6%	941	22.2%	1017	23.7%	929	21.3%
Females	2373	58.3%	2383	57.5%	2300	56.1%	2384	56.1%	2437	56.8%	2440	56.0%
Traditional college age	1939	47.7%	1854	44.8%	1793	43.7%	1884	44.4%	1892	44.1%	2146	49.3%
Full-time	1783	43.8%	1485	35.9%	1411	34.4%	1362	32.1%	1346	31.4%	1611	37.0%

*FTEIC Students: Students who enrolled for the first time in postsecondary education (no previous college credits or degrees) in at least one credit course (developmental or college-level, but excluding non-credit offerings) at your college during the given fall term. Students who were “dually enrolled” at your college and in high school previously and in the given term should be excluded.

Definitions

Demographic indicator	Definition
College-ready	Number and % of fall cohort students who were referred to no developmental education
Referred to dev ed in 1 subject	Number and % of fall cohort students who were referred to developmental education in only 1 subject area (Math, writing, or reading)
Referred to dev ed in 2 subjects	Number and % of fall cohort students who were referred to developmental education in 2 subject areas (Math, writing, or reading)
Referred to dev ed in 3 subjects	Number and % of fall cohort students who were referred to developmental education in 3 subject areas (Math, writing, and reading)
Females	Number and % of fall cohort students who were female
Traditional college age	Number and % of fall cohort students who were 19 years of age or younger in their first term at the college
Full-time	Number and % of fall cohort students who were full-time (enrolled in at least 12 semester credit hours) in the first term



Community College of Philadelphia

Workforce and Economic Innovation (WEI)

Program Update

WORKFORCE & ECONOMIC INNOVATION

New Programs:



Gas Distribution Pipeline Mechanic Program – Program run through the Collegiate Consortium, this hands-on program prepares students for entry-level employment in the natural gas industry. Students will learn how to perform tasks needed to install and maintain pipelines for natural gas distribution systems, which provide natural gas service to residential, commercial and industrial customers. Program offered with the National Gas Association and PECO, PGW and other employers. Class to start 2/20.

Microcredentials – 4-year grant serving students who have either been through our ESS, ESL, ABE, KEYS programs or who are unemployed/underemployed or youth. Classes are on a cohort basis and include 57 hours of basic workplace skills and career readiness in order to get them into career pathway non-credit certificate programs that align with our degree programs. Pilot cohort completed in January. Seven started, with 5 completing (71%):

- Two students scheduled to start CNA training;
- one student will begin Emissions and Safety Inspection Mechanic Training in February and March;
- two students will track into the Business and Technology (Bookkeeping and Customer Service) training in March.

Next class starts February 6th, with the 3rd Cohort starting in April. We are working with Tara Timberman to focus on a cohort of returning citizens. Six students accepted into the 2nd cohort to date, with additional registrants this week.

WORKFORCE & ECONOMIC INNOVATION

New Programs:

Blueprint Reading and Shop Math courses – Open enrollment classes focused on key elements of the National Tooling and Machining Association (NMTA) Apprenticeship program.

Basics of Geographic Information Systems (GIS) – Students will be introduced to GIS concepts and software, develop a basic understanding of what constitutes GIS, how it is used in the contemporary workplace, how to locate open source data (e.g. Data Philly and PASDA) and develop skills working with industry standard GIS software, such as how to create a simple map. This workshop is offered in an asynchronous online format access course materials anytime during the week. Class scheduled for March 13.

Social Media Management Certificate – Certificate awarded upon completion of 4 separate social media workshops covering:

- Basic Internet Marketing
- Building a Brand on Social Media
- Creating a Google AdWords Campaign
- Marketing on Social Media



WORKFORCE & ECONOMIC INNOVATION

Program Update:

Wanamaker Scholars Program - The Wanamaker Institute and Community College of Philadelphia have partnered to establish the Wanamaker Scholars program that offers free education and training to underemployed or unemployed Philadelphia residents who are trying to gain employment or advance their career pathway.

Sponsored programs for the scholarships include:

- CNA – 10 Scholarships – Fall and Spring Classes
- CDA – 20 Scholarships (Class Currently has 25 applications pending, and 16 individuals on a wait list)
- Advanced Manufacturing - 5 scholarships each for Mechatronics, Welding, CNC for individuals who enrolled in Fall 2016 or Spring 2017 sessions.

Scholarships will be awarded post-enrollment for CNA and Advanced Manufacturing and pre-enrollment for CDA.



WORKFORCE & ECONOMIC INNOVATION

New Entrepreneurship Programs:

Power Up Your Business Grant – Funded by the City annually, assists neighborhood-based commercial corridor businesses. Free programming; \$800,000 annually, three year commitment; two tiered approach:

- **Tier 1:** 10-week Peer learning Experience - Program covers 4 topic areas: Entrepreneurship, Marketing, Financials, Financing.
 - Each Business Works on a Tactical Improvement Plan (TIP)
 - Each Business is supported by a business coach to help them create their TIP.
 - First Class scheduled at NWRC on 2/22. 15 applications received.

- **Tier 2:** Store Owner Series - Individual workshops at all 4 campuses targeted to all Council Districts surrounding each center; started in January 2017 at the NWRC. Workshop topics cover
 - Basics of Small Business Bookkeeping
 - Marketing in your Neighborhood
 - Business and Personal Credit
 - Resource Event – 4 Key City partners and their resources for Small Businesses
 - Other one time workshops: How to Negotiate a Lease; Demystifying the loan application

Modest Scholarships for Participants to take other classes at CCP that can support the Small business owner.

To date, 65 attendees, 29 businesses served, covering 6 Council Districts, and 13 zip codes.

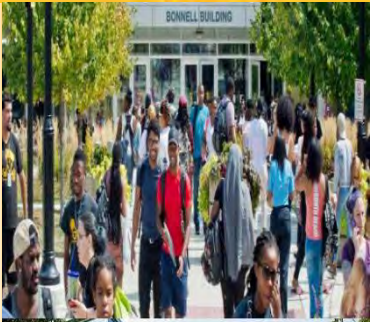


WORKFORCE & ECONOMIC INNOVATION

New Entrepreneurship Programs:

Student Innovation Center – Program to assist 5 student entrepreneurs in the development or growth of their business located at the NERC, funded by College's Innovation Grant.

- Physical Space Created for Students – 5 cubicles with computers
- Complete Online Business Program – Be The Boss
- Supplemental Instruction by an Entrepreneur Instructor in 5 key areas
- Mentorship and Support - Score Mentor assigned, 10KSB Alumni
- Feeder for the College's Entrepreneurship Proficiency Certificate
- Ideation Challenge 2/1/17, 17 students registered.



WORKFORCE & ECONOMIC INNOVATION

Programs Pending:

- Comptia A+ Certification – With the Urban League (Contract Training)
- Medical Assisting, Customer Service Representative, Phlebotomy – with the Philadelphia Housing Authority (Contract Training)
- Personal Care Aide, Customer Service Representative, ServSafe, Certified Nursing Assistant Training - With Mayor's Office of Aging (Contract Training) – **USDOL Discretionary Grants Frozen**

Programs Under Review or Development:

- Massage Therapy – 900 Hour Program, State Review, Strong Job Demand and Wages, would qualify for financial aid, high cost program. Opportunity to partner with third party provider who has developed a state certified curriculum. Jobs have grown 13% over the last three years with average wage of close to \$18/hr. Closest program in region is in King of Prussia.
- Book Keeping Certificate - This 45 Hour program is based on the standards established by the American Institute of Professional Bookkeepers (AIPB). This program teaches basic accounting principles required to properly record daily financial transactions. Topics covered include: Accruals, deferrals, banc reconciliations, adjusting accounting errors, payroll, depreciation, inventor, internal controls, and fraud. Bookkeeping, Accounting and Auditing Clerks are listed on Philadelphia's High Priority Occupation (HPO) list. Growth in jobs is expected to be 7% over the next 10 years, with an entry level salary at \$30,000.



Academic and Student Success Goals 2017-25

- Goal I: Increase student access opportunities
 Goal II: Improve outcomes for students requiring developmental education
 Goal III: Increase student enrollment
 Goal IV: Increase student persistence and completion rates

KEY STRATEGIES

STUDENT SUCCESS	<ul style="list-style-type: none"> • Implement Guided Pathways Model • Redesign of academic advising • Comprehensive re-design of student experience • Redesign developmental education delivery approach • Ensure academic program coherence and excellence through assessment and development • Refocus on transfer function • Institute strategies to reduce time to completion • Institute strategies to eliminate gaps in student success outcomes • Ensure adequate training and professional development • Build an environment in which faculty are engaged and supported to explore innovative approaches to teaching and learning • Increase diversity within the faculty 	EXTERNAL AND INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> • Improve transition alignment with ABE/GED/ESL • Develop strategic alliances with high schools • Cultivate strong community partnerships • Ensure opportunities for the academic blending of community service and co-curricular activities • Secure internship opportunities • Create CTE pathways from high school to college to careers • Regional Center growth expansion
WORKFORCE DEVELOPMENT, READINESS AND ECONOMIC INNOVATION	<ul style="list-style-type: none"> • Align transition strategies from non-credit to credit • Ensure career and technical program alignment from non-credit to credit to employment • Identify and cultivate industry-driven program partnerships • Secure job placements 	FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Develop strategic enrollment planning process incorporating 4DX model • Create greater marketing outreach • Expand strategic recruitment activities with increased focus on distance and international student markets • Renew efforts on quality and effectiveness of student services • Create centers of destinations at off-campus locations to increase enrollment through new programmatic initiatives • Expand development of innovative career programs leading to direct employment
WORLD CLASS CLASS FACILITIES	<ul style="list-style-type: none"> • Create interactive learning spaces that provide opportunities for increased faculty and student engagement • Increase availability and access to advanced technology that supports innovative teaching and student learning • Technology-focused reform of student enrollment services 		

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Increase in new students enrollment	4% points	8% points	12% points
Increase in fall-to-fall persistence	6% points	10% points	15% points
Increase in 3-year graduation rate	16% points	20% points	25% points

Institutional Advancement Goals 2017-2025

- Goal I: Build capacity to support funding for ongoing College priorities and initiatives
 Goal II: Launch a comprehensive campaign to build scholarships and support Facilities Master Plan
 Goal III: Establish financial structures that incent divisions and departments to seek grants
 Goal IV: Institutionalize a culture of philanthropy at the College

KEY STRATEGIES

STUDENT SUCCESS	<ul style="list-style-type: none"> Raise \$350,000 annually to support the costs of the 50th Anniversary Scholars Raise \$10,000,000 in nine years to endow the 50th Anniversary Scholars Maintain current grant-funding level and seek new funds for student success initiatives Expand the annual fund to increase unrestricted dollars for student success initiatives and scholarships Work with IR, ITS and the Division of Academic and Student Success to create and promote consistent, clear communication of program outcomes and student data Decrease the number of students applying for and receiving scholarships 	EXTERNAL AND INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> Develop prominent advancement presence on College website Harness low-cost and new-media avenues to communicate broadly and to various constituencies Increase coordination with Marketing to expand messaging and improve consistency in efforts Create professional development activities across the institution and improve education focused on advancement to enable senior administrators to identify and pursue fundraising opportunities
WORKFORCE DEVELOPMENT, READINESS AND ECONOMIC INNOVATION	<ul style="list-style-type: none"> Communicate with external facing divisions (e.g., Division of Access and Community Engagement, Marketing, Workforce and Economic Innovation) to coordinate efforts with potential partners and funders Develop strategic stewardship practices across divisions to encourage partnerships 	FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> Identify and cultivate new prospects to increase revenue Create a list of naming opportunities and a promotion plan Develop policies for fundraising from active and potential vendors Restructure the allocation of indirect grant funds to encourage future efforts
WORLD FACILITIES	<ul style="list-style-type: none"> Include capital projects as a \$8.500,000 focus of a comprehensive, multi-year campaign Identify fundable elements in the Facilities Master Plan and seek philanthropic and public opportunities for support 		

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	6-Year Projected Outcome	9-Year Projected Outcome
Annual scholarship support	\$1,200,000	\$2,500,000	\$4,000,000
Scholarship Endowment	\$2,000,000	\$5,000,000	\$10,000,000
Capital dollars raised	\$1,500,000	\$4,000,000	\$8,500,000
Programmatic	\$7,000,000	\$14,000,000	\$21,000,000

**Marketing and Government Relations Goals
Goals 2017-2025**

- Goal I: Support ongoing enrollment management, workforce development and fundraising strategies
- Goal II: Conduct market research across all audience segments
- Goal III: Develop strategic marketing plan to support the goals of all of the College’s strategic plans
- Goal III: Increase student enrollment and persistence

KEY STRATEGIES

STUDENT SUCCESS	<ul style="list-style-type: none"> • Conduct market research to define prospective student populations and identify what it is they are seeking to support strategies to increase enrollment by positioning the College as the city’s go-to source for education • Support innovative strategies (i.e., dual enrollment and international partnerships) to increase penetration across targeted populations, including high school students, online learners and international students • Advocate for funding of programs • Develop a sustainable Guided Pathways communications plan for students to help guide their experience from enrollment to completion to career or transfer 	EXTERNAL AND INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> • Develop and communicate an enhanced College brand identity so that all members of the College community can clearly articulate the value • Give the College’s faculty, staff and administrators the tools and resources that will help them serve as ambassadors of the College • Position the College as an invaluable leader, asset and resource to the community for the establishment of partnerships and through community outreach • Raise the profile of Regional Centers, Institute and other College Centers • Position the College for fundraising
WORKFORCE DEVELOPMENT, READINESS AND ECONOMIC INNOVATION	<ul style="list-style-type: none"> • Position the College as an asset to the business community and workforce: <ul style="list-style-type: none"> ○ Responsive and has the pulse on employer needs ○ Resource for key business organizations, professional associations and businesses • Conduct market research as a foundation to create branding and communication strategies that position the College as a valuable resource to the city’s employers and workforce • Create comprehensive marketing strategy with dedicated resources to make an impact on the market 	FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Support the creation of a culture of giving within the College community and externally to increase and individuals and encourage more grant applications • Advocate for public funding through partnerships with policymakers and other relevant stakeholders • Conduct market research to position the College consistently across strategies to best support the College’s brand positioning, and ensure it is on target with the market demand while supporting appropriate decisions for funding
WORLD FACILITIES	<ul style="list-style-type: none"> • Visually represent College facilities across communications and events for all stakeholders that demonstrate how the College’s facilities leverage technology, enhance the student experience beyond the classroom, inspire pride and build community • Advocate for funding to support the College as a world-class facility • Collaborate to develop signage consistent with the College brand and in support of the Guided Pathways communication strategies 		

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Increase in familiarity with the College	5%	10%	15%
Increase in new students	4% points	8% points	12% points
Increase in fall-to-fall persistence	6% points	10% points	15% points

**Strategic Initiatives/Chief of Staff
Goals 2017-2025**

- Goal I: Strengthen access and success at key points for diverse populations of students (e.g. high school students)
- Goal II: Create workforce opportunities through community engagement and use of technology
- Goal III: Be a model for a “community conscious” institution
- Goal IV: Ensure facilities meet the needs of diverse populations of students (e.g. high school students)
- Goal V: Contribute to the financial sustainability of the College

KEY STRATEGIES

STUDENT SUCCESS	<ul style="list-style-type: none"> • Increase use of open educational resources • Create e-portfolios for high school students • Create online options for high school and international students • Create a virtual campus • Enhance online student support • Create high impact options for high school students (e.g. internships, research) • Develop early/middle college opportunities • Create educational plans for literacy students • Use technology to enhance financial literacy (e.g. micro saving; micro investing) • Map non-credit experiences to core competencies • Create micro credentials 	EXTERNAL AND INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> • Increase employee recognition in & beyond CCP • Fund innovation projects • Improve accessibility of College data • Create new vehicles for College/community expression (e.g. CCP Press; CCPTV) • Develop a program for talent development • Transcript community engagement • Develop a student speaker bureau • Increase service learning and volunteerism
WORKFORCE DEVELOPMENT, READINESS AND ECONOMIC INNOVATION	<ul style="list-style-type: none"> • Create a “pay it forward” initiative • Develop partnerships with non-profit community • Engage business community in civic engagement initiatives • Connect diverse populations to career information and opportunities • Expand online opportunities 	FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Create cost sharing partnerships with international institutions • Increase dual enrollment opportunities • Make Multimedia services available to external organizations • Create a consultant pool with revenue sharing • Create an annual conference
WORLD CLASS FACILITIES	<ul style="list-style-type: none"> • Improve videoconferencing capability • Create dedicated space for high school students, literacy students, etc. • Increase active learning classrooms to meet faculty/student need 		

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	6-Year Projected Outcome	9-Year Projected Outcome
Increase in enrollment, retention, credentials	10%	20%	30%
Increase in partnerships	10%	20%	30%
Employee engagement	60%	70%	80%
New revenue streams	2	4	6

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Workforce and Economic Innovation (Corporate Solutions, 10KSB, Career Connections) Goals 2017-2025

- Goal I: Become a leading provider of workforce, and economic development solutions and corporate training in the region.
- Goal II: Increase program offerings in open enrollment that align with strategic clusters important to Philadelphia’s economic growth, align with national certifications, and embed mentoring, shadowing and internship opportunities for all programs.
- Goal III: Create programming that is market driven, entrepreneurial, and responsive to employer needs whether that is credit or non-credit, whether on-site, on campus, or online.
- Goal IV: Develop and enhance small business development and entrepreneurship-based programs at the College.
- Goal IV: Create an employer-focused Career Connections unit within WEI that provides students with internships, externships, and full time employment opportunities.
- Goal VI: Contribute to the financial sustainability of the College

KEY STRATEGIES

WORLD CLASS FACILITIES	<ul style="list-style-type: none"> • CBI facility as the face of employer connections for the College; • Upgrade classrooms housing our healthcare programs and secure new program equipment that conveys competence, quality, and credibility; • Help the college pursue a South Philadelphia/Navy Yard location; opportunities for West Philadelphia expansion or other community site; • Create a Conference Center Facility for Businesses;
EXTERNAL AND INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> • Successful partnership with ESS, DACE, Re-Entry Program on Micro-Credentials Program providing soft skills and career training certificate programs to those who are unsuccessful testing into the college; • Implement neighborhood based Small Business Program that rotates to each Regional Center, main campus, and a South Philadelphia location; • Increased WEI programming at the regional centers; • Non-credit Youth Camps in major industry areas to serve as feeders for the College – STEM, Culinary, Arts;
FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Enhanced WEI personnel to increase the number of contract trainings and business connections for the College, increase development of new programs, and to provide enhanced outreach and marketing activity; • Enhanced directed and targeted marketing leading to increases in open enrollment, and contract training; • Offset institutional costs and help fund the creation of new programs through the receipt of grants;
STUDENT	<ul style="list-style-type: none"> • Create micro-credentials program that provides a model for a pathway to employability for students who do not test into the College; • Provide meaningful internships, experiential learning opportunities, and full time jobs for our students so that the College is a first choice talent pipeline partner for our area’s employers • Seamless alignment of non-credit programs articulating to credit programs within the school;

WORKFORCE DEVELOPMENT, READINESS AND ECONOMIC INNOVATION

- Integrate, co-locate, and leverage employer focused programs, offices, advisory boards for recruitment and corporate partnership opportunities, development of new curricula, sponsorships, and fundraising;
- Work with existing industry advisory boards, and create smaller industry advisory boards of employers in areas where CCP doesn't have in-house relationships. Ensure Employer input provided on any new program development;
- Sponsor events tied to specific industries, client appreciation event, staff participation in more external events, industry specific meetings to inform program development, establish close relationships with City administration officials; quarterly meetings with industry leaders around a specific sector;
- Host and convene conversations with the business community to understand their ongoing workforce and talent needs;
- Focused branding, communications, and marketing strategies that promote the value of the College to the City's employers, workforce;
- Work with institutional research to establish stronger assessment of programs, quality of instruction, evaluations;
- Enhance WEI cadre of instructors, professionals and content experts for curriculum development and customized contract trainings that ensures high quality training and instruction that distinguishes the College and adds value to its reputation;
- Increase Program Offerings in Healthcare, Wellness & Education; Energy, Advanced Manufacturing, Trades, Technology; Small Business/Start-up/Creative Businesses;
- Successful implementation of Advanced Manufacturing Program, Microcredentials, SAMSHA and PowerUp programs
- Identify more programs to offer online; survey of programming at peer colleges of online offerings
- Pursue grant opportunities that link WEI to important initiatives within the State, region and City
- Develop Centers of Knowledge and Expertise that brings experts in industry to lead classes at CCP;
- Creation of City Small Business Program that builds the activities of the Center for Small Business and widens its activities to the other regional centers, and main campus
- Successful implementation of Student Innovation Center;
- Create a sustainability plan for the 10KSB program
- Work closer with 10KSB to develop pre-training program; develop post-10KSB contract training opportunities
- Increase 10KSB businesses contracting for WEI offerings;
- Feasibility study for a business incubator at main campus, launch of business incubator
- Create Summer Business Boot Camp for young entrepreneurs
- Create an embedded entrepreneurship experience for students running a business on campus, earning a degree/badge;
- Expand Career Services role as an active and engaged part of WEI helping to establish vital and strong employer connections to drive our students' success in the workforce;
- Increase employer relationships for the benefit of career opportunities for our students;
- Connect diverse populations to career information and opportunities;

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	6-Year Projected Outcome	9-Year Projected Outcome
Increase in enrollment, retention, certifications	5%	10%	15%
Increase in Employer Partnerships (Contract Training, Corporate College, Open Enrollment, WedNet and Career Connections)	100%	120%	130%
Increase Revenue	35%	50%	80%
Career Connections Student Interface % of FT Student Body	20%	25%	35%

BUSINESS AND FINANCE DIVISION
Finance & Accounting: Goals 2017-2025

- Goal I: Manage a sustainable multi-year operating budget.
 Goal II: Manage a funding model to support the capital budget.
 Goal III: Provide sound financial management to ensure audit compliance.

KEY STRATEGIES

FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Manage revenues under various scenarios including increased funding from public and private sectors and enrollment increases. • Continue strategies to increase cost containment efforts and improve operational efficiencies. • Share best practices with College community including providing financial support and training to grant managers. • Improve financial performance of auxiliary services. • Improve procurement and payable processes and functions to generate additional savings. • Seek development of new and innovative sources of revenues.
WORLD CLASS FACILITIES	<ul style="list-style-type: none"> • Secure capital funding opportunities. • Analyze potential debt refinancing with savings opportunities. • Seek additional governmental funding and grants with a priority of funding capital projects.
STUDENT SUCCESS	<ul style="list-style-type: none"> • Manage a tuition and fee plan. • Increase the types of payment options and sources available to students. • Provide financial literacy/informational topics to students. • Increase use of Open Educational Resources.

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Stabilize % of Operating Revenues from Student Sources	57%	57%	57%
Fund Short term & Midterm Capital Projects	\$7.8 Million in Projects	\$55 Million in Projects	\$60 Million in Projects
Stabilize Reserve Balance as % of Operating Budget	28%	28%	28%
Liquidity as % of Operating Budget	34%	36%	38%
Increase outreach to Minority, Women and Small Businesses to participate in the College's procurement opportunities.	5% Increase in \$ spent	10% Increase in \$ spent	15% Increase in \$ spent

Facilities: Goals 2017-2025

- Goal I: Create the image of an institution that is first class.
 Goal II: Develop a learning environment with state of the art facilities which enriches students learning and faculty and staff work environment.

KEY STRATEGIES

WORLD CLASS FACILITIES	<ul style="list-style-type: none"> • Renovations of Biology Labs, Faculty Offices & Student Learning Areas • Library renovation and Learning Commons • Renovations to Physics Lab • New Academic building • New and expanded Auto-tech facility • Complete Athletic Center • Renovations to the West Building converting it to a STEM Facility • Infuse technology throughout Facilities • Develop infrastructure for BYOD culture • Build student hub 	<ul style="list-style-type: none"> • Create collaborative spaces for students and faculty • Provide online learning areas and support • Build student hub • Environmental graphics and digital signage • Bonnell ground level circulation improvement • Bonnell classroom renovations 1st and 2nd floors • 17th and Spring Garden Gateway • Art Studio • The Hamilton, Mixed Use Development
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FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> • Increase purchase of renewable energy • Increase funding for sustainable operations <ul style="list-style-type: none"> ○ Storm water reuse ○ Solar energy offsets ○ Reduced potable water usage • Identify space suitable for rental potential
EXTERNAL & INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> • Create active edges to engage the community • Facilities that host and promote community interest events • Become an art destination
WORKFORCE READINESS & INNOVATION	<ul style="list-style-type: none"> • Develop CBI Building as a Conference Center • Develop advanced Mfg training site

PROJECTED OUTCOMES

Key Performance Indicator	0-5 Years Projected Outcome	5- 10-Years Projected Outcome
Renovations of Biology Labs, Faculty Offices & Student Learning Areas	✓	
Library Renovation and Learning Commons	✓	
Renovations to Physics Lab	✓	
New Academic Building	✓	
The Hamilton	✓	
3 rd Floor Renovations and Separating Chem/Bio Lab Entrance Lobby Renovations at Northwest Reg. Center	✓	
New Auto Tech Center		
Gymnasium Renovation, Fitness Center Demolition and New Athletic Center		✓
Main Campus Quad Expansion		✓
Bonnell Ground Floor Circulation Improvements		✓
Bonnell Classroom Renovations Floor 1		✓
Bonnell Classroom Renovations Floor 2		✓
17 th and Spring Garden Mint Gateway Improvements		✓
Art Studios Mint Building Retrofits		✓
Mint Building 3 rd Floor Office Consolidations (1500 Spring Garden Lease)		✓
Winnet Student Hub Renovations		✓
Signage and Streetscape Improvements (Env. Graphics)	✓	✓

Human Resources: Goals 2017-2025

- Goal I: Enhance the diversity of the College’s faculty and staff to reflect the diversity of the City of Philadelphia and our student population
- Goal II: Ensure consistent high quality workforce, retain highly skilled talent and maintain institutional knowledge
- Goal III: Successful participation in Great Places to Work and achieve recognition
- Goal IV: Achieve greater participation in “Your Wellness Matters” to improve the health and wellbeing of the College’s faculty and staff

KEY STRATEGIES

FISCAL STABILITY AND SUSTAINABILITY	<ul style="list-style-type: none"> Human Resources annual metrics/assessment report for the upcoming 1-5 year period, identifying specific data-driven recommendations Continue to grow participation in the College’s “Your Wellness Matters” to encourage healthy behaviors and improved wellness
EXTERNAL & INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> Develop partnerships with local diverse organizations to strengthen the College’s employer profile and build talent pipelines within the Philadelphia community. Develop a brand for the College as an Employer of Choice, and implement a marketing campaign.
STUDENT SUCCESS	<ul style="list-style-type: none"> Improve/expand the diversity of qualified candidates in the faculty applicant pools. Participate in Great Places to Work, highlighting faculty and staff engagement. Develop and implement a Succession Planning program, and Career Ladder and Career Development programs.

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Increase to the percent of diverse qualified candidates in the faculty applicant pools	Increase by 3%	Increase by 5%	Increase by 8%
Participate in and be awarded as a “Great Place to Work”	Participate & identify areas to improve Implement improvements	Goal is to be recognized within 5 years	Create a culture of collaboration and excellence
Increase participation in “Your Wellness Matters”	Increase by 15%	Increase by 20%	Increase by 25%
Implement Succession Planning, Career Ladder & Career Development programs	Successfully implement targeted programs	Assess the initial strategy, and implement improvements	Build on the success of the programs.

Information Technology: Goals 2017-2025

- Goal I: Advance the academic mission of the College through innovative and effective technologies, resources, and services.
- Goal II: Improve the technology infrastructure to ensure a reliable and secure environment.
- Goal III: Improve business processes and operational efficiencies through effective implementation of information technology.

KEY STRATEGIES

FISCAL STABILITY & SUSTAINABILITY	<ul style="list-style-type: none"> Deploy data analytics to assist in decision-making. Expand the use of document imaging to assist in managing, searching and archiving digital assets thus improving business operations and promoting the green initiative. 	
WORLD CLASS	<ul style="list-style-type: none"> Provide a robust, resilient and reliable wired and wireless data network infrastructure. Promote the use of emerging technologies such as BYOD, lecture capture, the flipped classroom and the use of social media. Enhance training options and develop diverse modalities for faculty and students. Provide a robust and resilient voice communications infrastructure. 	<ul style="list-style-type: none"> Create a comprehensive security procedure/policy to help address the challenges with information security and network security while mitigating cyber-security risks. Identify and improve technical support for the college community. Engage in the discovery of e-tools to aid in college assessment efforts.

STUDENT SUCCESS	<ul style="list-style-type: none"> Deploy data analytics to assist in decision-making around enrollment management. Implement technology solutions to foster communication and interaction between students and advisors to improve student success. 	<ul style="list-style-type: none"> Develop a strategy for integration of new technologies for delivery of desktop software to all users over multiple devices and media. Provide support for the new blended learning environments through enabling of technology inside and outside the learning environments.
WORKFORCE DEVELOPMENT, READINESS & ECONOMIC INNOVATION	<ul style="list-style-type: none"> Provide support for new learning environments to aid workforce development/readiness. Identify and improve technical support for the college community. 	

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Implement Evisions Argos Reporting Tool	100%		
Improve lecture capture and social media for student engagement.	50%	100% adoption of lecture capture	
Survey smart-technology classroom room utilization and implement improvements	Implementation of 10 rooms per year	Implementation of 10 rooms per year	Implementation of 10 rooms per year.
Survey current network infrastructure and implement enhancements to support BYOD, VDI, e-tools for lecture delivery	Wi-Fi enhancements	Continued enhancements	Wired and Wireless infrastructure college wide meets all needs.

Safety & Security: Goals 2017-2025

- Goal I: Continue to enhance safety and security in the college.
 Goal II: Apply for and receive industry accreditation from IACLEA

KEY STRATEGIES

WORLD CLASS FACILITIES	<ul style="list-style-type: none"> Enhance CCTV systems with upgrades and improvements for Main Campus and all regional sites. Continue renovations with campus electronic locks for classrooms and labs. Enhance ID card system for high speed check in and entry identification.
EXTERNAL & INTERNAL COMMUNITY RELATIONS	<ul style="list-style-type: none"> Continue relationships with emergency response agencies. Continue training of employees on safety and security.
STUDENT	<ul style="list-style-type: none"> Create a welcoming environment for students, employees, and visitors in the College.

PROJECTED OUTCOMES

Key Performance Indicator	3-Year Projected Outcome	5-Year Projected Outcome	10-Year Projected Outcome
Training for students & employees	Ongoing	Ongoing	Ongoing
CCTV enhancements	100%		
IACLEA Accreditation	100%		
Electronic locks for classrooms & labs	50%	100%	

Community College *of* Philadelphia

Dashboard

1.0 Student Success

Indicator of Success								
		2014-15	2015-16	2016-17	CCP Trend	Aspirational* Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase Enrollment							+3 to 5% pts
1.1	New Full-time Students (Fall Admission)	1,574	1,874	1,860	→			
1.2	New Part-time Students (Fall Admission)	3,700	3,599	3,273	↓			
1.3	Total Fall Credit Hours	158,471	160,972	152,326	↓			
	Increase Persistence	Fall 2014 to Fall 2015	Fall 2015 to Fall 2016	Fall 2016 to Fall 2017				+5 to 7% pts
1.4	Fall to Fall New Full-time Students	53.5%	55.3%	Data Available Oct. 2017	↗	61%	↓	
1.5	Fall to Fall New Part-time Students	40.8%	43.0%	Data Available Oct. 2017	↗	45%	↓	
1.6	Fall to Spring (All first-time) Students	70.6%	72.0%	Data Available March 2017	↗	Data Not Reported		

November 7, 2016

Community College *of* Philadelphia

		2011 Cohort 2014	2012 Cohort 2015	2013 Cohort Projection 2016	CCP Trend	Aspirational Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase 3-Year CCP Completion							+7 to 10% pts
1.7	3-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards (IPEDS)	10.4%	11.6%	12.0%	↗	25%	↘	
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%	23.5%	→	17.1%	↗	
1.9	Total percentage of satisfactory student outcomes	37.7%	36.5%	35.5%	→	42.1%	↘	

		2008 Cohort Reported 2014	2009 Cohort Reported 2015	2010 Cohort Projection 2016	CCP Trend	Aspirational Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase 6-Year CCP Completion							+7 to 10% pts
1.10	6-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards	20.0%	18.5%	21.9%	→	Data Not Reported		
1.11	New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 6 years	31.6%	31.4%	Data Available Oct. 2017	→	Data Not Reported		
1.12	Total percentage of satisfactory student outcomes	51.6%	50.0%	Data Available Oct. 2017	→	Data Not Reported		

		Grad Year 2014	Grad Year 2015	Grad Year 2016	CCP Trend
	Increase Completion				
1.13	Unduplicated Number of Completers by Graduation Year	1,996	2,103	2,046	→

November 7, 2016

Community College *of* Philadelphia

		2014-15	2015-16	2016-17	CCP Trend	5-Year Goal 2020
	Improve Success Rates of Students in Developmental English					+7% pts
1.14	Placed Developmental English (Decrease annually)	54.9%	46.6% ¹	36.8% ¹	↗	
1.15	First-Year Success in ENGL 098 (Increase annually)	63.8%	64.1%	Data Available Fall 2017	→	
1.16	Completed ENGL 101 within two years (Improve annually)	44.0%	Data Available Fall 2017	Data Available Fall 2017		
	Improve Success Rates of Students in Developmental Math					+7% pts
1.17	Placed Developmental Math (Decrease annually)	46.4%	44.0%	51.5% ¹	↗	
1.18	Success in Foundational MATH 017 (Increase annually)	32.6%	36.3%	Data Available Fall 2017	↗	
1.19	Completed MATH 118 within two years (Improve annually)	17.0%	Data Available Fall 2017	Data Available Fall 2017		
	Improve Achievement Gap in First Year Success in Developmental English					+5% pts
1.20	All First-time	63.8%	64.1%	Data Available Fall 2017	→	
1.21	Black	59.7%	58.6%	Data Available Fall 2017	→	
1.22	Hispanic	65.4%	64.9%	Data Available Fall 2017	→	
1.23	White	73.2%	77.1%	Data Available Fall 2017	↗	

¹ Reflects changes in placement cut-off scores

Community College *of* Philadelphia

	Improve Career Preparation and Employment	2014-15	2015-16	2016-17	5-Year Goal 2020
1.24	Career Program Job Placement Rates ²	83.6%	Data Available March 2017	Data Available March 2018	90%
1.25	Career Program Graduates' Wages and Wage Growth	\$41,926	Data Available March 2017	Data Available March 2018	Rate of Inflation
1.26	Licensure Exam Pass Rates				
	Clinical Laboratory Technology	100%	86%	100%	90%
	Dental Hygiene	100%	100%	100%	100%
	Diagnostic Medical Imaging	100%	100%	100%	100%
	Nursing	67.1%	83.2%	87.5%	90%
	Respiratory Care Technology	100%	100%	100%	100%

2.0 Facilities

2.0	Facilities	Updates	Target Completion	Progress	5-Year Goal 2020
	Projects				
2.1	Facilities Master Plan	Draft Master Plan by Fall 2016	Spring 2017	80%	100%
2.2	The Hamilton	Agreement to Enter into a Ground Lease	August 2018	5%	50%
2.3	Expansion of West Regional Center	Impasse			

² For Indicators 1.24 and 1.25, data are obtained via graduate surveys conducted six months after graduation. For 2014-15, the number of respondents was 433.
November 7, 2016

Community College *of* Philadelphia

3.0 Finance

3.0	Finance	Quarterly Report September 2016 (In Millions)	Quarterly Report December 2016 (In Million)	Quarterly Report March 2017 (In Millions)	Quarterly Report June 2017 (In Millions)	
3.1	Operating Budget Status 2015-2016	Realigned Budget Balanced Budget				
3.2	Operating Cash Flow Position 2015-2016	\$15M	Projected \$20M			
3.3	Long Term Cash Investments 2015-2016	\$22M	Projected \$23M			
		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
3.4	Stabilize % of Operating Revenues from Student Sources	57%	57%	57%	57%	57%
3.5	Stabilize Reserve Balance as % of Operating Budget	28%	28%	28%	28%	28%
3.6	Liquidity as % of Operating Budget	34%	34%	35%	35%	36%

4.0 Workforce Development

4.0	Workforce Development	2015-16	2016-17	5-Year Goal 2020
4.1	Annual Enrollments – Contract Training, Open Enrollment, Corporate College	2,946	Data Available Aug. 2017	+3-5% (3093)
4.2	Revenue (after expenses)	\$1,166,266	Data Available Aug. 2017	+35%
4.3	Number of Unique Clients Served (WedNet, Contract Training, Corporate College)	43	Data Available Aug. 2017	90
4.4	10KSB # of Businesses Served Annually (Cohorts)*	83 (Cohorts 9-11)	Data Available Aug. 2017	90

November 7, 2016

Community College *of* Philadelphia

4.5	10KSB Retention Rate	99% (Cohorts 1-10)	Data Available Aug. 2017	99%
4.6	10KSB % Scholars Who Increased Revenues at 6 months	72% (Cohorts 1-8)	Data Available Aug. 2017	+2% Nat'l Average
4.7	10KSB % Scholars who created Jobs at 6 months	52% (Cohorts 1-8)	Data Available Aug. 2017	+2% Nat'l Average
4.8	Career Services Total Visitors to the Center	1,336	Data Available Aug. 2017	+20%
4.9	Career Services Number of Workshops/Participants	7/42	Data Available Aug. 2017	+20%
4.10	Career Services Number of Classes/Participants	75/1,307	Data Available Aug. 2017	+20%
4.11	Career Services Number of Job Fairs/Participants/Employers	2/354/75	Data Available Aug. 2017	6/1100/225
4.12	Career Services Resume Reviews	1,600	Data Available Aug. 2017	+20%
4.13	Career Services Number of Regional Centers events/participants	11/307	Data Available Aug. 2017	15/600

*10KSB Grant Renewal through March 2018

5.0 Community Relationships

5.0	Community Relationships	2016-17	5-Year Goal 2020
5.1	Number of College-community partnerships	Data Available June 2017	50
5.2	Number of student volunteer hours	Data Available June 2017	10,000
5.3	Monetary value of faculty/staff volunteer hours	Data Available June 2017	\$500,000
5.4	Number of visitors for events open to the public	Data Available June 2017	3,000

* Median outcome for Aspen Prize 2016-17 Finalists (Urban Colleges)

November 7, 2016

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, March 22, 2017 – 10:00 A.M.**

Present: Ms. Suzanne Biemiller (Chair) (*via* teleconference), Mr. Matthew Bergheiser, Mr. Joseph Martz, Mr. Michael Solieau, Mr. Jeremiah J. White, Jr., Dr. Donald Generals, Mr. Jacob Eapen, Mr. James P. Spiewak, and Victoria Zellers, Esq.

EXECUTIVE SESSION

PUBLIC SESSION

(1) Tuition Recommendation for the 2017-18 Year (Action Item):

Discussion: Mr. Eapen stated that consistent with the five year budget and the tuition management plan, staff were recommending a \$6.00 per credit tuition increase. The current tuition rate of \$153 will increase to \$159. Mr. Eapen noted that the College had not raised tuition for the three previous years and that, if approved, the new rate would be effective with the Fall, 2017 semester. He briefly described the contents of Attachments A, B & C. Attachment A contains information on all the Pennsylvania Community Colleges' 2016-17 Tuition and Fee rates. Attachment B contains the impact of proposed tuition increase on students receiving maximum Pell grants. Attachment C contains the History of Tuition and Fee Charges. Mr. Eapen stated that approximately 60% of all students receive a Pell grant; approximately 71% of those receiving a Pell grant receive the maximum Pell award.

Action: Mr. Martz moved and Mr. White seconded the motion that the Committee recommend to the full Board that the tuition charge be increased by \$6.00 per credit from \$153 to \$159 effective for the Fall, 2017 term. The motion passed unanimously.

(2) Recommendation for Integrated Library System (Action Item):

Discussion: Mr. Eapen stated that the College issued a Request for Proposal (RFP) #9964 to select a new Integrated Library System (ILS) as the current system is at the end of life. The new system will be a vendor-hosted solution, accessible to staff either *via* web browser or through a local thin client and have offline capabilities if a network is unavailable or the hosted site is down. Further, the College was seeking an ILS that offers an interface that is easy to use for both patrons and staff, and that allows consolidation of all resources, both print and electronic, in a unified and easily searchable environment. Additionally, the College sought to consolidate many functions currently handled by third-party software into the ILS itself, to improve efficiency and staff workflows.

The criteria described in the RFP specifically requested documentation and system demonstration of the criterion above as well as price, method of accomplishing the scope of services and ability to provide service and support. The RFP was sent to the 3 leading ILS companies with all 3 submitting proposals.

Each of the respondents were interviewed by a 6 member evaluation team. It was the opinion of the evaluation team that the current vendor's product, iii Innovative,

which was the lowest cost, could not provide the innovation and support necessary to grow with the College. OCLC was deemed qualified but had a higher cost than the recommended vendor. In response to Mr. Solieau’s question, staff stated that each vendor was interviewed by the same 6 member evaluation team. Mr. Eapen noted that the annual cost of the proposed system is \$25,600 more than the annual cost of the current system.

Mr. Eapen stated that staff recommend an award be made to Ex Libris based upon their expertise in all functional areas identified, favorable service, support and references. The evaluation team’s rationale for selecting Ex Libris is reflected in Attachment D. Please note the following bid summary:

Bid Summary: 5 Year Totals

Ex Libris- \$391,955 (recommended); includes one-time data migration fee of \$45,581

OCLC - \$418,612; includes one-time data migration fee of \$32,300

iii Innovative \$224,774; includes one-time data migration fee of \$21,000

Action: Mr. Bergheiser moved and Mr. Solieau seconded the motion that the Committee recommend to the full Board that the College award a contract to Ex Libris in the amount of \$391,955.00 (includes one-time data migration fee of \$45,581) to implement the College’s new Integrated Library System. The motion passed unanimously.

(3) ESS Library Suite; Winnet; Bursar Counter - RFP 9978 (Action Item):

Discussion: Mr. Eapen explained that consistent with the Facilities Master Plan and making the West Building, the STEM Building; and as part of a large-scale office relocation, required due to the Biology lab expansion and renovations, several areas required reconfiguration and outfitting as offices. Three areas were impacted – Library; Winnet 3rd floor; and 1st floor of the West Building. The Educational Support Services (ESS) group will relocate to the Library open space area; the Trio and Upward Bound Gateway programs will relocate to the Winnet 3rd floor; and the offices associated with the Division of Math, Science and Health Careers will relocate to the 1st floor of the West Building. Additionally, there was a need to reconfigure the Bursar service counter to provide more suitable work spaces for each attendant at the window.

Mr. Eapen noted that the necessary renovations to the Library, Winnet Building and Bursar Service counter projects were collectively bid. PennBid was used to post all of the project information and to solicit contractors. He stated that three general construction firms responded, all of which are Philadelphia-registered minority-owned firms. The response values are:

Contractor	Proposed cost
Torrado Construction MBE	\$642,000
Smith Construction WBE	\$644,084
Bittenender Construction, LP WBE	\$692,468

Mr. Eapen pointed out that staff have reviewed the submissions and met with the two lowest responders to ensure full compliance to the requirements of the RFP and that bonding would not be an issue with these firms. Mr. Eapen stated that staff recommend that the project be awarded to Torrado Construction who proposed the lowest bid in the amount of \$642,000.

Action: Mr. White moved and Mr. Martz seconded the motion that the Committee recommend to the full Board that the College award a contract to Torrado Construction in the amount of \$642,000 to undertake the renovations to the ESS Library Suite, the Winnet Building and Bursar Service counter projects. The motion passed unanimously.

(4) Future Business Affairs Committee Meeting Dates (Information Item):

Please refer to Attachment E for the proposed future meeting dates.

(5) Next Meeting Date:

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, April 19, 2017 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

ATTACHMENT A

PENNSYLVANIA COMMUNITY COLLEGES'
2016-17 TUITION AND FEES

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

		Allegheny	Beaver	Bucks	Butler	Delaware	Harrisburg	Lehigh Carbon	Luzerne	Montgomery	Northampton	PA Highlands	Philadelphia	Reading	Westmoreland
Per Credit Fees															
Tuition	Sponsored	107.75	153.00	140.00	104.00	113.00	176.00	100.00	125.00	144.00	97.00	131.00	153.00	125.00	122.00
	Non-Sponsored	215.50	306.00	280.00	208.00	226.00	213.00	200.00	250.00	288.00	194.00	203.00	306.00	250.00	244.00
	Out-of-State	323.25	459.00	420.00	312.00	339.00	256.00	300.00	375.00	432.00	291.00	305.00	459.00	281.00	366.00
	Other	-			150.00		50.00/100.00	150.00	38.00 & 64.00		159.00				49.00
Universal	Capital - Non-Sponsored	6.50/credit	25.00	10.00		3.00	5.00	9.00	11.00	10.00	65.00		10.00	2.00	6.00
	Capital - Out-of-State	6.50/credit	50.00	20.00		6.00	10.00	18.00	22.00	20.00	110.00		20.00	2.00	6.00
	Capital - Other	-					2.00	9.00			26.00				
	Technology	22.25/credit	26.00	35.00		49.00	24.00	22.00	19.00	23.00	21.00		30.00	26.00	
	Activity	-		2.00		2.00	3.50			5.00	0.00			4.00	
	College/Comprehensive/General	6.00/credit	14.00		49.00		12.00	18.00	24.00	15.00	19.00	62.00	4.00	22.00	47.00
	Student Services/Academic Enhancement	4.25/credit								10.00	0.00				
	International Student	-				35.00				0.00				35.00	
Academic	Credit by Exam	107.75/course	75.00			123-315	88.00			129.00	48.50				
	Distance Learning	20.00/online course			25.00				\$40.00 /Course		0.00				
	Laboratory	Vary by course, where applicable	20.00		35.00				Vary from \$40.00 to \$350.00 per Course		15-80	\$10-\$950			
	Experiential Learning	-	129.00				88.00			129.00	0.00	0.00			
Full-Time Fees															
Tuition	Sponsored	1,616.25 (12-18 credits)	2,295.00		1,560.00	1,356.00		1,500.00	1,875.00		1,455.00	1,965.00		1,875.00	1,830.00
	Non-Sponsored	3,232.50 (12-18 credits)	4,590.00		3,120.00	2,712.00		3,000.00	3,750.00		2,910.00	3,045.00		3,750.00	3,660.00
	Out-of-State	4,848.75 (12-18 credits)	6,885.00		4,680.00	4,068.00		4,500.00	5,625.00		4,365.00	4,575.00		4,215.00	5,490.00
	Other	Students carrying loads of 19 credits or more pay the flat rate plus the prevailing per credit rate times the number of credits over 18 credits.			2,250.00			2,250.00			2,385.00				

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

Universal	Capital - Non-Sponsored	78.00/semester	300.00			36.00	135.00	165.00	975.00			30.00
	Capital - Out-of-State	78.00/semester	600.00			72.00	270.00	330.00	1,650.00			30.00
	Capital - Other	-					135.00		390.00			
	Technology	22.25/credit	312.00			588.00	180.00	285.00	315.00			390.00
	Activity	-				24.00						60.00
	College/Comprehensive/General	72.00/semester	168.00				270.00	360.00	285.00	930.00		330.00

Fixed Fees

Universal	Application	-		25.00	25.00	0.00			25.00				
	College/Comprehensive/General	6.00/credit - 72.00 max		25.00									
Academic	Course Fees	20.00/credit - Health Careers Courses		10-740		10-750		Vary from \$40.00 to \$350.00 per Course	varied	10-606	85-345		
	Distance Learning	20.00/online course			25.00			40.00			35.00	25.00	
	Laboratory	Vary by course, where applicable	20.00		35.00					15-80	\$10-\$950	50 to 405	10-25
	Assessment	-					125.00			140-425	129.00		
	Credit by Exam	107.75/course	75.00	60-125	52/credit				129.00	48.50	129.00	125.00	30.00
	Experiential Learning	-	129.00		125.00				129.00		129.00	22.00	75.00
	Independent Study	-					50.00						
	Accident Insurance	5.40/semester - full time students only											
Other	Malpractice Insurance	7.70/semester where applicable		35.00	10.00		25.00			13-70		23.00	
	ID Card								0.00				
	Replacement ID Card	5.00		3.00			5.00		0.00	10.00	5.00	10.00	5.00
	Replacement of Higher One Card	-					0.00		0.00	10.00			
	Registration Deposit	-								0.00			
	Admission Deposit	-								50-200			
	Matriculation/New Student Fee	25.00									60.00	15.00	
	Re-registration	-	25.00						15.00	50.00			
	Late Registration	-		0.00		20.00		5.00		10.00	50.00	30.00	
	Schedule Revision	-											
	Drop Fee	-								0.00			
	Withdrawal Fee	-							15.00				
	Transcript	5.00	5.00	2.00			6.00		5.00	5.00	6-33	3.00	6.00

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

Graduation	20.00		20.00	40.00	25.00									
Processing Fee	-			4.00	5.00-20.00			2.00						
Record Reproduction	-													
Tuition Payment Plan	-	50.00	30.00		30.00	30.00	25.00		35.00	35.00	25.00	35.00	25.00	25.00
Payment Plan Late Fee	15.00	100.00				15.00			25.00	25.00	10.00	20.00		
Late Payment	-									25.00				
Returned Check	25.00	25.00	25.00	20.00	25.00	20.00	30.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00
Check Stop Payment Fee	20.00						30.00				25.00			

¹ Air Traffic Control program

ATTACHMENT B

IMPACT OF PROPOSED TUITION INCREASE ON STUDENTS RECEIVING PELL GRANTS

**IMPACT OF PROPOSED TUITION INCREASE
ON STUDENTS RECEIVING PELL GRANTS
(For Students Not Selecting Courses
Requiring Payment of a Course Fee)**

The maximum Pell award for the 2016-17 award year is \$5,815. It is increasing by \$105 to \$5,920 for the 2017-18 award year. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$159 per credit for tuition, \$30 per credit for the Technology Fee, and \$4 per credit for the General College Fee.

2016-2017 YEAR⁽¹⁾		2017-2018 YEAR⁽¹⁾	
Max Pell - 12 Credits	\$2,908	Max Pell - 12 Credits	\$2,960
Tuition/Fees	\$2,244	Tuition/Fees	\$2,316
Balance Check Per Term	\$664	Balance Check Per Term	\$644
Max Pell - 9 Credits	\$2,181	Max Pell - 9 Credits	\$2,220
Tuition/Fees	\$1,683	Tuition/Fees	\$1,737
Balance Check Per Term	\$498	Balance Check Per Term	\$483
Max Pell - 6 Credits	\$1,454	Max Pell - 6 Credits	\$1,480
Tuition/Fees	\$1,122	Tuition/Fees	\$1,158
Balance Check Per Term	\$332	Balance Check Per Term	\$322
Max Pell - 3 Credits	\$727	Max Pell - 3 Credits	\$740
Tuition/Fees	\$561	Tuition/Fees	\$579
Balance Check Per Term	\$166	Balance Check Per Term	\$161

(1) Includes tuition, technology fee, and general College fee.

Note: This chart does not consider the impact of other forms of student aid such as PHEAA grants, SEOG, private scholarships, and employer-paid tuition and fees.

ATTACHMENT C

COMMUNITY COLLEGE OF PHILADELPHIA HISTORY OF TUITION AND FEE CHARGES

**Community College of Philadelphia
History of Tuition and Fee Charges**

Year	Tuition	General Fee	Technology Fee	Average Course Fee per Credit *	Total Cost per Credit	Average Dollar Increase	Percent Increase
2006-07	112.00	4.00	26.00	6.48	148.48	12.22	9.0%
2007-08	115.00	4.00	28.00	6.65	153.65	5.17	3.5%
2008-09	115.00	4.00	28.00	6.53	153.53	(0.12)	-0.1%
2009-10	122.00	4.00	28.00	6.39	160.39	6.86	4.5%
2010-11	128.00	4.00	28.00	6.31	166.31	5.92	3.7%
2011-12	138.00	4.00	28.00	7.61	177.61	11.30	6.8%
2012-13	148.00	4.00	28.00	7.66	187.66	10.05	5.7%
2013-14	153.00	4.00	28.00	7.68	192.68	5.02	2.7%
2014-15	153.00	4.00	28.00	7.90	192.90	0.22	0.1%
2015-16	153.00	4.00	28.00	8.08	193.08	0.17	0.1%
2016-17	153.00	4.00	30.00	9.57 #	196.57	3.49	1.8%
2017-18	159.00 ^	4.00	30.00	9.57 #	202.57	6.00	3.1%

^ Proposed Tuition per credit hour rate

Estimated average course fee per credit

* Course fees, where charged, currently range from 85 to 345 dollars per course.

ATTACHMENT D

**EVALUATION OF RESPONSES FOR
INTEGRATED LIBRARY SYSTEM (ILS)**

Evaluation of Responses for Integrated Library System (ILS)

1. Price, Alternate Price and/or cost items deemed in the best interest of the college.
 - a. Ex Libris – Ex Libris has the middle quote of the 3 ILS vendors, but we believe the additional functionality, improved workflows, and better vendor support make this the best choice of the three.
 - b. Innovative – Innovative has the lowest quote of the three systems, however in our past experience with them they have tended to charge additional fees for service requests most ILS vendors do for free or let the library do themselves (such as re-indexing, load table editing, or simply getting our data out from the proprietary database).
 - c. OCLC – OCLC is the most expensive of the systems, and is the least fully-developed of them, missing a few key modules and extra features.
2. Experience, qualifications, and commitment of the Project Team.
 - a. Ex Libris – Ex Libris assigns a specific team to the project including a project leader. The first reference we checked spoke highly of the quality of support during the migration phase, and there is extensive and freely-available documentation available on their website detailing requirements for data migration and explaining the process. Ex Libris estimates a 4-5-month implementation.
 - b. Innovative – Innovative would likely offer the quickest and most seamless migration as they are our current ILS vendor, and the new Sierra system is structurally and functionally almost identical to our current one. Innovative states that this will require less data checking work on the library's part, as the majority of the work will be handled by the vendor. Innovative estimates an 8-10-week implementation.
 - c. OCLC – OCLC states that "WMS implementations typically do not require complex project management plans". There is a dedicated Implementation Team that will work with library staff. OCLC estimates a 4-6-month implementation.
3. Experience and past performance of the Vendor and Project Team members on similar projects within the last seven years.
 - a. Ex Libris – First library reference said there were a few issues in the Alma migration related to their unique consortium setup with 5 colleges sharing a single system, but aside from that the migration process went smoothly. Second reference said they were early adopter so had some issues in migration, but that the process has been much-improved since.
 - b. Innovative – First library reference who was an early Sierra beta tester said project involved a lot of back-and-forth communication and testing, and was not seamless, but ultimately successful. Second reference said migration was easy, but that Innovative has changed process since beta phase.
 - c. OCLC – Both library references said migration to WMS went relatively smoothly, and that they found it useful (and were encouraged by vendor) to attend OCLC User Group meetings during the migration period, to get advice from other customers.
4. Method of accomplishing the scope of work:
 - a. Ex Libris – The vendor will create an implementation team, and the library will create a project team as well. There will be 3 project phases – Define, Build,

Deploy. The Define phase involves the library reviewing data for migration and cleaning up as needed, as well as reviewing current workflows. The vendor will also be reviewing the library's system and planning out the migration. After planning with vendor team, library will export all relevant system data and send to vendor for implementation. For the Build phase, the library and vendor will test migrated data, adjust configurations to meet library needs, and begin staff training on the new system. The Deploy phase involves the system going live, with the vendor project team available to assist in support. Once the system is launched and implementation issues are worked out, it concludes with the library formally transitioning to the Ex Libris Customer Support Organization for ongoing support. This also signals the completion of the implementation project.

- b. Innovative – Millennium-to-Sierra migrations can typically be completed in 8-10 weeks depending on scheduling and availability of resources on both the library and Innovative side. Innovative will undertake the majority of the activity around data migration and system configuration. Innovative will take the responsibility for extracting the data from the Millennium system and loading it into the Sierra database. The library will be required to undertake a relatively small amount of data checking. System configuration will largely be done by Innovative staff. The library's responsibilities will be assisting with planning and scheduling, updating circulation policies, and reviewing migrated data. The vendor and library will also arrange trainings on the Sierra system, as well.
 - c. OCLC – OCLC estimates a 4-6 month migration process. The library uploads bibliographic data which is analyzed by OCLC, and patron and circulation data as well (acquisitions data is NOT migrated). The vendor will match the library holdings to OCLC bibliographic records, and the library will have an opportunity to review the data. Staff trainings are done via virtual, live online training events, both before implementation and after. A dedicated OCLC Implementation Manager will be assigned to help complete the configuration and testing of the system.
5. Any other experience and/or criteria the College deems relevant.
- a. Ex Libris – Ex Libris also vendor for Summon discovery layer, the public interface for the library that CCP already subscribes to. It offers the best integration with Summon of all 3 systems, and updates to the system can be automated, rather than requiring periodic manual batch loading, saving staff time. The second library reference also singled out Acquisitions as area where Alma was much improved over previous Innovative system. Alma also has by far the greatest number of APIs (157, versus 42 for Innovative and 22 for OCLC) developed for the system, which will allow for greater integration with campus systems and external third party software and vendors. The library also hopes to implement electronic course reserves, which many faculty members have requested, and Ex Libris is the only one of the three systems with this functionality built-in. Innovative and OCLC offer this functionality through separate products at an additional cost.
 - b. Innovative – Personal experience with Innovative over 12 years and many user group conferences has shown a company that has a functional product but has done little to add features or functionality beyond creating new add-on modules, usually at an additional cost. Though the user group makes a yearly list of enhancement requests, very few of these are incorporated into subsequent releases. The Sierra system shows promise in that it's a more open database and customers can develop APIs for use with the system, however many in the user

group have suggested this is Innovative just shifting the burden of development from the vendor to the individual libraries.

- c. OCLC – Second library reference said that OCLC WMS makes library’s holdings more discoverable by other schools, which has led to increased interlibrary loan use. Also said that reporting feature that library thought was included in the initial implementation and required a separate purchase.
- 7a. Responsiveness to functional requirements.
- d. Ex Libris – Ex Libris Alma meets all functional requirements.
 - e. Innovative – Innovative Sierra meets all functional requirements.
 - f. OCLC – OCLC WMS meets all functional requirements.
- 7b. Past performance of vendor as per customers.
- g. Ex Libris – Ex Libris references were both positive, “overall happy” and “very good”. Both cited quality of support and frequency of updates as strong points.
 - h. Innovative – Innovative references were both positive overall, though the second reference said support is inconsistent. Both noted the lack of updates and new features in the system. Both were early adopters and beta-testers for Sierra, so received specialized support from Innovative during migration.
 - i. OCLC – OCLC references were both positive. Both said the migration from Innovative systems to WMS went relatively smoothly.
- 7c. Ability to provide service and support.
- j. Ex Libris – Ex Libris references both said support has been very good from the vendor, and the vendor has been responsive to issues that came up. The product has a robust user group, and vendor has incorporated feature suggestions and interface improvements so the system is improved from the time of migration. Documentation seems comprehensive and up-to-date.
 - k. Innovative – Our past experience with Innovative has been mixed. Support was poor with a slow response time over several years, though that has improved in the last year. Updates to the system are done quarterly or less, and mostly consist of bug fixes rather than added functionality. Support for APIs has been slow to roll out, and relies more on customer development. Library’s data was locked in proprietary database in previous product Millennium (and library was charged for access to it), though new system has mostly been ported to SQL and is “90% open, 10% proprietary” according to Sierra reference. Documentation was often out-of-date for Millennium, but seems improved under Sierra.
 - l. OCLC – OCLC references spoke well of support, though much of the support and assistance is done through the user group and peer libraries rather than through OCLC directly.

ATTACHMENT E

**FUTURE BUSINESS AFFAIRS COMMITTEE
MEETING DATES**

2017

- April 19, 2017 – 10:00 A.M.
- May 17, 2017 – 10:00 A.M.
- **June 21, 2017 – 10:00 A.M. (Meeting if required)**
- No meeting in July
- **August 23, 2017 – 10:00 A.M. (4th Wednesday – Proposed)**
- September 27, 2017 – 10:00 A.M. (4th Wednesday due to September 20th – Rosh Hashanah begins sundown)
- October 18, 2017 – 10:00 A.M.
- November 15, 2017 – 10:00 A.M.
- No meeting in December

2018

- January 17, 2018 – 10:00 A.M.
- **February 21, 2018 – 10:00 A.M. (Meeting if required)**
- March 21, 2018 – 10:00 A.M.
- April 18, 2018 – 10:00 A.M.
- May 16, 2018 – 10:00 A.M.
- **June 20, 2018 – 10:00 A.M. (Meeting if required)**
- No meeting in July
- **August 22, 2018 – 10:00 A.M. (4th Wednesday – Proposed)**

**MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Monday, March 27, 2017 – 12:00 p.m.**

Present: Mr. Anthony J. Simonetta, Mr. Matthew Bergheiser (*via telephone*), Mr. Jeremiah White, Ms. Suzanne Biemiller, Donald Generals, Ed.D., Mr. Jacob Eapen, Mr. Todd E. Murphy, Mr. James P. Spiewak, Mr. Robert Lucas, Victoria Zellers Esq., Mr. Gim Lim, and representing Grant Thornton: Mr. Brian Page and Ms. Angelica Roiz

Not Present: Representing the Meridian Group: Mr. Anthony B. Scott

EXECUTIVE SESSION

AGENDA – PUBLIC SESSION

(1) Approve Minutes of Audit Committee Meeting on September 29, 2016 (Action Item):

Action: Mr. Simonetta asked for a motion to recommend acceptance of the September 29, 2016 Audit Committee meeting minutes. Mr. Bergheiser made the motion. Mr. Simonetta seconded the motion. The motion passed unanimously.

(2) 2015-2016 A-133 Audit Report (Action Item):

Mr. Brian Page reviewed the results of the 2015-2016 A-133 Audit, which is now called the "Uniform Guidance Audit," using the draft audited financial statements and supplementary information in Attachment A to these minutes. He explained that the audit is a compliance audit, which examines Federal Funding. Page 63 of the report provides a schedule of the College's federal awards expenditures. The College had \$91.3 million in Federal expenditures of which \$87.2 million was in Student Financial Assistance. Student Financial Assistance is comprised of primarily Pell Awards and Direct Loans. The single audit process for determining programs to audit resulted in the auditors including the Student Financial Assistance Cluster, which leaves a base of about \$7 million in smaller programs from which they to select other programs for audit. The auditors use a risk-based approach in selecting the major programs for audit. Certain programs are audited primarily on their dollar value in meeting a threshold, while smaller programs are audited based on risk.

Ms. Angelica Roiz reviewed the two specific programs that were audited: The Student Financial Assistance Cluster and the Career and Technical Education – Basic Grants to States as stated on page 63 of the report. The Student Financial Assistance audit tests for eligibility and cash management in drawing the federal funds. Specifically, the auditors look at payroll expenditures and other direct expenditures, review supporting documentation and ensure they are allowable costs.

In reviewing both programs, the auditors are required to understand the College's internal controls. Although no opinion is issued on the College's internal controls, the auditors are required to do walkthroughs and testing of appropriate approvals. For example, in the packaging of Student Financial Assistance, they will ensure adequate controls are in place.

Mr. Page pointed out that this year the Career and Technical Education – Basic Grants to States CFDA# 84.048 was comprised of \$1.3 million in expenses, which was tested based on the compliance standards and noted that there were no findings with respect to this or the Student Financial Assistance Cluster program.

Mr. Brian Page discussed the two types of reports that Grant Thornton issued, which begin on pages 66 and 68. First, is a yellow book opinion relating to the financial statement audit, which was discussed at the September 29, 2016 Audit Committee meeting. The second is a compliance opinion related to the major federal programs audited.

Federal guidelines require auditors to list institutions as high risk if they have had any material weaknesses within two years. Mr. Page noted that as a result of having no material weaknesses or significant deficiencies as well as no issues of non-compliance for the last two years, the College is now considered a low-risk auditee.

The College has had another clean audit this year.

The power point Presentation to the Audit Committee provided by Grant Thornton is included as an attachment to these minutes. (Attachment B)

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2016 A-133 Audit Report. Ms. Biemiller made the motion. Mr. Bergheiser seconded the motion. The motion passed unanimously.

(3) Internal Audit Update (Information Item):

Mr. Lucas provided an update on the 2016-2018 Internal Audit Plan. He provided a copy of a summary report of activities since the last Audit Committee meeting as well as a copy of the Internal Audit Plan for the two-year period ending June 2018 to the Committee members. Mr. Lucas stated that, since the last meeting, he had issued two finalized audit reports to management, one draft audit report is pending review by management in several divisions, and three audits are in progress which should be completed shortly.

Mr. Lucas also noted that, since the first year of the two-year Internal Audit Plan is nearly over, he will be performing an informal risk assessment update by soliciting input from Cabinet members and senior managers to determine if there are any new or significantly changed functions that should be considered for possible addition to the remaining year of the Internal Audit Plan due to the risks associated with those changes. Mr. Lucas noted that any such changes he believes should be considered for inclusion in the Internal Audit Plan will be discussed with Dr. General, Mr. Eapen and Dr. Gay for their review and approval. Any such changes will be communicated to the Audit Committee at the June 2017 meeting.

Mr. Lucas also noted that he continues to work with management to obtain the status of previously issued audit comments. He provided an updated version of the Internal Audit Follow-Up Matrix to the Audit Committee, which included all audit report recommendations for which management's action plans are not yet completed as well as those for which management's action plans have been completed since the last Audit Committee meeting. The

completed items are shaded in grey on the matrix and also indicate the work management has done to address the risks identified in their audited areas. Mr. Lucas noted that a number of the action plans are long-term as they include construction, new software or new equipment, each of which have significant time and expense considerations. The budget constraints in 2016-2017 may further extend the timeline of some action plans.

Mr. Lucas' presentation is included as an attachment to these minutes. (Attachment C)

(5) Next Meeting:

The next meeting of the Audit Committee will be held on Thursday, June 15, 2017 at 12:00 noon in the Isadore Shrager Boardroom, M2-1.

EXECUTIVE SESSION

TEM/lmh
Attachments

cc: Dr. Donald Generals, Jr.
Mr. Jacob Eapen
Mr. Robert Lucas
Mr. Jim Spiewak
Victoria Zellers, Esq.
Mr. Gim Lim
Representing Grant Thornton: Mr. Brian Page & Ms. Angelica Roiz

ATTACHMENT B

Grant Thornton's Presentation

Presentation to the Audit Committee of
Community College of Philadelphia
for the year ended June 30, 2016

March 27, 2017



Grant Thornton
An instinct for growth™

Our values are
CLEARR

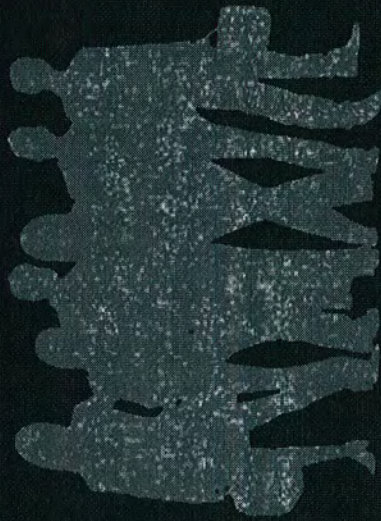
To achieve our global vision, we capitalize on our strengths by embracing the following values:

- Unite through **global Collaboration**
- Demonstrate **Leadership** in all we do
- Promote a consistent culture of **Excellence**
- Act with **Agility**
- Ensure deep **Respect** for people
- Take **Responsibility** for our actions

Our values serve as the foundation of each step we take toward achieving our vision. They guide our decision-making and provide a framework for our people to make correct and appropriate choices.



RESPONSIBILITIES



Our responsibilities

We are responsible for:

- Performing an audit of the Community College of Philadelphia's financial statements as prepared by management, conducted under US GAAS and *Government Auditing Standards*, with your oversight
- Forming and expressing an opinion about whether the financial statements are presented fairly, in all material respects in accordance with US GAAP
- Forming and expressing an opinion about whether certain supplementary information — including the Schedule of Expenditures of Federal (SEFA) awards — is fairly stated in relation to the financial statements as a whole
- Reading other information and considering whether it is materially inconsistent with the financial statements
- Communicating fraud and abuse with regard to federal programs
- Communicating specific matters to you on a timely basis; we do not design our audit for this purpose
- Reporting material noncompliance related to laws, regulations, contracts and grant agreements, as well as significant deficiencies and/or material weaknesses in internal control related to financial reporting
- Reporting material noncompliance with federal awards requirements applicable to major program(s) audited under the Uniform Guidance requirements (formerly OMB Circular A-133), as well as significant deficiencies and/or material weaknesses in internal control over compliance
- Applying agreed-upon procedures based on criteria as outlined by the Commonwealth of Pennsylvania Department of Education (PDE) in the Statement of Auditing and Accounting Standards for Community Colleges

An audit provides reasonable, not absolute, assurance that the financial statements do not contain material misstatements due to fraud or error. It does not relieve you or management of your responsibilities. Our respective responsibilities are described further in our engagement letter.

Those charged with governance and management responsibilities

Those charged with governance

Those charged with governance are responsible for:

- Overseeing the financial reporting process
- Setting a positive tone at the top and challenging the Community College of Philadelphia's activities in the financial arena
- Discussing significant accounting and internal control matters with management
- Informing us about fraud or suspected fraud, including its views about fraud risks
- Informing us about other matters that are relevant to our audit, such as:
 - Objectives and strategies and related business risks that may result in material misstatement
 - Matters warranting particular audit attention
 - Significant communications with regulators
 - Matters related to the effectiveness of internal control and your related oversight responsibilities
 - Your views regarding our current communications and your actions regarding previous communications

Management

Management is responsible for:

- Preparing and fairly presenting the financial statements, including supplementary information such as SEFA (Schedule of Expenditures of Federal Awards) in accordance with US GAAP
- Designing, implementing, evaluating, and maintaining effective internal control over financial reporting and compliance with federal grant requirements
- Communicating significant accounting and internal control matters to those charged with governance
- Providing us with unrestricted access to all persons and all information relevant to our audit
- Informing us about fraud, illegal acts, significant deficiencies, and material weaknesses
- Adjusting the financial statements, including disclosures, to correct material misstatements
- Informing us of subsequent events
- Providing us with certain written representations



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AUDIT SCOPE AND RESULTS

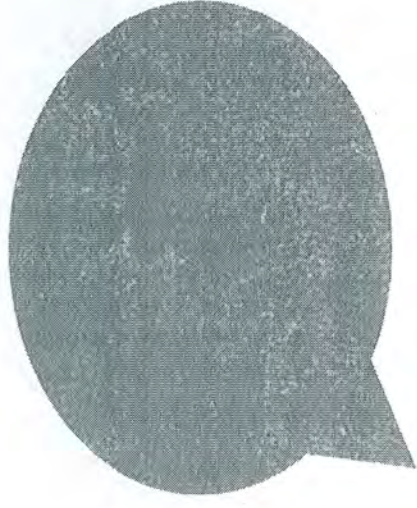


Materiality

Essentially, materiality is the magnitude of an omission or misstatement that likely influences a reasonable person's judgment. It is based on a relevant financial statement benchmark.

- We believe total expenditures on each major program are the appropriate benchmarks for the Single Audit.

Financial statement items greater than materiality are in scope. Other areas less than materiality may be in scope if qualitative factors are present (e.g., related party relationships or transactions and fraud risk).



Areas of focus for Single Audit

The following provides an overview of the major programs tested this year; it has been determined based on the final schedule of expenditures of federal awards.

Major program	2016	2015
Student financial aid	X	X
R&D		X
Career & technical education – basic grants to states (CFDA 84.048)	X	

Views of those charged with governance

Discussion points
Risks of fraud
Awareness of fraud
Awareness of related party transactions; understanding of purpose of related party transactions
Awareness of whistleblower tips or complaints
Oversight of management's risk assessment process
Views about the College's objectives and strategies and related risks of material misstatement
Awareness of any internal control matters and views about management's response
Oversight of financial reporting process
Actions taken in response to developments in law, accounting standards and corporate governance matters
Actions in response to our previous communications, if any

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OTHER MATTERS

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Commitment to promote ethical and professional excellence

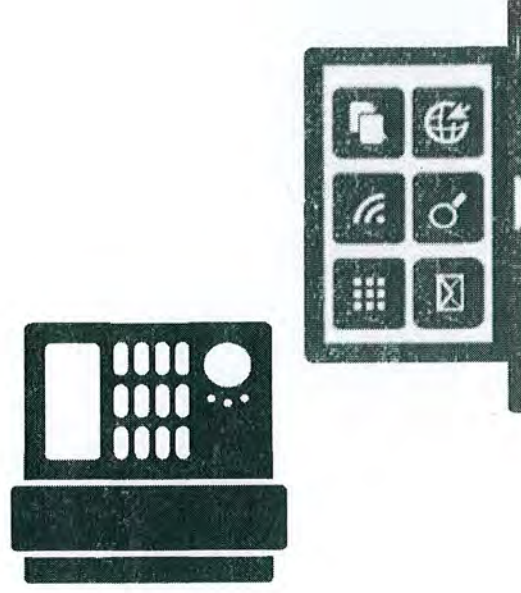
We are committed to promoting ethical and professional excellence. To advance this commitment, we have put in place a phone and Internet-based hotline system.

The Ethics Hotline (+1 866 739 4134) provides individuals a means to call and report ethical concerns.

The EthicsPoint URL link

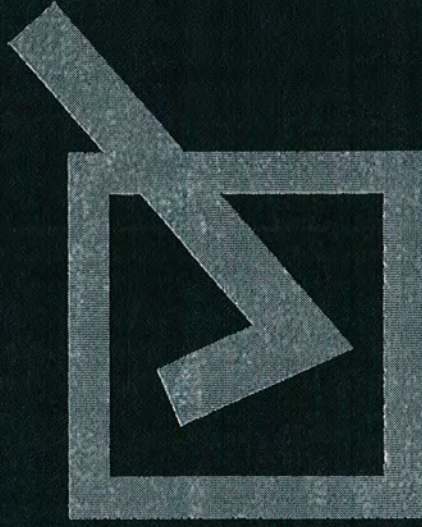
- Can be found on our internal website
- Can be accessed from our external website (https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191)

Disclaimer: EthicsPoint is not meant to act as a substitute for an entity's "whistleblower" obligations.



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ACCOUNTING UPDATES



Selected pronouncements effective for the year ending June 30, 2016 or subsequent periods - GASB

Title	Effective date
GASB 72- Fair Value Measurements and Application	Periods beginning after June 15, 2015
GASB 73- Accounting and Financial Reporting for Pensions and Related Assets that are not within the Scope of GASB Statement 68, and Amendments to Certain Provisions of GASB Statements 67 and 68	Periods beginning after June 15, 2016, with portions for periods beginning after June 15, 2015
GASB 74- Financial Reporting for Postemployment Benefit Plans Other than Pension Plans	Fiscal years beginning after June 30, 2016
GASB 75- Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions	Fiscal years beginning after June 15, 2017
GASB 76- The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments	Reporting periods beginning after June 15, 2015
GASB 80- Blending Requirements for Certain Component Units	Fiscal years beginning after June 15, 2016
GASB 81- Irrevocable Split-Interest Agreements	Periods beginning after December 15, 2016
GASB 82- Pension Issues- an Amendment of GASB statements 67, 68 and 73	Periods beginning after June 30, 2016, except in certain circumstances

GASB Statement 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions

Summary	Potential impact
<ul style="list-style-type: none"> • GASB 75 replaces the requirements related to OPEB accounting and reporting currently provided in GASB 45 and 57 • GASB 74 established new accounting and financial reporting requirements for the financial statements of the state and local government OPEB plans • State and local governments providing defined benefit OPEB plans administered through a trust meeting certain criteria must report a net OPEB liability on the face of their financial statements, similar to the requirement to report the net pension liability in accordance with GASB 68. • Provides a more comprehensive measure of OPEB expense than is currently required, which better reflects when the benefit cost is incurred. • Requires more extensive disclosures and required supplementary information • Effective for fiscal years beginning after June 15, 2017, with early adoption encouraged. Similar to adoption of GASB 68 (Pensions), retrospective adoption is required. 	<p>Colleges and Universities with OPEB plans will most likely need to reflect an obligation related to their proportionate share of the unfunded liability related to OPEB, similar to the recognition of a pension liability in connection with the adoption of GASB 68. As with GASB 68, extensive planning and discussions among all parties (management, state government contacts and others) is critical to a successful adoption. Colleges and Universities should begin to evaluate the information needed to adopt the guidance as a significant portion of that information may come from state or other related entities. Because many plans are "pay as you go," the impact of recording this liability could be much more significant than the recognition of a pension liability, where there may have been existing plan assets to partially offset the liability.</p>

GASB Statement 76, The Hierarchy of Generally Accepted Accounting Principles for State and Local Governments

Summary	Potential impact
<ul style="list-style-type: none">• Reduces the U.S. GAAP hierarchy for government standards from four to two categories of authoritative GAAP:<ul style="list-style-type: none">• The first category consists of the GASB Statements, as periodically incorporated into the Codification• The second comprises GASB Technical Bulletins, Implementation Guides, and AICPA guidance cleared by the GASB.• Statement 76 also addresses the use of authoritative and nonauthoritative literature for situations when the accounting treatment for a transaction or event is not specified in either of the categories above.• Guidance is effective for reporting periods beginning after June 15, 2015, with any changes in accounting as a result of adoption to be reflected as a restatement of all periods presented, if practical. Earlier application is encouraged.	<p>Depending on what accounting policies a college and university uses to report its financial transactions, existing guidance could potentially no longer be considered authoritative and could result in necessary changes in accounting as a result of adoption of this standard. Management should review key accounting policies to ensure they are based on guidance that continues to be authoritative.</p>

GASB Statement 80, Blending Requirements for Certain Component Units

Summary	Potential impact
<ul style="list-style-type: none">• Objective is to clarify existing guidance and address diversity in practice as it relates to certain component units incorporated as not-for-profit corporations, and whether they should be discretely presented or blended with the primary government financial statements.• A distinction is made for component units in which the primary government is the sole corporate member (typically defined in articles of incorporation and/or bylaws of the component unit) AND the component unit is included in the financial reporting entity pursuant to the provisions in paragraphs 21-37 of Statement 14, as amended.• Component units organized as not-for-profit corporations in which the primary government is the sole corporate member should be included in the reporting entity financial statements using the blending method.• Effective date is fiscal years beginning after June 15, 2016, with early adoption encouraged. Retroactive adoption is required.	<p>Management must re-evaluate the current presentation of component units that may have been presented discretely under existing guidance and determine whether those units must now be presented as blended by the College or still presented discretely.</p>

GASB Statement 81, Irrevocable split-interest agreements

Summary

- Scope includes irrevocable split-interest agreement giving arrangements for which the government is the intermediary (trustee or agent) and a beneficiary, as well as beneficial interests in resources held and administered by third parties
- Guidance establishes accounting for Lead Interests (government is a recipient of payments during the term of the agreement) and Remainder Interests (government is the beneficiary when the agreement terminates, and makes payments to non-government beneficiary – typically the donor or designee of the donor- during the term of the agreement).
- Accounting requires recognition of an asset, liability and deferred inflow. When assets are held by third parties, the recognition will be an asset and a deferred inflow, with no need for a corresponding liability.
- Effective for periods beginning after 12/15/2016, with early adoption permitted. Retrospective application should be applied.

Potential impact

Because there has been some diversity in practice related to accounting for irrevocable split-interest agreements, some colleges and universities may need to reflect new accounting, primarily the recognition of deferred inflows, associated with these arrangements. Management should begin to inventory the current agreements in place to determine the impact of this standard on current accounting.

GASB projects and pre-agenda research

Project	Timing
Asset Retirement Obligations	Exposure Draft (<i>Certain Asset Retirement Obligations</i>) issued, comment period ended March 31, 2016
Fiduciary Activities	Exposure Draft (<i>Fiduciary Activities</i>) issued, comment period ended March 31, 2016
Conceptual Framework: Recognition	On Hold-preliminary views redeliberations
Leases- Reexamination of NCGA Statement 5	Exposure Draft (<i>Leases</i>), comment period to end May 31, 2016
Financial Reporting Model- Reexamination of Statements 34, 35, 37, 41 and 46, and Interpretation 6	Initial deliberations
Debt disclosures, including Direct Borrowing	Pre-agenda research
Going concern disclosures	Pre-agenda research
Revenue recognition for exchange and exchange-like transactions	Pre-agenda research

GASB major project – Asset Retirement Obligations

Summary	Potential impact
<ul style="list-style-type: none"> • Objective is to develop requirements on recognition and measurement for asset retirement obligations (ARO), other than landfills (refer to GASB 18) or pollution remediation obligations (GASB 49) • Existing guidance within FASB (ASC 410, <i>Asset Retirement Obligations</i>) has been applied by some GASB reporters, but not consistently. • The Exposure Draft proposes the following: <ul style="list-style-type: none"> ✓ Establishes criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources when a governmental entity has a legal obligation to perform future asset retirement activities related to its tangible capital assets ✓ Proposes capitalization of the ARO as a deferred outflow of resources, to be amortized in a systematic and rational manner (such as the straight-line method) ✓ Requires disclosures regarding governmental entity legal requirements to provide funding or other financial assurance for their performance of asset retirement obligations (e.g., how are those requirements being met) as well as nature and timing of AROs, method used to determine the estimated liability and useful life of the associated tangible asset. • An Exposure Draft was issued in December 2015, and the comment period ended in March 2016. 	<p>This proposed standard is intended to reduce diversity in practice and related inconsistency in current reporting, thereby enhancing comparability between governmental entities, including colleges and universities with AROs. It would also improve the usefulness of information for external users, including rating agencies and analysts by expanding disclosure requirements related to these obligations.</p>

GASB major project – Leases

Summary	Potential impact
<ul style="list-style-type: none"> • The proposed guidance eliminates the distinction between capital and operating leases • Short term leases are those that, at the beginning of the lease, have a maximum possible term of 12 months or less, and would be recognized as a deferred outflow or inflow of resources. • Lessee governments would report the following about leases (except short-term leases) in their financial statements: <ul style="list-style-type: none"> ✓ An intangible lease asset that represents the government's right to use the underlying asset ✓ A corresponding lease liability ✓ Amortization expense related to the lease asset, and ✓ Interest expense related to the lease liability. • Government lessors would report the following about leases in their financial statements: <ul style="list-style-type: none"> ✓ A receivable for the right to receive payments ✓ A corresponding deferred inflow of resources ✓ Lease revenue systematically over the term of the lease, and ✓ Interest revenue related to the receivable. • An Exposure Draft was issued in January 2016, with the comment period ending in May 2016. 	<p>Similar to the GASB Major Project addressing fair value measurements, this project reflects an effort by the GASB to align its accounting for leases with the accounting guidance proposed by the FASB and IASB as a joint project. The most significant change could be the elimination of most arrangements currently recorded as operating leases. If requirements are standardized as proposed, the impact on all entities with lease arrangements could be profound. If and when a new GASB Standard is issued, the effective date is most likely to be at least several years away. However, public colleges and universities are encouraged to inventory all existing lease agreements, closely monitor the FASB Leases project and begin to analyze the potential impact on key financial ratios, debt covenants and credit ratings.</p>

GASB major project – Financial Reporting Model

Summary	Potential impact
<ul style="list-style-type: none"> • Similar to the project on leases and Asset Retirement Obligations, GASB is revisiting its reporting model established in GASB 34 and 35, as well as other GASB standards, following the FASB project to revisit the reporting model of NFP entities. • Although there is general consensus that most of the components of the financial reporting model are effective, the Board determined that there is a need to update guidance related to several categories, focusing on the following: <ul style="list-style-type: none"> ✓ MD&A ✓ Government-wide financial statements ✓ Major funds ✓ Governmental fund financial statements ✓ Proprietary fund and business-type activity financial statements ✓ Fiduciary fund financial statements ✓ Budgetary comparisons • Other options to permit more timely and less complex financial reporting will be explored in conjunction with other topics • The Board is in the initial deliberation stage and plans to issue an invitation to comment in late 2016 	<p>Similar to the significant impact on reporting and disclosures when GASB 34 and 35 were issued, this proposed guidance could have sweeping effects on the reporting and disclosures by public colleges and universities. Depending on how much the GASB looks to what is being done by the FASB on the NFP reporting model, there could be an increase in comparability between the two types of entities that currently use very different reporting models.</p> <p>Three of the business type activities issues that the GASB is considering that are particularly relevant to public universities are guidance on the operating indicator, MD&A and extraordinary and special items.</p>

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INDUSTRY UPDATES



Reserves Planning

How Institution's Determine Their Reserves Levels

Conventional Wisdom

- Number of months operating expenses
- Liquid net assets as a percentage of budget
- Specific dollar level
- Moody's uses certain ratios in their ratings methodology including: 1) Expendable financial resources to debt 2) Expendable financial resources to operational expenses 3) Monthly days to cash on hand
- Median for community colleges is approx. 3 months cash on hand. Median growth for increase in reserves over past 5 years is a cumulative 9%.

Each Institution is unique and reserves should be as well:

- Each institution has a unique business model, risk exposure and financial circumstances
- The level of assets that are set aside to mitigate risks should vary from organization to organization



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Reserves Planning

Recommended Approach to Reserves Planning

- 1) Develop a baseline long term financial forecast
- 2) Perform an analysis of potential risks to that forecast
- 3) Quantify average annual risk exposure
- 4) Establish target reserve levels and funding approach

Attached Grant Thornton piece of reserves planning

This communication is intended solely for the information and use of management and the Audit Committee of Community College of Philadelphia and is not intended to be and should not be used by anyone other than these specified parties.

ATTACHMENT C

Internal Audit Report

COMMUNITY COLLEGE OF PHILADELPHIA

Date: March 27, 2017
To: Audit Committee Members
From: Robert Lucas, Internal Auditor
Subject: Internal Audit – Plan Status and Other Information
Copies: Donald Generals, Judith Gay, Jacob Eapen, Victoria Zellers

Since the last Audit Committee meeting, the following audit work has been performed:

- Internal audit reports finalized since the last meeting:
 - TAACCCT Grant
 - Employee Terminations

- Draft internal audit reports in the closing process include:
 - Royalty Payments from Publishers

- Audits in progress to be completed shortly:
 - New Employees
 - Disaster Recovery Plan
 - DACE CBO Remote Sites

- An informal update will be solicited of Cabinet members and senior managers by May 31 to ensure any new or enhanced functions are appropriately considered in the remaining time covered by the 2016-2018 Internal Audit Plan. Any proposed changes to the plan will be reviewed with senior management, and the Audit Committee will be updated of changes, if any, at the June 2017 meeting.

- Follow up on prior audit comments is an ongoing process. A printout of the Internal Audit Follow Up Matrix is being distributed at this Audit Committee meeting.

* * * * *

Community College of Philadelphia
Internal Audit Plan - July 1, 2016 to June 30, 2018

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage
Financial Audits				
Colonial One Card	L	Determine controls over prepaid card program	2017	
Check Requests - Vendors	L	Verify controls for payments to vendors	2018	
Check Requests - Employees	L	Verify controls for reimbursements to employees	2018	
Purchasing Cards	M	Determine compliance with purchasing card policies	2018	
403(b) Transactions *	L	Determine controls over payments to retirement savings vendors	2018	
Operational Audits				
Royalty Payments from Publishers	N/A	Determine controls and procedures related to textbook selection process and funds received from publishers	2017	6 *
403(b) Administration *	L	Determine controls over employee requests related to retirement savings	2018	
Part-Time Faculty Medical Benefits	L	Determine controls and accuracy of only benefit funded entirely by staff	2017	
Business Continuity Plan	M	Determine management's level of preparation for business interruption	2017	1
Pell Grants - Appeal Process for Academic Progress	M	Determine compliance with requirements	2017	2
Veterans' Resource Center	M	Compliance with Veterans' Education Benefits Laws	2018	
Off Campus Programs - DACE, Workforce Development	M	Ensure risks are controlled / minimized in remote locations	2017 2018	4
Compliance				
50th Anniversary Scholarship Program	M	Determine compliance with requirements	2017	
Family Educational Rights and Privacy Act	M	Compliance with FERPA regulations	2017	2
State Recruiting Regulations	M	Determine compliance with regulations / restrictions	2017	

Community College of Philadelphia
Internal Audit Plan - July 1, 2016 to June 30, 2018

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage
Family Medical Leave Act	L	Determine compliance with policies, procedures and regulations	2018	
Residency Verification	L	Compliance with procedures and controls to pay tuition based on residency	2018	
Forgivable Loans	L	Compliance with procedures and controls for such loans	2018	
Clery Act	M	Compliance with law and required disclosures	2017	1
IT Audits				
Disaster Recovery Plan	M	Determine adequacy of readiness and periodic testing	2017	4
Non-ITS Administered Software Programs	M	Determine adequacy of administration controls	2017	1
Network Security	L	Determine adequacy of controls for systems access	2018	
Administrative				
Follow Up on Prior Issues			Ongoing	
Committee Meetings (Grants, Data Breach, EMT, external audits/reviews)			Ongoing	

Stage:

- Risk Assessment / Planning 1
- Announcement / Contact 2
- Opening Meeting Held 3
- Fieldwork 4
- Draft Report Issued 5
- Closing Meeting Held 6
- Final Report Issued 7
- Final Audit Report Pending
- Broader Changes by Senior Management to Address Issues *

Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
8/19/2013	ITS - Mobile Device Inventory Jody Bauer	Internal Audit recommends that ITS management consider the cost/benefit of a device management application and report its findings to the Cabinet for discussion as needed.	11/30/2013 2/17/17	<p>ITS will begin discussions with the President's Cabinet concerning the need for a BYOD policy. Preliminary meeting held - a) Mobile Iron will be loaded onto all current college-owned mobile devices, b) J Bauer will determine the cost and feasibility of implementing Mobile Iron or a similar product for all college employees that have a personal mobile device, c) a draft BYOD policy will be developed, d) J Bauer will provide a Data Security presentation to the President's Cabinet.</p> <p>Update as of 5/15 - ITS has installed applications on mobile devices under their control - JAMF for Apple laptops and desktops, and SysAid for Apple and Android phones and tablets. These applications require users to use strong passwords on devices, force frequent password changes, and lock the devices after a short period of inactivity. The applications also allow ITS, as the administrator, to lock the devices or wipe their stored data clean in the event the devices are reported lost or stolen. Blackberry devices used by Facilities staff have similar controls as offered by the manufacturer. Controls related to personal devices used for College business or email are still being investigated. ITS has also eliminated the ability of such users to auto-forward their College email to their personal email accounts.</p> <p>Update as of 2/17/17 - ITS has made efforts but is unable at this time to execute a BYOD policy at the college. ITS has been successful in ensuring that all college-owned devices are registered and can be wiped as soon as ITS is notified of a lost device. Personal devices are not within our scope and faculty will not agree to allowing us access to their personal devices. At this time, we believe ITS has taken all available and executable steps to strengthen device management controls related to college-owned mobile devices.</p>
10/25/2013	Purchasing Cards Jim Spiewak	A new expense or travel and entertainment policy. The purchasing card policy should also be reviewed and updated as necessary and referenced to the new expense policy.	6/30/2014 8/31/14 8/31/16 6/30/17	<p>A new travel and entertainment policy will be developed and presented to the Cabinet for their review and input by 6/30/14.</p> <p>A new travel policy has been developed, reviewed by the Cabinet, and is currently being reviewed by members of the Board of Trustees. Target date for implementation is June 30, 2016.</p> <p>A gift card policy has been drafted and a final version is expected to be reviewed by management and implemented by the fall semester.</p> <p>Legal Counsel is reviewing the draft policy and will discuss her recommendations with the Cabinet by June 30, 2017.</p>

Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
22 10/25/2013	Title IX Samuel Hirsch	Internal Audit recommends departmental procedures be documented to help ensure compliance with Title IX as well as the continuity of such procedures.	6/30/2014 9/30/17	Procedures related to processes for sexual harassment and for equity in the sports program will be documented by 6/30/14. Title IX language will be included in the Athletics section of the Student Handbook as well as in the Athletics Handbook. Procedures have been documented. The Student Handbook has been updated with language approved by General Counsel. Revised Athletic Handbook will be printed in July 2017 for distribution to athletes beginning with the fall 2017 semester.
25 2/14/2014	SDW Contract Jim Spiewak	Internal Audit recommends that the purchasing policies be updated to provide, at a minimum, guidance for contracts when an RFP is not issued (and when the absence of the RFP process is appropriate), the availability of RFP templates for use, guidance or reference, and the need for review and approval of all contracts by the College's General Counsel.	5/31/2014 8/31/14 12/31/15 6/30/17	The Purchasing Department will update the policies related to purchasing and contracts by May 31, 2014 to provide better guidance to department managers. Such guidance will be enhanced to include the circumstances under which an RFP need not be issued as long as all other guidelines are followed. The requirement for review of all contracts by General Counsel will also be included in these updates. The AVP of Budgets & Business Services is working with General Counsel to include this requirement in a planned revision of a related policy.
26 2/14/2014	SDW Contract Jim Spiewak	Internal Audit recommends that the Purchasing Department ensure that all contracts required by policy to be approved by the Board, including those for professional services, are presented to the Board for such approval prior to the execution of such contracts. In addition, the policy does not specify whether contract extensions or renewals are required to be approved by the Board.	2/14/2014 8/31/14 6/30/17	Effective immediately, the AVP for Budgets & Financial Services, in conjunction with Purchasing Department, will ensure all contracts required by policy to be approved by the Board are presented for such approval. In addition, the Board will be solicited for their preference of approving renewed contracts which fall in the same financial parameters and the related policies will be updated as necessary. Management is proposing an increase in the contract amount which requires Board approval. The related policy will be finalized as soon as Board input and approval of the new amount is obtained.
36 9/24/2015	Whistleblower Policy / Ethics Hotline Victoria Zellers	Internal Audit recommends various improvements to the insurance requirements for contracts and the ongoing monitoring of such insurance coverage for contractors.	11/15/15	The Whistleblower Policy was added to the www.mycpp.edu page under General Administration policies on October 21, 2015. The Whistleblower Policy will be added to bulletin boards in all buildings on all campuses by November 15, 2015. Internal Audit visited a sample regional center and verified that the policy was posting as appropriate on the employee bulletin board.
41 12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends the Center on Disability ensure its policies and procedures are updated to reflect the any changes in the ADA amendments related to individual accommodations.	2/29/2016	The Director of COD and the Dean of Educational Support Services will revise the COD website to clearly articulate students' rights and responsibilities and the College's rights and responsibilities under Americans with Disabilities Act, as Amended. (ADAAA). Target date for completion is February 29, 2016. COD management has completed a draft of these revisions which is currently being reviewed by the VP of Academic and Student Success. Students and the College's rights and responsibilities are now included on the COD web pages on ccp.edu and myccp.edu

Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends the Center on Disability have a set of documented procedures to help their staff ensure the consistency of the process for students requesting accommodations.	2/29/2016	The Director of COD will research and develop protocols for evaluating student requests for disability-related accommodations based upon current CCP practice and upon best practices. Protocols will be reviewed by the Dean of ESS and the VP of Academic and Student Success. Target date for completion is February 29, 2016. COD management has completed a draft of these procedures which is currently being reviewed by the VP of Academic and Student Success. COD procedures have been completed and provided to all department staff for reference.
12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends that the Center on Disability follow the advice expected shortly from the Data Breach Committee in regard to personal identifiable information, especially SSNs, obtained in the processes for adjudicating student requests for accommodations.	2/29/2016 6/30/17 (Update of Progress)	A database designed to manage data on students with disabilities will be reviewed with IT for implementation. No SSN's numbers will be included in the database. Target date for completion is February 29, 2016. In its 2016-2017 budget, COD management has requested a stand-alone database to manage the online information related to accommodations requested by students. Target date is TBD.
12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends a formal appeals process to provide a second opinion on accommodation decisions for students.	2/29/2016	College's appeals process for students is to contact the Director of Diversity and Equity. The Dean of ESS and the Director of COD will outline the steps for students and will review with the Vice President of Academic and Student Success. The appeals process will be posted on the COD website. Target date for completion is February 29, 2016. COD management has completed a draft of an appeals process which is currently being reviewed by the VP of Academic and Student Success.
12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends that records in the Center on Disability related to denied accommodations be grouped together both as hardcopy and online. In addition, the main Excel database, or a separate tab or file one, should include an electronic record of each denied request.	2/29/2016	A "complaint" process has been documented and is included in the COD on the web pages of both ccp.edu and myccp.edu A database designed to manage data on students with disabilities, will be reviewed with IT for implementation. Target date for completion is February 29, 2016. COD management noted that: 1) online records of student accommodation denials are now maintained separately from approved ones; and 2) denial records will also be noted as such in the new database requested in the 2016-2017 budget.
4/21/2016	Library Hold Releases Joan Bush	ITS should have full administrative rights to the Millennium program. Senior management should determine whether such rights are shared with library managers.	12/31/2016 7/1/17	Electronic and paper records of accommodation denials are now contained in separate areas for reference if needed. Library management is currently retaining administrative rights to Millennium but is consulting with ITS to help ensure appropriate access for library staff. Administrative rights are expected to be transferred to ITS when a new (requested) library system is obtained. RFP for new ILS was posted December 15, 2016. Target date for implementation date is no later than July 1, 2017. ITS Administrative role is to be determined before that date.

Community College of Philadelphia

Internal Audit Follow Up Matrix

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50	4/21/2016	Library Hold Releases Joan Bush	If library staff retain the ability to release holds for fines and lost books, conciliations of cash collected to released holds must be performed periodically and reviewed by management. Any differences must be investigated and resolved.	12/31/2016 7/1/17 (Update of Progress)	Management has convened a team to review the current processes and controls. Potential changes include transferring certain controls to the Bursar's group which will eliminate the need for reconciliations between Millennium records (fines released) and Banner records (cash collected). An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17 which have interfaces to update Banner records on a timely basis. Fines are expected to be eliminated under new library policies any necessary payments will be directed to the Bursar.
51	4/21/2016	Library Hold Releases Joan Bush	The dollar value of assessed library fines should be recorded in Banner, perhaps as Other Accounts Receivable.	12/31/2016	Management is currently reviewing several options for this issue including the most effective method for transferring the data, the collectability of existing fines, and the possibility of an amnesty program for some or all of the fines.
52	4/21/2016	Library Hold Releases Joan Bush	SSNs should be purged from Millennium records if it is confirmed that they serve no purpose for recordkeeping.	12/31/2016 (Update of Progress)	The existing fines are to be deleted from the Banner and Millennium systems by 12/31/16 under an amnesty program approved by the VP of Business and Finance and the VP of Academic and Student Success. Library management is working with ITS to determine the best method to eliminate SSNs in the Millennium system.
53	4/21/2016	Library Hold Releases Joan Bush	There is limited information transferred from Millennium to Banner. Library management should determine if exact amount of fines can be transferred which will support reconciliations between the systems.	12/31/2016 7/1/17 (Update of Progress)	Management reported that SSN records were deleted from Millennium by 12/31/16. Management has convened a team to review the current processes and controls. Potential changes include transferring certain controls to the Bursar's group which will eliminate the need for reconciliations between Millennium records (fines released) and Banner records (cash collected). An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17 which have interfaces to update Banner records on a timely basis. Fines are expected to be eliminated under new library policies any necessary payments will be directed to the Bursar.
54	4/21/2016	Library Hold Releases Joan Bush	Management should review the dollar amounts of fines and maximums per book to ensure the amounts correlate to the values of borrowed books.	12/31/2016 7/1/17 (Update of Progress)	Management has convened a team to review the current fines and lost book charges and propose changes as appropriate to help streamline this process. Library staff and faculty are developing a proposal for a new borrowing policy by January 13, 2017. Proposal will require senior management approval.
55	4/21/2016	Library Hold Releases Joan Bush	ESS management should review system access periodically to ensure access rights are appropriate for the various positions in the library.	12/31/2016 7/1/17 (Update of Progress)	Millennium system access has been modified with only a few senior staff having the ability to change any records. All other staff have read-only access. A new (requested) ILS system will support efficient periodic review of staff access to the system with profiles designed with ITS assistance. An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17. Access rights for the new system will be determined by Library management and reviewed by ESS management.

Community College of Philadelphia

Internal Audit Follow Up Matrix

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56 4/21/2016	Library Hold Releases Joan Bush	There are too many library staff with system access which include functions which could negatively impact the entire system and its database of records.	12/31/2016 7/1/17 (Update of Progress)	Millenium system access has been modified with only a few senior staff having the ability to change any records. All other staff have read-only access. A new (requested) ILS system will support efficient periodic review of staff access to the system with profiles designed with ITS assistance. An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17. Access rights for the new system will be determined by Library management and reviewed by ESS management.
57 4/21/2016	Library Hold Releases Joan Bush	There are too many library staff with system access which includes the ability to modify accumulated fines.	12/31/2016 7/1/17 (Update of Progress)	Millenium system access has been modified with only a few senior staff having the ability to change any records. All other staff have read-only access. Management is developing appeal procedures which will govern when fines will be modified, who will approve such changes and how they will be documented. An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17 which have interfaces to update Banner records on a timely basis. Fines are expected to be eliminated under new library policies any necessary payments will be directed to the Bursar.
58 4/21/2016	Library Hold Releases Joan Bush	The process for backing up information for library fines is antiquated and subject to loss of the records.	12/31/2016 7/1/17 (Update of Progress)	Backup tapes of Millennium Tapes are being given to the ITS department every two weeks. Once a month, ITS will store the backups at Iron Mountain. Any new ILS system will provide digital backup records to address this issue. An RFP process has begun to acquire a new ILS system and expected to be implemented by 7/1/17 which will have programable, digital backup features.
59 5/25/2016	ITS Physical Security Harry Moore	ITS and Facilities management should take appropriate steps and plans to reduce the risks associated with connectivity rooms left wide open.	06/30/17	ITS management noted that a plan to move the connectivity hardware to a separate room. ITS management states that the project has again been included and approved in the capital budget for the 2016-2017 fiscal year although they do not know when construction will begin.
60 5/25/2016	ITS Physical Security Jody Bauer Randy Merced	There are currently two systems in use for these style of door locks – one used exclusively in the CBI building and the second in use in the other buildings. The one in use at the CBI building has serious system issues which have prevented the use of access cards less than two years old. Senior management is aware of this issue and it appears to be a long term fix for which effort has begun.	12/31/2016 6/30/17 (Update of Progress)	ITS and the Safety and Security Departments are currently engaged in a long term project to reprogram electronic door locks so that they will work with the current CBord system. As of August 2016, second and third floor door locks in CBI have been migrated to CBord and licensing is in place on server. Awaiting direction from Safety and Security for plans for other door locks. Update from management as of 12/21/2016: All CBI doors have been converted to CBord. Door repairs for some double door issues are pending.

Community College of Philadelphia

Internal Audit Follow Up Matrix

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5/25/2016	ITS Physical Security Randy Merced	In order to strengthen the controls over physical security across the College's campuses, management should consider additional video cameras at locations which will help security monitor rooms housing connectivity equipment as a preventative control. Management should also consider an additional camera outside the Mint tunnel entrance based on the room's use for both connectivity and as a staging area for new equipment.	12/31/2016 6/30/17 (Update of Progress)	Management has just (May 2016) selected a consultant who will be reviewing the current video camera and recording systems across all College locations. Wiring for an additional camera outside the Mint tunnel entrance has been installed although a camera has not yet been installed. Camera inside MG-6 is now functional and an additional camera has been installed in the tunnel outside of the same room. Camera consultant review is in progress. Management is focusing on enhanced Cbord training for designated employees, as recommended by the consultant, before moving forward with the RFP process related to video camera recommendations.
5/25/2016	ITS Physical Security Harry Moore	Management should consider installing additional gaseous systems in rooms which have significant risk of business and classroom interruption based on the type of equipment in the connectivity rooms.	6/30/2017 (Update of Progress)	Management has decided to upgrade the fire suppression systems from sprinklers to gaseous systems in three rooms deemed critical due to the nature and value of electronic equipment in those rooms. Specifically, upgrades in rooms B2-39, MG-6A and W1-E1 have been included in the budget for the 2016-2017 fiscal year and, as such, should be completed by June 30, 2017. Update as of 12/21/2016: Phase One: The 3 CRITICAL Closets (MG-6A, B2-39, W1-E1) are pending the release of the RFP for installation of the FM200 fire suppression systems. Phase 2: Time and funding permitting the regional center IDF's will be addressed laster for gaseous fire suppression.
5/3/2016	Remote Sites of DACE CBO Program David Thomas	Internal Audit recommends that DACE management develop a process to provide a substitute supervisor when such absences occur or are requested.	9/1/2016 4/30/17	The College and the CBOs have an understanding that the CBO administrator will ensure that the DACE students remain in designated areas, that the course ends on time and that DACE students leave the site in accordance to standard procedures. Management will document this and formally communicate this with the CBOs again before the fall semester. In the rare event that site supervisors may have to leave early and the CBO's designated administrator is unable to fulfill these duties, the class(es) will be dismissed. Internal Audit will follow up on these plans during the spring 2017 audit of this subject.
5/3/2016	Remote Sites of DACE CBO Program David Thomas	Internal Audit recommends that DACE management develop a job description for the part time site supervisors.	05/12/16	The site supervisors in DACE are fully aware of their responsibilities, and we will review this with them again once the official job description is finalized. Part-time site supervisor job description will be completed by the start of the fall semester 2016. Job description was completed in May 2016.
5/3/2016	Remote Sites of DACE CBO Program Randy Merced	Internal Audit recommends that Safety and Security management determine that the site supervisors are aware of the emergency procedures for their respective facility. The emergency procedures for each facility should be documented and provided to the site supervisors each semester based on the assignment of site supervisors.	9/1/2016 1/31/18	Management will contact the Dean of the DACE group to coordinate our assessments of the plans at each CBO location. To ensure the College's site supervisors understand the plans at each site and communicate them to the instructors and students, we expect to visit to these sites at the beginning of each semester beginning with Fall 2016. Safety and Security management met with directors at both sites in fall 2016 and observed briefing of students at one location in fall 2016. Emergency plan briefings to the CBO classes will be confirmed or provided by Safety and Security management at the beginning of each semester beginning fall 2017.

Community College of Philadelphia Internal Audit Follow Up Matrix

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67 1/17/2017	Terminated Employees Ellen Fernberger	A long-term practice is the basis for paying death benefits to a tenured full-time faculty member. A documented procedure for this situation would help guide staff and prevent any possible errors in processing such a payment.	01/17/17	Human Resources immediately documented this as a past practice which can now be referenced by any HR staff person to help ensure the accuracy and consistency of the amount paid in the event of the death of a tenured faculty member.

Action plans are complete and will be moved to the Completed Items tab