



MEETING OF THE BOARD OF TRUSTEES  
Thursday, September 6, 2018 – 3:00 p.m.  
Isadore A. Shrager Boardroom – M2-1

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MEETING OF THE BOARD OF TRUSTEES  
Thursday, September 6, 2018 – 3:00 p.m.  
Isadore A. Shrager Boardroom – M2-1  
AGENDA

- (1) Meeting Called to Order
- (2) Public Comment
- (3) Presentation by Rob Wonderling, President and CEO, Chamber of Commerce on Growth PA Initiative
- (4) Report of the Student Outcomes Committee
- (5) Consent Agenda
  - (a) Proceedings and Minutes of Decisions and Resolutions Meeting of June 7, 2018
  - (b) Gifts and Grants
  - (c) 2018-19 Property and Casualty Insurance Renewal Package
  - (d) Three-Year Contract with AEFIS
  - (e) Purchase and Installation of Classroom Door Locks
  - (f) Revised Policy and Procedure Memorandum #201  
Open Market Purchasing
  - (g) Grant Thornton Contract Extension
  - (h) Amendment to HDR Contract for Architectural Services for the Library and Learning Commons Project
  - (i) Stop Loss Insurance
  - (j) Independence Blue Cross Rates
  - (k) Tuition Rate for Online Students from Unrepresented Counties in Pennsylvania
- (6) Report of the Nominating Committee for Board Officers (A)
- (7) Report of the Chair
- (8) Foundation Report
- (9) Report of the President
- (10) New Business
- (11) Next Meeting: Thursday, October 4, 2018 – 3:00 p.m.  
Isadore A. Shrager Boardroom, M2-1

(12) Executive Session

Future Committee Meetings:

Business Affairs:	Wednesday, September 26, 2018 10:00 a.m. – Isadore A. Shrager Boardroom M2-1
Student Outcomes:	Thursday, October 4, 2018 1:30 p.m. – M2-34
Audit Committee:	Friday, September 28, 2018 Isadore A. Shrager Boardroom M2-1

Upcoming Events

Pennsylvania Commission for Community Colleges All Trustee Assembly	September 13-14, 2018 Hilton Harrisburg One North Second Street
Association of Community College Trustees Leadership Congress	October 24-27, 2018 Marriott Marquis Hotel 1535 Broadway New York, NY
Board of Trustees Retreat	Wednesday, November 14, 2018 8:30 a.m. – 2:00 p.m. Center for Business and Industry 1751 Callowhill Street – Room C2-5

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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, June 7, 2018 – 3:00 p.m.

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

(1) Executive Session

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

(2) Report of the Business Affairs Committee

Ms. Biemiller presented the following Resolution for Board approval:

On this the 7<sup>th</sup> day of June, 2018, the Board of Trustees hereby approves a two percent (2%) salary increase for the Community College of Philadelphia’s Administrators (excluding the Vice Presidents and General Counsel serving on the College’s Cabinet) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees effective July 1, 2018.

Ms. Biemiller moved, with Dr. Rényi seconding, that the Board approve the above Resolution. The motion carried unanimously.

(2a) 2018-19 Fiscal Year Budget

At the request of Ms. Biemiller, Dr. Generals provided highlights of the 2018-19 Budget. He stated that the City’s contribution increased by \$1.5 million. There was no increase in state funding. Dr. Generals stated that there will be no increase in tuition and fees noting that in the last five years, only one year the College had a tuition increase. Dr. Generals reviewed and discussed additional academic initiatives that have been implemented as well renovation projects, expansion of the West Regional Center, the launching of a comprehensive fundraising campaign, and continued efforts to address facilities maintenance and security upgrades.

After discussion, Ms. Biemiller moved, with Ms. Hernández Vélez seconding, that the Board approve the 2018-19 Fiscal Year Budget. The motion carried unanimously.

(2b) Extension of the President's Contract

Ms. Biemiller moved to extend Dr. Generals' contract with the College for an additional three-year term beyond the end of the current term which ends on June 30, 2019. The extended term of his contract will be July 1, 2019 – June 30, 2022, with yearly renewals after 2022. All other terms will remain the same. Ms. Fulmore-Townsend seconded the motion. The motion carried unanimously.

Dr. Generals expressed his thanks and appreciation to members of the Board for the extension. He stated that he looked forward to working with them in advancing the College.

(3) Report of the Student Outcomes Committee

Dr. Rényi reported that staff had done a tremendous amount of work with Guided Pathways. She stated that the Student Outcomes Committee will be bringing to the Board data on student success and persistence periodically. Dr. Rényi stated that Dr. Hirsch will present baseline data on student success and equity in outcomes. She stated that the data had been disaggregated by race, gender, and financial need/Pell status.

At the request of Dr. Rényi, Dr. Hirsch presented student persistence outcomes from fall to spring and persistence from fall to fall. Fall cohorts include full- and part-time, first-time in college students (FTIC). For the overall FTIC students, fall-to-spring retention for the fall 2017 cohort was equivalent to the fall 2016 cohort. Regarding race/ethnicity, the only racial/ethnic group to see an increase in fall-to-spring retention from 2016 to 2017 cohorts was Hispanic students (plus two percentage points). The retention rate for Black students was even for both cohorts, while the retention rate for White students decreased by two percentage points. With that decrease in retention for White students, the equity gap did decrease for both Hispanic and Black students. As pertains to gender, the equity gap widened with the fall-to-spring retention rate increasing by almost two percentage points for females but decreasing by three points for males. Similarly, the equity gap based on Pell status widened, with a lower percentage of Pell recipients retained from 2016 to 2017, while retention for non-Pell recipients increased. Full-time students saw a very slight increase in retention rates from the fall 2016 to the fall 2017 cohort, while the rate decreased slightly for part-time students; the equity gap did not decrease.

The fall-to-fall retention rate increased from the fall 2015 cohort to the fall 2016 cohort by 1.5 percentage points. The three largest racial/ethnic groups showed increases in fall-to-fall retention, with the rate increasing by almost five percentage points for Hispanic students, three points for Black students, and one point for White students. For Black and Hispanic students, the equity gap did decrease. For students in the Other/Unknown group, the retention rate decreased by less than one percentage point. The equity gap based on gender also decreased slightly, with the fall-to-fall retention rate at the same level from 2015 to 2016 cohorts for female students, but increasing for male students by almost four percentage points. For students who receive Pell funding, the fall-to-fall retention rate increased by three percentage

points. Moreover, the retention rate was higher for Pell recipients than for non-Pell recipients by three percentage points. In regards to full-/part-time status, the retention rates for part-time students remained level, while it increased by three percentage points for full-time students.

Board members expressed concern regarding the gaps between white student and black and Hispanic student persistence. Dr. Rényi stated that the Board will not see the full effect of the Guided Pathways model until it has been in effect for two years, when each student will have had an academic plan, curriculum advising, a first-year experience course, and accelerated developmental education. Dr. Generals wondered whether black students had taken advantage of the new resources available to them, e.g., curriculum advising and the first-year experience course, and whether they found the College a welcoming environment.

Prior to approval of the Consent Agenda, Mr. White asked Mr. Eapen to briefly report on the Pharmacy Benefits Manager Contract listed on the Consent Agenda.

Mr. Eapen stated that the College, with the assistance of its benefits broker, conducted an RFP process for pharmacy benefits manager. Based on the RFP responses, three vendors were selected as finalists—Express Scripts (current vendor), CVS Health via CoreTrust, and IBC Optum. Mr. Eapen stated that the Committee agreed that CVS Health via CoreTrust would save the College money and provide better customer service. Mr. Eapen stated that the Business Affairs Committee recommended that the College enter into a pharmacy benefits manager contract with CVS Health via CoreTrust commencing September 1, 2018 through December 2019 with two extension options (one extension option through August 31, 2019 and the second extension option through August 31, 2020). Mr. Eapen stated that the Executive Committee of the Board authorized the College to enter into the contract with CVS Health via CoreTrust at their meeting of May 23, 2018.

(4) Consent Agenda

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of May 3, 2018
- (b) Gifts and Grants
- (c) Mathematics Program Review
- (d) Engineering Science Program Review
- (e) Pharmacy Benefits Manager Contract

Mr. Herzog moved, with Ms. Fulmore-Townsend seconding, that the Board approve and/or ratify all the remaining items in the Consent Agenda. The motion carried unanimously.

(5) Report of the Chair

Mr. White reported that he and Dr. Generals had addressed the Nominating Committee for Board Membership on May 30, 2018. He stated that he had also had his interview for reappointment to the Board on the same day.

At the request of Mr. White, Ms. Hernández Vélez, Chair of the Nominating Committee for Board Officers, stated that nominations are being accepted for Chair, two Vice Chairs, and Secretary. She stated that the Committee will present a slate of officers at the September 6, 2018 Board meeting for Board approval.

Mr. White noted that if more than one nomination is received for a position, candidates will be interviewed.

(5a) Board Retreat

Mr. White reported that the Board Retreat is scheduled for Wednesday, November 14, 2018, 8:30 a.m. – 2:00 p.m. in the Center for Business and Industry, Room C2-5. Topics for the Retreat will include diversity and equity.

Mr. White reiterated that the Pennsylvania Commission for Community Colleges is not lobbying effectively with legislators to increase community college funding.

(6) Foundation Report

Mr. Murphy provided the following Foundation Report:

- With three weeks left in the fiscal year, 2018 is the best fundraising year among the last five years, notably nearly 50% better than last year;
- The end of this year will see the fulfillment of many pledges for the Black and Gold Gala and responses to the final appeals for the Mint Society, the Gold Society and the annual fund. While there is insignificant difference between 2018 and 2014 at the moment, the year-end numbers are expected to be much better than 2014; and
- This year was also the best year for government funding among the last five. The average of the previous four years was \$4,977,835. This year, government grants come in at \$6,523,279, an increase of 30%.

Mr. Murphy stated that another way that performance is measured in the fundraising business is looking at participation in giving societies. We will end the year with more members in every one of the Foundation's giving societies: Mint (\$1000+ donors), Gold (5+ year donors), Rotunda (\$100,000+ lifetime donors) and Legacy (endowment donors). We also had 210 new

donors this year, so far, a number we expect to increase greatly as Gala pledges are fulfilled. Mr. White thanked members of the Board for their support of the Gala as we sought 100% Board participation.

Mr. Murphy stated that the Black and Gold Gala is scheduled for Wednesday, June 13, 2018 at 5:30 p.m. at Vie at 600 North Broad Street. He stated that \$235,000 (gross), has been raised thus far.

Mr. White requested Mr. Murphy to email the final guest list for the Gala to members of the Board.

(7) Report of the President

Dr. Generals called attention to his memorandum in the Board folder outlining his activities during the month of May and summarized the highlights.

(7a) Year-End Activities

Dr. Generals thanked the following Board members for representing the Board at year-end activities:

Mr. Herzog	Retirees Reception on April 26, 2018
Ms. Biemiller	Nurses Pinning Ceremony on May 4, 2018
Mr. Martz	Academic Awards Ceremony on May 4, 2018
Ms. Hernández Vélez	Classified/Confidential Luncheon on May 9, 2018

Dr. Generals also thanked members of the Board for their participation in the Commencement Ceremony which took place on May 5, 2018.

(7b) Nominating Committee for Board Membership

Dr. Generals reported that he and Mr. White had addressed the Nominating Committee for Board Officers on May 30, 2018. He stated that he talked about the importance of continuity on the Board as well the level of Board members needed to move the College forward.

(7c) Off-Campus Events

Dr. Generals highlighted the following off-campus activities in which he had participated:

- Delivered remarks at the PHENND K-16 June Institute on June 1, 2018 held at the School District of Philadelphia. The topic of the Institute was *K-16 Partnerships for College Access and Success*;



- Was the keynote speaker at the 1199C Training and Upgrading Fund Recognition and Graduation Ceremony on June 5, 2018. Dr. Generals praised Mr. Henry Nicholas for all he has accomplished; and
- Attended the iPraxis 11<sup>th</sup> Annual iFunction Celebration and Awards event on June 6, 2018 celebrating Philadelphia Middle School Achievers. The event was hosted by the University of the Sciences. Dr. Generals stated that he greatly enjoyed the event, especially meeting the Philadelphia middle school students who are the future leaders in science, technology, engineering and mathematics.

Dr. Generals congratulated Mr. White for his work at iPraxis to address the lack of minorities in the STEM sciences in the region.

(8) New Business

Dr. Generals stated that this is Judge Tsai's last Board meeting. He thanked Judge Tsai for her contributions to Board deliberations, as well as her work on behalf of the College and our students during her tenure as a member of the Board of Trustees. On a personal note, Dr. Generals stated how much he appreciated Judge Tsai's support and setting him at ease during his interview for the presidency when his cufflinks broke during the interview.

Members of the Board thanked Judge Tsai for her exemplary work as a member of the Board of Trustees.

Judge Tsai thanked Dr. Generals and the Board for their comments. She stated that she viewed the College and the Board as family, and had greatly enjoyed being part of the College and serving on the Board of Trustees. Judge Tsai stated that she planned to continue to be involved with the College in the future.

(9) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, September 6, 2018 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:21 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, June 7, 2018 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

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

(1) Executive Session

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

(2) Report of the Business Affairs Committee

The Board Approved the Resolution for a two percent (2%) salary increase for the Community College of Philadelphia’s Administrators (excluding the Vice Presidents and General Counsel serving on the College’s Cabinet) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees, effective July 1, 2018.

(2a) 2018-19 Fiscal Year Budget

The Board approved the 2018-19 Fiscal Year Budget.

(2b) Extension of the President’s Contract

The Board approved the extension of the President’s contract with the College for an additional three-year term beyond the end of the current term which ends on June 30, 2019. The extended term of his contract will be July 1, 2019 – June 30, 2022, with yearly renewals after 2022. All other terms of the contract will remain the same.

(3) Report of the Student Outcomes Committee

Dr. Hirsch provided a presentation of Student Success: Persistence from fall to spring and persistence from fall to fall baseline data.

(4) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of May 3, 2018
- (b) Gifts and Grants
- (c) Mathematics Program Review
- (d) Engineering Science Program Review
- (e) Pharmacy Benefits Manager Contract

(5) Report of the Chair

Dr. Generals and Mr. White addressed the Nominating Committee for Board Membership on May 30, 2018.

Ms. Hernández Vélez, Chair of the Nominating Committee for Board Officers, stated that nominations are being accepted for Chair, two Vice Chairs, and Secretary.

(5a) Board Retreat

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- The end of this year will see the fulfillment of many pledges for the Black and Gold Gala and responses to the final appeals for the Mint Society, the Gold Society and the annual fund; and
- This year was also the best year for government funding among the last five years.

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(7b) Nominating Committee for Board Membership

Dr. Generals and Mr. White addressed the Nominating Committee for Board Officers on May 30, 2018.

(7c) Off-Campus Events

Dr. Generals highlighted the following off-campus activities in which he had participated:

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- Was the keynote speaker at the 1199C Training and Upgrading Fund Recognition and Graduation Ceremony on June 5, 2018; and
- Attended the iPraxis 11<sup>th</sup> Annual iFunction Celebration and Awards event on June 6, 2018 celebrating Philadelphia Middle School Achievers.

(8) New Business

Since this was the last Board meeting for Judge Tsai, Dr. Generals and the Board thanked Judge Tsai for her contributions to Board deliberations, as well as her work on behalf of the College and our students during her tenure as a member of the Board of Trustees.

(9) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, September 6, 2018 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:21 p.m.

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

**GRANTS**

**Summary by Grant Type:**

	5/29/18 - 8/28/18	2019 FY Year-to-Date
<b>Government/Public Grants</b>		
Federal	\$309,771	\$309,771
State	\$36,681	\$36,681
Local		
<b>Private Grants</b>		
Corporation		
Foundation	\$79,721	\$79,721
Organization	\$17,500	\$17,500
<b>Other Grants</b>		
<b>Grant Total</b>	<b>\$443,673</b>	<b>\$443,673</b>

**GIFTS**

**Summary by Gift Type:**

Gifts to the Foundation (\$5,000+)	Amount	Purpose
*W.W. Smith Charitable Trust	\$25,000	Scholarships
*Estate of Douglas A. Whyte	\$14,000	Scholarships
Private Donor Advised Fund	\$10,000	Unrestricted
Tucker Law Group, LLC	\$10,000	Gala Sponsorship
United Concordia Dental	\$6,000	Scholarships
*Barnes & Noble College Booksellers	\$5,000	Scholarships
*Compass Group	\$5,000	Scholarships
*Fox Rothschild LLP	\$5,000	Gala Sponsorship
*Morgan Stanley	\$5,000	Gala Sponsorship
PA State Employees Credit Union	\$5,000	Scholarships
Private Donor	\$5,000	Scholarships
<b>Gifts In-Kind (estimated value \$200+)</b>		
Private Donor	\$1,000	Photography Equipment
Private Donor	\$800	Digital Printing Supplies

\*Fiscal Year 2018

**Community College of Philadelphia  
Office of Institutional Advancement  
Summary of Grants  
September 2018 Meeting of the Board of Trustees**

**Federal**

The National Science Foundation awarded \$23,694 to fund year five of the five-year *Louis Stokes Alliance for Minority Participation* (LSAMP), subcontracted through Drexel University. The LSAMP program has had a positive impact on the College's culture and attitude toward underrepresented STEM students. The LSAMP program directly supports approximately 100 first-year STEM students each year through mentoring and scholarship support, and reaches over 1,000 through speakers and other broader activities.

The National Science Foundation awarded \$3,122 to fund the *Philadelphia Regional Noyce Scholarship*, subcontracted through St. Joseph's University. The grant period for this scholars program is 6/1/2018 through 5/31/2019.

U.S. Department of Education awarded \$282,955 to fund year four of the five-year *TRIO/Student Support Services* (SSS). Community College of Philadelphia's SSS program goal is to serve 225 eligible students annually by providing the support services necessary for persistence and completion of postsecondary education. The focus of the project will be on increasing retention, good academic standing, graduation and/or facilitating transfer from an associate's degree-granting institution to a four-year college/university, and maintaining an institutional climate supportive of the needs of participants.

**State**

Pennsylvania Department of Education awarded \$26,500 to fund *It's On Us PA*. Through this program, Community College of Philadelphia will expand and enhance its existing Sexual Harassment and Rape Prevention Program (SHARP) that started in 2014. This program directly supports the Governor's goal to improve awareness, prevention, reporting, and response systems around sexual violence in colleges. The grant period is 3/1/2018 through 12/31/2018.

Pennsylvania Department of Education has awarded \$10,181 to fund the *Southeastern Regional Partnership for Early Childhood Education Pathways* project, subcontracted through Drexel University. The grant period is 7/1/2018 through 12/31/2018.

## Private

The Ambrose Monell Foundation awarded \$50,000 to support a continuation of the Student-Faculty International Fellows program, with the goal of facilitating at least four study abroad programs over the course of two years to a variety of locations. This grant will support a minimum of 40 students over the two-year period and the faculty pairs who plan and lead the study tours. The grant period is 7/2/2018 through 6/30/19.

Health Promotion Council awarded \$17,500 to fund *Support. Empower. Learn. Parenting Health Initiative (SELPHI)*. The grant period is 3/1/2018 through 6/30/2018.

The Helen D. Groome Beatty Trust awarded \$15,000 to support the 2018 operating costs of the Reentry Support Project, which offers adults with criminal records access to innovative post-secondary education and workforce training programs combined with diverse resources and social services. Specifically, grant funding will enable the College to purchase school supplies, technology, and transportation assistance for RSP students. The grant period is 7/13/2018 through 7/13/2019.

William M. King Charitable Foundation awarded \$10,000 to support the operations of the Snack Rack Food Pantry throughout 2018-19. Upcoming plans for the food pantry include the purchase of additional storage and food items, and the expansion of the *Food for Thought Urban Gardening Initiative* (the plot of land between the Bonnell Building and the 17th Street open lot as of 2/13/18). The grant period is 7/1/2018 through 6/30/2019.

Independence Blue Cross Foundation awarded \$4,721 to support this year's *Nurses for Tomorrow Undergraduate Scholarship Program*. The grant period is 7/23/18 through 5/31/19.

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

**MINUTES**

**June 7, 2018**

**1:30 p.m.**

**Conference Room M2-34**

**Presiding:** Dr. Rényi

**Committee**

**Members:** Ms. Fulmore-Townsend, Ms. Hernández Vélez, Rep. Roebuck

**College**

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

**Guests:** Dr. Carter, Ms. Freeman, Ms. Frizell

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of May 3, 2018**

The minutes were approved unanimously.

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

Dr. Carter described how both programs are very important to Philadelphia's technology community. They provide opportunities for students to find good jobs and to transfer to four-year institutions, such as Drexel University. Ms. Hernández Vélez expressed concern about the comment in the report that the industry is predominantly male to explain the low percentage of female students. The program should be trying to impact the current status. Ms. Freeman, the department head for the computer technology-related programs, responded that the programs are trying to showcase women in the department. They are also trying to recruit women, for example, by going to open houses for College programs. Ms. Hernández Vélez asked about supports for female students. Ms. Freeman noted that the programs are hoping to establish a computer technology club and the faculty have an open-door policy, but



that such efforts are for all students and do not focus specifically on female students. Ms. Fulmore-Townsend asked if the programs have solicited any feedback from or done any assessments with female students. Dr. Carter stated that the programs would like to see events that bring potential female students onto the campus. The College has an Automotive Technology summer camp program, which draws female students to attend. She would like to see an increase in such activities and that the programs need faculty who will devote efforts to them. Dr. Rényi noted that robotics competitions have been popular among young women in Philadelphia and that the College's Engineering Program has a female study group; the Computer Technologies programs should consider such options. The programs should also develop five-year goals and plans for increasing female enrollments.

Dr. Rényi indicated that the Committee has concerns about assessment of student learning across the programs. Ms. Freeman responded that the programs assess each course each semester and have collected internal assessment data. Many of the recent curriculum revisions were based on assessment results and industry needs. Faculty meet often about assessments to ensure that all student learning outcomes are being met. Dr. Rényi noted that this work has not been documented, which makes it seem that assessments are in fact not taking place. The Student Outcomes Committee and the Board of Trustees need to review evidence in order to conduct program reviews. Ms. Freeman responded that the programs do assessments and do have data, but that they have chosen not to submit them under the current Contract circumstances. Ms. Hernández Vélez stressed that it impacts the total picture for the College when programs do not provide assessment data. Ms. Fulmore-Townsend said that she found it very disturbing that it appears that the data are being "held hostage," which is the message the Committee is receiving. Ms. Freeman responded that the programs have been unsure regarding where to submit their assessment data because of past issues with the database. Dr. Carter responded that she has provided all the department heads in her division with a format for submitting assessment information. While she has received reports from all other programs in the division, she has not received any submissions from the computer technology programs. Ms. Freeman reports that she has asked for reports from the program faculty and has received some and been told that the work is in progress in the others. Dr. Rényi asked that if the programs do submit grades, how do they make the distinction between submitting grades and submitting assessment results when both are different kinds of assessments?

Ms. Hernández Vélez noted concerns about the Advisory Committee for the programs and asked why there were no minutes from their meetings. It was explained that the current Dean of the division noted many such lapses when she assumed her position a few years ago and that she has been addressing this and other oversights. Dr. Hirsch reported that the College is moving to an electronic submission format, which will enable such records to be posted and shared. Regarding the composition of the Advisory Committee, Dr. Carter explained that members are mostly from small to medium-sized companies and are typically the head of the technology division in the company. Dr. Rényi said that there is a member of Comcast on the Board of Trustees, who should be able to suggest someone for the Advisory Committee. She also noted

that there was a contingent of the City of Philadelphia's IT department that has been promoting technology innovations. Ms. Hernández Velez said the Committee's members can also suggest someone from the City.

The Committee expressed their serious concerns that they did not receive any evidence of student learning as part of the review. It is unacceptable to ask the Committee to make a decision when no data have been provided. As such, the computer programs cannot be approved.

**Action: The Student Outcomes Committee unanimously recommends that no action take place until documented evidence of student learning is submitted. Such evidence should be submitted by August 30, 2018 in order for the Committee to determine the future of the programs when it reconvenes on September 6, 2018.**

**(c) Workforce and Economic Innovation Program Update**

Ms. de Fries described how the Citywide Workforce Strategy is a significant step forward for the City to bring people from different areas together. The City has identified the College as the lead in "Fueling Philadelphia's Talent Engine: A Citywide Workforce Strategy." Dr. Generals commented that the work by the Division of Workforce and Economic Innovation is impacting the focus of the College. To move workforce efforts forward, the College needs the support of the Board in order to expand and improve the equipment, space, and staff required to do so. Ms. de Fries explained that the Division of Workforce and Economic Innovation has made progress with Career Connections, but given the size of the College, Career Connections is not a sizeable resource. In comparison, JEVS has about 12 career-related staff people, while the College's Career Connections has four full-time staff.

Ms. de Fries described how the division is in talks with Philadelphia Works to fund three job-development positions; the proposal for this will be submitted soon. While employers do contact the College to come to campus, the division should more proactively be recruiting for this. Ms. Fulmore-Townsend asked if the division has the capacity to respond to or coordinate when employers do want to come to the College. Ms. de Fries said that the Division of Workforce and Economic Innovation has hired an Employment Management Specialist, who has been working on contacts coming in but has not yet ramped up efforts to be strategically proactive. Ms. Fulmore-Townsend also asked about the College's role in coordinating across the different agencies (such as the Chamber of Commerce, the School District, and Philadelphia Works) that are leading workforce efforts across various industry sectors, including manufacturing, technology, transportation and logistics, business, retail and hospitality, healthcare, and early childhood education. Ms. de Fries has made the division's staff members pointpersons for specific sectors; a new group focused on technology is an example. The Corporate Solutions and Career Connections units in the division meet internally to discuss cross-employment needs (such as training for existing employees, creating a pipeline for new employees, and hiring College students) and to share information. There are plans for a CRM for a database for all

departments, which could be eventually shared more broadly across the College. This will allow for greater coordination and documentation of interactions between the College and employers.

Dr. Rényi asked if the division has been able to develop five-year goals to support the College's vision. Ms. de Fries explained that the division has a strategic plan with six goals that are aligned with the College's strategic plan. Dr. Rényi requested the plan and goals be provided to the Committee so that they may be incorporated into the Student Success Dashboard.

**(d) New Business**

There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for September 6, 2018 at 1:30 p.m. in Conference Room M2-34.

**Attachments:**

Minutes of May 3, 2018

Computer Information Systems - Information Technology A.A. S. and Network and Systems Administration Proficiency Certificate Program

Computer Science A.S. and Computer Programming and Software Development Proficiency Certificate Program

Fueling Philadelphia's Talent Engine: A Citywide Workforce Strategy – Executive Summary  
Workforce and Economic Innovation (WEI) – Program Update

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

**MINUTES**

**Thursday, May 3, 2018  
1:30 p.m.  
Conference Room M2-34**

**Presiding:** Dr. Rényi

**Committee**

**Members:** Ms. Fulmore-Townsend, Ms. Hernández Vélez, Ms. Horstmann (via phone), Ms. McPherson

**College**

**Members:** Ms. de Freis, Dr. Gay, Dr. Generals, Dr. Hirsch, Dr. Roberts

**Guests:** Dr. Barnett, Dr. Celenza, Mr. Webber

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of April 5, 2018**

The minutes were approved unanimously.

**(b) Mathematics Program, Academic Program Review**

Dr. Barnett from the Office of Assessment and Evaluation explained that the office decided to do the Mathematics and Engineering Science academic program reviews together, since the latter depends heavily on the former and the two programs collaborate and share students. Mr. Webber, chair of the Mathematics department, highlighted some key findings from the review report. Regarding assessment, the Mathematics program interacts with both Engineering Science and Computer Science programs. Although the review report says there is little collaboration across the programs, there actually is, but the collaboration is not formally documented. Assessment documents are regularly shared. The programs communicate frequently with one another. Engineering Science and Computer Science have been satisfied with the Math offerings and have requested no changes.

Action items included benchmarking and improving teaching and learning. The faculty are recalibrating benchmarks to increase them from the current 60% to a more

appropriate target (the majority of courses are at or above 75%). As an example of continuous improvement in teaching and learning Mr. Webber described how challenges have long existed with Discrete Mathematics and Calculus I. The leading contributor to success in these courses is performance in Algebra courses. As such, the program has made changes in the pre-calculus sequence. Ms. McPherson suggested that if communications between the Mathematics department and other related programs are currently informal, then perhaps they should develop more formal structures and document jointly arrived-at decisions. Dr. Celenza, Dean of the Mathematics, Science, and Health Care division, explained that with Guided Pathways all the main STEM programs are together in one academic pathway. Programs in the academic pathway have been meeting regularly to discuss increasing student success and will continue to do so.

**Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the Mathematics academic program review and recommendations with approval for five years. A follow-up report should be submitted by the end of the Fall semester. The program should address the following actions in the report:**

- **incorporating more active learning techniques, including study groups**
- **developing and implementing a plan for formalizing collaboration on assessment**
- **establishing a plan to ensure student learning outcomes are addressed throughout the curriculum and used for continuous improvement of program content and student-centered teaching methods.**

**(c) Engineering Science Program, Academic Program Review**

Dr. Celenza noted that the executive summary effectively captures the program. Dr. Rényi said that it was encouraging to see the number of women in the program increasing and the program should set five-year goals for diversity and develop plans to achieve these goals. Ms. Hernández Vélez asked what steps had resulted in the increase of women in the program. Dr. Celenza explained that a core group of women in the National Society for Black Engineers undertook their own activities, including attending conferences and visiting high schools. Dr. Celenza also mentioned the RISE grant, which has provided students with opportunities at Drexel University for additional exposure to STEM careers. Dr. Rényi suggested that the study group approach and other active learning methods be adopted by Mathematics. Dr. Celenza described how recent renovations have encouraged engagement among students and between students and faculty. Dr. Hirsch explained that other issues need to be fine-tuned first, such as the current lack of tutors, timing, etc., but that such issues should be addressed by the end of the Fall semester via the follow-up report. The program will develop a plan by the end of September and then swift implementation of changes should follow that will affect both Mathematics and Engineering Science.

**Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the Engineering Science academic program review and**

**recommendations with approval for five years. A follow-up report should be submitted by the end of the Fall semester. The program should address the following actions in the report:**

- **incorporating more active learning techniques, including study groups**
- **developing and implementing a plan for formalizing collaboration on assessment, with particular emphasis on higher level courses for Mathematics**
- **establishing a plan to ensure student learning outcomes are addressed throughout the curriculum and used for continuous improvement of program content and student-centered teaching methods**
- **determining five-year goals related to a diverse student population and a plan to achieve these goals**

**(d) Measures of Student Success**

Dr. Rényi provided an overview of updates to the three student success metrics documents: the Board dashboard, the Equity in Outcomes document, and the CCRC momentum data. With the Board dashboard, newly added blue arrows indicate work is in a developmental stage toward achieving the goal. Because the entire dashboard addresses student success, section 1.0 should be renamed; Dr. Hirsch will determine an appropriate term. On the Equity in Outcomes document, bar charts have been transformed into line graphs. Regarding the CCRC momentum data, the Committee should determine which data should be brought to the Board. Other related topics to address include how and which additional College policies affect student success, such as accelerated developmental courses, increased numbers of credits taken in the first year, and simultaneous developmental and college-level course-taking. Data should also always be disaggregated by full-time and part-time students. Dr. Rényi and Dr. Generals agreed that the dashboard goals should be matched to the strategic plan through 2025. Once the data on the dashboard has been updated, it can be taken to the Board.

With the equity gap data on the dashboard, two important conclusions stand out: that the gap between Black and white students is not closing, and that the scores for Black students have not improved. To close the achievement gap, different goals are needed for each group of students. Dr. Generals said that in general, Guided Pathways efforts are having a positive effect with most numbers improving, but additional focus is needed on equity. He and Dr. Hirsch can bring the data to the Board at the next meeting. Ms. Fulmore-Townsend also suggested that best practices be highlighted when improvements are seen.

Dr. Rényi requested that Dr. Hirsch research what states are doing well with gathering data on employment outcomes. She also asked the Committee to determine how to extract data from program reviews to support addressing achievement gaps. Dr. Generals and Dr. Hirsch will give a presentation to the Board of Trustees on persistence and completion at the next Board meeting.

(e) **New Business**

There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for June 7, 2018 at 1:30 p.m. in Conference Room M2-34.

**Attachments:**

Minutes of April 5, 2018

Mathematics A.S Academic Program Review

Engineering Science Academic Program Review

CCRC-CCP Key Performance Indicators

Board Dashboard

Student Success and Equity Outcomes

# Community College *of* Philadelphia

## **Academic Program Review Executive Summary**

Computer Information Systems- Information Technology A.A.S. and  
Network and Systems Administration Proficiency Certificate

### Authors:

Christine McDonnell  
Teresa Frizell  
Pamela Barnett

### Contributors:

JoeWana Freeman

Spring 2018



## I. The Executive Summary

### A. Key Findings – Computer Information Systems –Information Technology (CIS-IT)

1. **Improved Graduation Outcomes:** Seventy-five students graduated with CIS-IT degrees in 2017. This is an increase from 2013 when 42 students graduated.
2. **Course Revisions:**
  - a. The Program is attentive to changes in certification exams
  - b. The Program has been active in revising the networking courses.
  - c. The Program revises courses to stay up to date in changes to industry standards in programming languages.
3. **Closed Programs:** Seven students remain enrolled in closed CIS Programs.
4. **Demographics:** The Program primarily enrolls men (80%). This gender imbalance is consistent with employment rates of men as Information Systems Managers (72%).
5. **Incomplete Assessment Data:** The CIS-IT Program assessment plan entails assessment of each PLO each semester with a year-end analysis of the data. The Program has shared assessment results for 2014-2015, but not more recent documents due to the departmental faculty's current interpretation of the faculty contract regarding assessment.
6. **Advisory Committee**

The College does not have Advisory Committee Meeting minutes on file for Computer Technologies from all meetings in the last three years. The Department Head reports that the Computer Technologies Department's has an Advisory Board that meets twice a year.

### Key Findings: Network and System Administration Proficiency Certificate (NSPC).

1. **KPI Metrics for Proficiency Certificates,**

Key Performance Indicator (KPI) metrics such as enrollment numbers, demographics, retention, and success at departure numbers are currently tracked according to primary major of currently enrolled students. Prior PC audits demonstrate that many students enroll in certificate programs either as a secondary major or as part of the paperwork filed for graduation. As such, Proficiency Certificate data is incomplete and only available for students who have earned the certificate.

- 2. Purpose and Target Audience:** It is unclear whether the Proficiency Certificate serves a well-defined population that differs from that served by the Computer Technologies Department's Associate's Degree Programs. This data can be requested from the Office of Institutional Research. Without this data, the Department's existing rationale for the certificate, included in the "Future Directions" section of this review report cannot be substantiated.

**B. Action Items– Computer Information Systems –Information Technology (CIS-IT)**

The Office of Assessment and Evaluation makes the following recommendations for the Program.

- 1. Document Program Improvements:** The Department has developed an effective strategy for improving graduation rates. The Program should ensure that they have documented their improvement strategy, and find opportunities to share its relevant practices with other programs.
- 2. Increase Recruitment and Retention of Female Students**  
Due to the gender imbalance in the Computer Science Program, the Program should evaluate the need for a recruitment and retention plan for female students.  
The Program should work with the Student Success Committee to develop a recruitment and retention plan designed around utilizing offices at the College to improve female recruitment and retention.
- 3. Ensure that students are removed from closed programs**  
The Department should partner with the College Registrar to ensure students are removed from closed programs and placed in the appropriate major and concentration area.
- 4. Assessment**  
The Program should share its most recent assessment data.  
Ensure that faculty have a 5-year assessment plan. Each PLO should be assessed at least once over a five-year period, with documented improvements to teaching and learning. The assessment of PLOs should be staggered over the five-year period with assessment occurring each year.
- 5. Advisory Committee Meeting Minutes**  
The Program should share its Advisory Committee Meeting Minutes.

**Action Items: Network and System Administration Proficiency Certificate (NSPC).**

The Office of Assessment and Evaluation makes the following recommendations for the Proficiency Certificate (PC):

**1. Purpose and Target Audience:**

The Program should request from Institutional Research the names, demographic information, and primary majors and/or post-baccalaureate status of students who have earned the PC. The Program should analyze the data to draw conclusions about the population served by the PC.

After completing an analysis of PC earners, the Program should revisit its articulation of how the educational attainment of the PC aligns with the employment needs of the field. The Program should share this information with the Office of Assessment and Evaluation so that office can collaborate with Institutional Research to create a data collection plan.

# Community College *of* Philadelphia

## Academic Program Review Executive Summary

### Computer Science A.S. and Computer Programming and Software Development Proficiency Certificate

Authors:

Christine McDonnell

Teresa Frizell

Pamela Barnett

Contributors:

JoeWana Freeman

Spring 2018

#### I. Executive Summary

##### Key Findings: Computer Science

##### 1. Improved Program Outcomes:

- Between Fall of 2011 and Fall of 2014, the percent of students retained in the Program increased by 15% and the percent of students that prematurely left the Program dropped from 14% to 10%.
- The Program records stronger Fall to Spring and Fall to Fall retention rates compared to the College between 2011 and 2015.
- The Program records a larger proportion of students leaving with either a degree or having achieved long term success compared to the College.
- For the last five years the Computer Science Program has primarily enrolled men at rates between 83% and 89%. Underrepresentation of women in CCP's Computer Science Program is roughly consistent with national trends. Between 2004 and 2014, both the number and proportion of computer science bachelor's degrees earned by women nationally has declined. In 2014, 82% of computer sciences degrees awarded nationally were to men. (Up from 77% in 2004).

## 2. Incomplete Assessment Data:

- The Computer Science Program relies on the Mathematics Department for assessment of Program Learning Outcome 4 which is to "demonstrate a basic understanding of mathematical concepts important in computer science and software engineering, including differential and integral calculus, linear algebra and discrete mathematics." According to the CS assessment plan, the Mathematics Program assesses "similar PLOs" and those are "organized as more than one outcome" in the other Department. After review of the Mathematics assessment documents, the Office of Assessment has not found evidence that Math and Computer Science systematically collaborates to ensure that the more specific mathematics CLO assessments are relevant to Computer Science, or that Mathematics and Computer Science collaborate to analyze the results to determine how CLO performance contributes to student learning and students' performance in latter courses in Computer Science.
- The Computer Science Program assessment plan entails assessment of each PLO each semester with a year-end analysis of the data. Due to Departmental faculty's current interpretation of the faculty contract regarding assessment, the Program has not shared assessment data since 2014-2015.

## **Key Findings: Computer Programming and Software Development**

### **1. KPI Metrics for Proficiency Certificates:**

KPI metrics such as enrollment numbers, demographics, retention, and success at departure are currently tracked according to primary major of currently enrolled students. Prior PC audits demonstrate that many students enroll in certificate programs either as a secondary major or as part of the paperwork filed for graduation. As such, Proficiency Certificate data is incomplete and only available for students who have earned the certificate.

### **2. Purpose and Target Audience:**

It is unclear whether the Proficiency Certificate serves a well-defined population that differs from that served by the Computer Technologies Department's Associate's Degree Programs. This data can be requested from the Office of Institutional Research. Without this data, the Department's existing rationale for the certificate, included in the "Future Directions" section of this review report cannot be substantiated.

## **Action Items: Computer Science**

The Office of Assessment and Evaluation makes the following recommendations for the Computer Science Program:

### **1. Document Program Improvements:**

- The Department has developed an effective strategy for retention. The Program should ensure that they have documented their improvement strategy, and find opportunities to share its relevant practices with other programs.

### **2. Increase Recruitment and Retention of Female Students:**

- Due to the gender imbalance in the Computer Science Program, the Program should evaluate the need for a recruitment and retention plan for female students.
- The Program should work with the Student Success Committee to develop a recruitment and retention plan to utilize offices at the College to improve female recruitment and retention.

**3. Request data from the Mathematics Department for Assessment of PLO #4:**

- The Program should request relevant CLO assessment data from the Mathematics Department.
- The Program should analyze the assessment data received from Mathematics in the same way it analyzes the assessment data it collects. Results of the analysis should be applied to improve student learning experiences.

**4. Assessment Documentation:**

- The Program should share its most recent assessment data.

**Action Items: Computer Programming and Software Development Proficiency Certificate**

The Office of Assessment and Evaluation makes the following recommendations for the Proficiency Certificate (PC):

**1. Purpose and Target Audience**

- The Program should request from Institutional Research the names, demographic information, and primary majors and/or post-baccalaureate status of students who have earned the PC. The Program should analyze the data to draw conclusions about the population served by the PC.  
After completing an analysis of PC earners, the Program should revisit its articulation of how the educational attainment of the PC aligns with the employment needs of the field. The Program should share this information with the Office of Assessment and Evaluation so that office can collaborate with Institutional Research to create a data collection plan.

**II. Program Analysis – Authored by Program**

The Computer Technologies Department has provided the following Program Analysis:

Enrollment in the programs in the Computer Technologies Department has increased since the last audit in all programs: Computer Science, Software Development Proficiency Certificate Computer Information System – Information Technology (CIS-IT) & Network and System Administration Proficiency Certificate (NSPC).

- a. From 2014 - present, The Computer Technologies Department has been holding open house events for programs.
  - i. During these events faculty offer an overview of the Program and provide academic advising.
  - ii. Faculty encourage students to drop by or schedule advising with Computer Technologies faculty frequently. CT faculty use this time to review program requirements in conjunction with student transcripts, make recommendations regarding scheduling, plan student schedules for future terms based on course offerings, and discusses majors and career options with each student to help them determine the best major for them.
- b. From 2015 - present, the Computer Technologies Department has been holding open orientations for students enrolled in online classes during Professional Development week for the Fall and Spring semester.
  - i. During these events the Department gives an overview of Canvas, email, and navigating the internet for success in distance education.
  - ii. The Department breaks out into small student groups for students in the following courses:
    1. CIS 103
    2. All other CIS courses
    3. Computer Science courses
    4. OA courses
- c. From 2015 - present, The Computer Technologies Department has been emailing students every semester reminding them of any changes to the Program, the semester's course offerings, and course recommendations based on Banner reports.
- d. Full time faculty continue to revise and develop new courses

The **Computer Programming and Software Development Proficiency Certificate (SDPC)** is appropriate for the following situations.

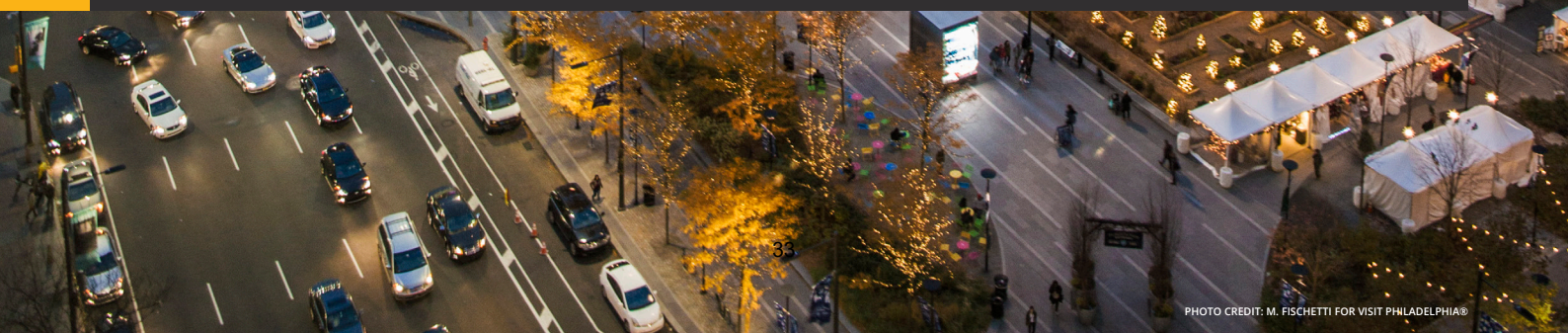
- For students who have graduated with a non-Computer Science Bachelor's Degree and desire to obtain a Master's Degree in Computer Science, the four courses listed in the PC are the prerequisite courses required to enroll in a Master Program.
- Students who earn this SDPC certificate with a non-Computer Science Bachelor's Degree are eligible obtain an employment as an entry-level programmer
- Students who earn this SDPC with prior computer skills are eligible to obtain an entry-level programming job.
- Student who earn this SDPC certificate as part of the core concentration in the CIS-IT Program are eligible obtain employment as an entry-level programmer.





# FUELING PHILADELPHIA'S TALENT ENGINE A CITYWIDE WORKFORCE STRATEGY

## EXECUTIVE SUMMARY





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# LETTER

## FROM MAYOR KENNEY AND CHAMBER PRESIDENT + CEO ROB WONDERLING



### DEAR FELLOW PHILADELPHIANS,

Philadelphia is in the midst of a transformative moment. Our population is increasing, the job market is steadily growing, and economic development is on the rise.

Continued economic growth is critical to the future of our city and region, and is dependent upon a strong, skilled workforce. To prepare Philadelphians for today's jobs and tomorrow's economy, key stakeholders from across the city have collaborated to develop a comprehensive workforce development strategy — *Fueling Philadelphia's Talent Engine*. Its recommendations serve as a launching point for a citywide focus on career pathways and outline bold steps to align the education and workforce systems to businesses' talent needs.


As leaders, we are committed to fostering an economic environment conducive to job creation, business success, and equity. This is only possible through hard work and sustained collaboration. For the first time, partners engaged in every aspect of workforce development are aligned around a shared commitment to building a world-class workforce and addressing the persistent barriers to success that residents living in poverty face. We recognize that employer engagement is an essential element of this process.

Working together, we will activate the talent that is abundant in our city — in our young people, communities of color, low-wealth neighborhoods, and formerly incarcerated individuals. We will harness this talent through viable pathways to stable employment in family-sustaining jobs.

As one of the largest employers in the region, the City has made a point of not only asking employers to expand their talent pool and hire more Philadelphia residents, but is also “walking the walk” with its own practices. In 2017, the City of Philadelphia launched *City as Model Employer*, an innovative strategy to increase the talent, diversity, and operational efficiency of the municipal workforce. And in 2018, the City will create an Office of Workforce Development to drive implementation of this strategy, coordinating among City agencies, Philadelphia Works Inc., and external partners. In the years ahead, we will work together to build pathways to permanent employment for individuals who, for too long, have gone without the education, training, supports, and opportunities they need to realize their full potential.

We must extend special thanks and appreciation to Philadelphia's inaugural Workforce Development Steering Committee for their leadership, insight, and commitment to implement this strategy with passion and urgency. Over the next three years, the recommendations laid out in *Fueling Philadelphia's Talent Engine* will guide better alignment of public and private investments to the talent needs of business and the ambitions of all Philadelphians.

There is tremendous untapped potential sitting on the sidelines of our economy, while too many businesses struggle to find the skilled employees they need to grow and prosper. We can't waste another minute. We are in a competitive race among the world's biggest cities, and it's a race that demands Philadelphia's full attention. The winners will be cities that leverage the power of innovative cross-sector partnerships to ensure the city and region benefit from an educated and skilled workforce to fuel their growth. The time for a citywide talent development strategy is now.

  
JIM KENNEY  
MAYOR  
CITY OF PHILADELPHIA

  
ROB WONDERLING  
PRESIDENT + CEO  
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

# PHILADELPHIA WORKFORCE DEVELOPMENT STEERING COMMITTEE

The Steering Committee's diverse body of stakeholders is comprised of members representing the Chamber of Commerce for Greater Philadelphia, School District of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, employers, institutions of higher education, workforce intermediaries, national and local policy experts, nonprofit organizations, labor unions, and philanthropy.



## CO-CHAIRS

### MICHAEL DIBERARDINIS

MANAGING DIRECTOR  
CITY OF PHILADELPHIA

### HAROLD T. EPPS

COMMERCE DIRECTOR  
CITY OF PHILADELPHIA

Early in the Kenney administration, leaders within and beyond City government realized the tremendous opportunity to forge an inclusive path to prosperity by taking an industry-focused approach to developing a system that prepares people not just for a job, but for a career.

In the Summer of 2016, Commerce Director Harold T. Epps and Managing Director Michael DiBerardinis convened Philadelphia's first-ever citywide Workforce Development Steering Committee. This body seized the charge to develop a workforce strategy that is partnership-driven, promotes business growth, addresses institutional and structural barriers to career advancement, and fuels both economic and community vitality.

The Philadelphia Workforce Development Steering Committee's charge extends beyond the development of a strategy document. Members of this body will be active leaders overseeing the execution and evaluation of its implementation. The City will create a centralized Office of Workforce Development to work hand in hand with the Steering Committee on driving efforts to accomplish the goals outlined in this strategy.

## OVER THE NEXT THREE YEARS, THE STEERING COMMITTEE WILL CONTINUE TO:

- **PROVIDE STRATEGIC DIRECTION** on the implementation and evaluation of a citywide workforce development strategy.
- **MARSHAL RESOURCES** towards shared workforce development goals.
- **CHAMPION POLICY, SYSTEMS, AND PRACTICE CHANGES** needed to advance workforce success.

## MEMBERS

### MICHELLE ARMSTRONG

EXECUTIVE DIRECTOR, OFFICE OF CAREER + TECHNICAL EDUCATION  
SCHOOL DISTRICT OF PHILADELPHIA

### NOLAN ATKINSON

CHIEF DIVERSITY OFFICER  
CITY OF PHILADELPHIA

### CECILEY BRADFORD-JONES

EXECUTIVE DIRECTOR  
OFFICE OF REINTEGRATION SERVICES (RISE)  
CITY OF PHILADELPHIA

### STEPHEN BRIGGS

VICE PRESIDENT, COMMUNITY RELATIONS  
WELLS FARGO

### PATRICK CLANCY

PRESIDENT + CEO  
PHILADELPHIA WORKS INC.

### JOHN COLBORN

CHIEF OPERATING OFFICER  
JEVS HUMAN SERVICES

### UVA COLES

VICE PRESIDENT  
INSTITUTIONAL ADVANCEMENT + STRATEGIC PARTNERSHIPS  
PEIRCE COLLEGE

### DANNY CORTES

EXECUTIVE VICE PRESIDENT + CHIEF OF STAFF  
ESPERANZA

### CAROL DE FRIES

VICE PRESIDENT, WORKFORCE + ECONOMIC INNOVATION  
COMMUNITY COLLEGE OF PHILADELPHIA

### FRED DEDRICK

PRESIDENT + CEO  
NATIONAL FUND FOR WORKFORCE SOLUTIONS

### CHRISTINE DERENICK-LOPEZ

CHIEF ADMINISTRATIVE OFFICER  
CITY OF PHILADELPHIA

### DAVID DONALD

FOUNDER  
PEOPLESARE

### PATRICK EIDING

PRESIDENT  
PHILADELPHIA AFL-CIO

### CHERYL FELDMAN

EXECUTIVE DIRECTOR  
DISTRICT 1199C TRAINING + UPGRADING FUND

### JOHN FRY

PRESIDENT  
DREXEL UNIVERSITY

### CHEKEMMA FULMORE-TOWNSEND

PRESIDENT + CEO  
PHILADELPHIA YOUTH NETWORK

### STEPHANIE GAMBONE

EXECUTIVE VICE PRESIDENT  
PHILADELPHIA YOUTH NETWORK

### DR. GUY GENERALS

PRESIDENT  
COMMUNITY COLLEGE OF PHILADELPHIA

### EVA GLADSTEIN

DEPUTY MANAGING DIRECTOR  
HEALTH + HUMAN SERVICES  
CITY OF PHILADELPHIA

### CHRISTINA GRANT

ASSISTANT SUPERINTENDENT, OPPORTUNITY NETWORK  
SCHOOL DISTRICT OF PHILADELPHIA

### CLAIRE GREENWOOD

EXECUTIVE DIRECTOR, CEO COUNCIL FOR GROWTH  
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

### OTIS HACKNEY

CHIEF EDUCATION OFFICER  
CITY OF PHILADELPHIA

### SIDNEY HARGRO

EXECUTIVE DIRECTOR  
PHILANTHROPY NETWORK GREATER PHILADELPHIA

### DR. WILLIAM HITE

SUPERINTENDENT  
SCHOOL DISTRICT OF PHILADELPHIA

### DIANE INVERSO

EXECUTIVE DIRECTOR  
OFFICE OF ADULT EDUCATION  
CITY OF PHILADELPHIA

### HELOISE JETTISON

SENIOR DIRECTOR OF TALENT DEVELOPMENT  
DEPARTMENT OF COMMERCE  
CITY OF PHILADELPHIA

### KEVIN JOHNSON

PRESIDENT + CEO  
OPPORTUNITIES INDUSTRIALIZATION CENTER (OIC) OF AMERICA

### LUCY KERMAN

SENIOR VICE PROVOST, UNIVERSITY + COMMUNITY PARTNERSHIPS  
DREXEL UNIVERSITY

### CARNIESHA KWASHIE

DIRECTOR  
JOB OPPORTUNITY INVESTMENT NETWORK (JOIN)  
UNITED WAY OF GREATER PHILADELPHIA + SOUTHERN NEW JERSEY

### JOHN LASKY

CHIEF HUMAN RESOURCES OFFICER  
TEMPLE UNIVERSITY HEALTH SYSTEM

### RICH LAZER

DEPUTY MAYOR OF LABOR  
CITY OF PHILADELPHIA

### MITCHELL LITTLE

EXECUTIVE DIRECTOR  
OFFICE OF COMMUNITY EMPOWERMENT + OPPORTUNITY  
CITY OF PHILADELPHIA

### THOMAS LYONS

VICE PRESIDENT, HUMAN RESOURCES  
AGUSTA WESTLAND PHILADELPHIA

### SHARMAIN MATLOCK-TURNER

PRESIDENT + CEO  
URBAN AFFAIRS COALITION

### BOB MOUL

TECH ENTREPRENEUR

### DEBORAH O'BRIEN

SVP + MARKET MANAGER, CORPORATE SOCIAL RESPONSIBILITY  
BANK OF AMERICA

### JAMEEL RUSH

PRESIDENT  
PHILADELPHIA SOCIETY OF HUMAN RESOURCES MANAGEMENT

### ANDY VAN KLEUNAN

PRESIDENT + CEO  
NATIONAL SKILLS COALITION

### TONY WIGGLESWORTH

EXECUTIVE DIRECTOR  
PHILADELPHIA AREA LABOR MANAGEMENT COMMITTEE

### ROB WONDERLING

PRESIDENT + CEO  
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

## SHIFTING TO A CAREER PATHWAY SYSTEM

At the center of *Fueling Philadelphia's Talent Engine* is a shift in focus from short-term job training and placement, to long-term career planning and advancement. This requires commitment from all workforce stakeholders to a system that supports ongoing progression for job seekers and incumbent workers, and incentivizes employers to invest in their workforce at every level.

A career pathway system pairs progressive levels of education and training with career coaching and social service supports to help individuals with diverse skills and needs advance to increasingly higher levels of employment. In a career pathway system, individuals are helped to think beyond their next job, and focus on the credentialing and other supports they'll need to set and achieve longer-term career goals. A high-functioning career pathway system is equally advantageous to industry as it produces individuals with the skills and experiences required to meet employer demand.

The full benefits of a career pathway system cannot be provided by a single program, but rather are delivered via multiple linked and aligned programs. As such, building a robust career pathway system requires strong leadership, careful planning, a commitment to quality education and training responsive to industry need, and redirection of public investments across multiple systems — including industry; the public workforce system; and K-12, adult, and higher education.

**“IT HAS BEEN SAID THAT THE BEST ANTI-POVERTY PROGRAM IS A JOB. A BETTER ANTI-POVERTY PROGRAM IS A GOOD JOB, OR EVEN BETTER, A CAREER — SPECIFICALLY, A CAREER THAT CAN SUPPORT A FAMILY AND PROVIDES OPPORTUNITIES FOR ADVANCEMENT.”**

**NATIONAL SKILLS COALITION**



PHOTO CREDIT: AGUSTA WESTLAND



PHOTO CREDIT: COMMUNITY COLLEGE OF PHILADELPHIA

# CHALLENGES

## CLOSING THE SKILLS GAP + REDUCING POVERTY



PHOTO CREDIT: HARVEY FINKLE PHOTOGRAPHY FOR THE DISTRICT 1199C TRAINING AND UPGRADING FUND

### 1 PHILADELPHIA'S WORKFORCE, ECONOMIC DEVELOPMENT, AND EDUCATION INSTITUTIONS MUST BE BETTER ALIGNED TO BUSINESS NEEDS.

For too long, Philadelphia's workforce and economic development agencies have missed the opportunity to unite around shared goals for the city and regional economy. Employers have been left challenged to meet their talent needs, while the workforce system struggles to connect education, job training, and other supportive services in a way that is easy to navigate for job seekers and incumbent workers. *Fueling Philadelphia's Talent Engine* calls for more intentional coordination and collaboration across systems to improve outcomes for individuals, employers, and the economy as a whole.

### 2 FOCUSING ON READING, WRITING, NUMERACY, AND DIGITAL LITERACY SKILLS IS ESSENTIAL TO BUILDING PHILADELPHIA'S WORKFORCE.

Far too many Philadelphians lack the 21st Century workforce skills essential to succeed in today's economy, including 204,676 adults who are without a high school credential. These individuals experience poverty and unemployment at rates considerably higher than the citywide average. Public funding to help adult learners build reading, writing, numeracy, and digital literacy skills falls far short of the need. In fiscal year 2017, Philadelphia adult education providers received approximately \$4 million in Federal and State funds to address this challenge — an amount sufficient to serve only 3,365 adult learners in the city. *Fueling Philadelphia's Talent Engine* calls for public and private funding streams to be invested in contextualized bridge programs, tailored to the needs of business, to increase the number of adult learners prepared to succeed in jobs that pay a family-sustaining wage.

### 3 PHILADELPHIA NEEDS A LONG-TERM STRATEGY TO INCREASE ECONOMIC MOBILITY FOR RESIDENTS LIVING IN POVERTY.

Among Philadelphia residents aged 25 to 64, 22% are living in poverty. A staggering 25% of these individuals are working, yet unable to earn wages sufficient to achieve economic mobility. Overall, too many residents lack the skills and opportunities needed to reap the full benefits of recent economic growth. 60% of working Philadelphians earn less than \$40,000 a year. *Fueling Philadelphia's Talent Engine* is focused on ensuring all residents can access the education, training, and other supports needed to compete for good jobs, and leverage entry-level employment to build the skills and acquire the credentials needed to advance in their careers — within or outside of the industry where they first find a job.

### 4 ALL PHILADELPHIA STUDENTS MUST BE BETTER PREPARED FOR COLLEGE AND CAREERS.

The Philadelphia public school system is the city's most important long-term talent development pipeline, critical for business growth and attraction. To that end, the School District of Philadelphia has set an important goal of ensuring all students graduate from high school prepared to succeed in both college and career. This requires providing high school students exposure to the workplace and opportunities to develop the specialized skills currently needed and those that will be in demand in the future. *Fueling Philadelphia's Talent Engine* calls on the School District, City, Philadelphia Youth Network, and others to work in partnership with the business community to increase the number and quality of work experiences available to high school students as they prepare for graduation and beyond.

### 5 ENSURING WORKFORCE SUCCESS FOR ALL REQUIRES POPULATION-SPECIFIC BARRIER REMOVAL STRATEGIES.

Segments of the population who face greater obstacles to employment require customized services and supports to unleash their full potential. Opportunity youth (ages 16-24, disconnected from school and work), residents returning from incarceration, and immigrants have ample potential to drive positive growth and prosperity across our city. *Fueling Philadelphia's Talent Engine* identifies specific strategies for addressing barriers to their success in the workforce.

## PHILADELPHIA'S ECONOMIC INDICATORS

**25.7%**  
POVERTY RATE, 2016

12.3% living in deep poverty (income under 50% of the federal poverty limit)

**22%**  
POVERTY RATE, ADULTS 25-64, 2016

25% are working but unable to achieve economic mobility

**14.4%**  
YOUTH DISCONNECTION RATE, 2016

29,151 youth and young adults, 16 - 24, are neither enrolled in school nor working

**714,891**  
AVERAGE # OF JOBS, 2017

**665,385**  
AVERAGE # EMPLOYED RESIDENTS, 2017

**6.3%**  
UNEMPLOYMENT RATE, 2017

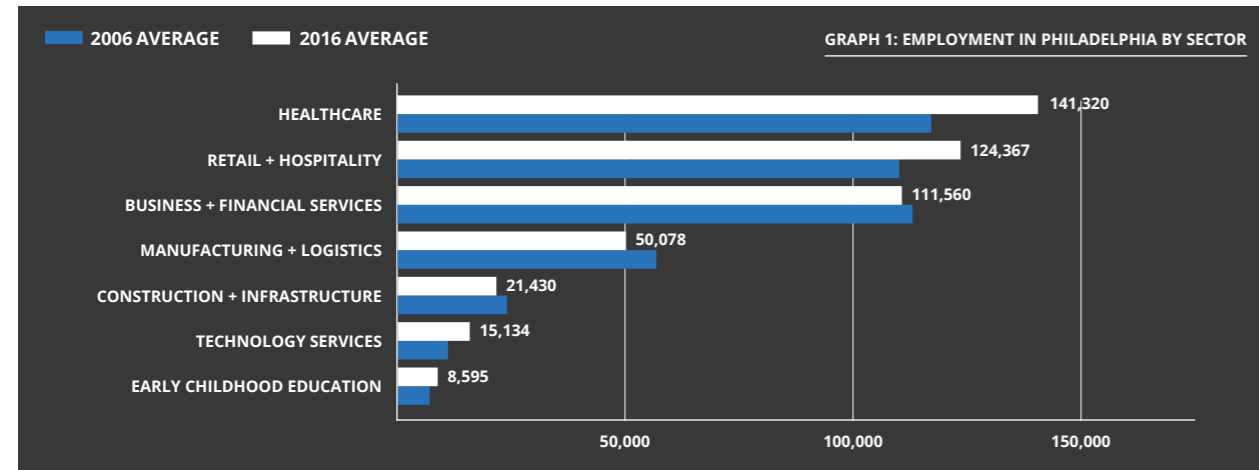
Unemployment is 2 percentage points above the national average

\*All 2017 numbers are preliminary based on data available as of January 2018

# ALIGNING A CAREER PATHWAY SYSTEM TO INDUSTRY DEMAND

## OPPORTUNITY IN THE PHILADELPHIA ECONOMY ACROSS SEVEN TARGET SECTORS

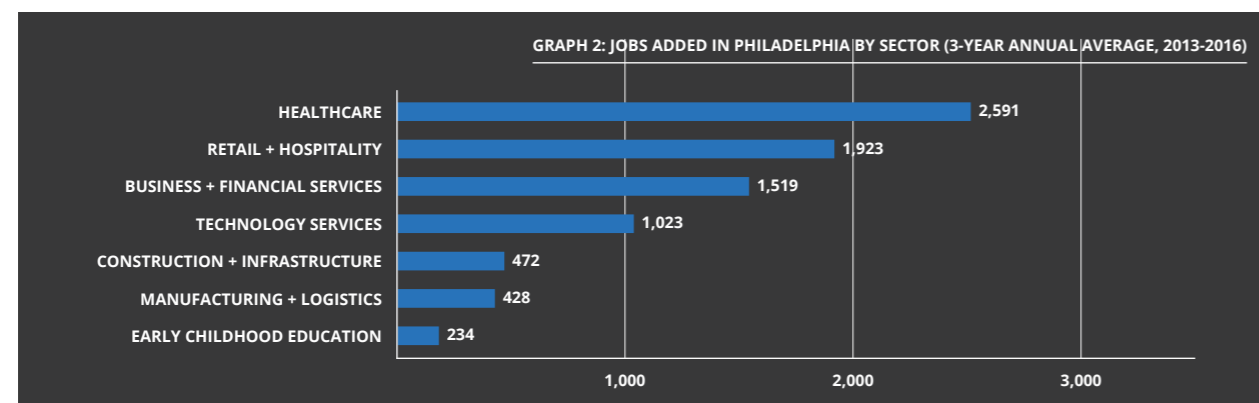
A strong understanding of labor market trends and projections was essential to crafting the Goals and Recommendations included in *Fueling Philadelphia's Talent Engine*. To achieve this, the Philadelphia Workforce Development Steering Committee engaged the Economy League of Greater Philadelphia to conduct a quantitative analysis of employment, growth trends, and wages for seven industry sectors, including: Healthcare, Retail + Hospitality, Early Childhood Education, Technology Services, Business + Financial Services, Construction + Infrastructure, and Manufacturing + Logistics. In 2016, the seven target sectors accounted for 472,000 jobs in the city of Philadelphia, or 71% of all jobs. These sectors were selected based on a mix of factors, but primarily on availability of jobs and the potential for economic mobility.



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

## GROWTH AND PROJECTIONS

Employment increased in all seven sectors between 2013 and 2016, and nearly all sectors are expected to see continued growth through 2024. Only Manufacturing + Logistics is projected to lose jobs, but at just 10% the rate of loss experienced over the last decade. Growth in Technology Services, Early Childhood Education, Healthcare, and Retail + Hospitality is expected to outpace overall job growth in the city.



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

## PREPARING PHILADELPHIANS FOR MIDDLE-SKILL JOBS ALONG A CAREER PATHWAY

Philadelphia remains home to more than 131,000 middle-skill jobs across the seven target sectors. Many of these have projected replacement openings that call for a talent pipeline strategy to ensure employers can meet their business needs. Simultaneously, these positions provide significant opportunity for Philadelphia residents lacking a Bachelor's degree to enter the workforce and advance — over time and with the necessary education, training, and other supports — to a stable, family-sustaining job along a career pathway.

### OCCUPATIONAL SKILL LEVEL DEFINITIONS

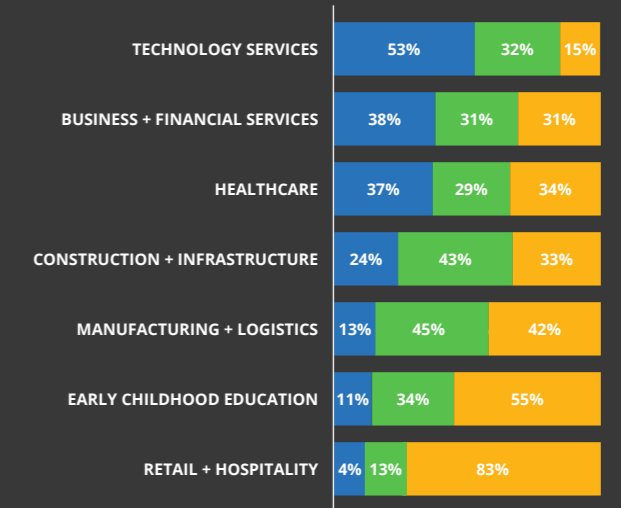
**HIGH-SKILL**  
Requires a Bachelor's degree or higher.

**MIDDLE-SKILL**  
Requires an Associate degree, postsecondary non-degree award, or some college but no degree; or a high school degree and one of the following: apprenticeship, long-term on-the-job training, moderate-term on-the-job training, or work experience.

**LOW-SKILL**  
Requires less than a high school degree; or a high school degree and no work experience and less than a month of on-the-job training.

SOURCE: NATIONAL SKILLS COALITION

### GRAPH 3: PHILADELPHIA SHARE OF TOTAL EMPLOYMENT BY SKILL LEVEL, 2016



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

## KEY HIGHLIGHTS ACROSS SEVEN SECTORS

- Given scale, growth, and job opportunities across skill levels, the Healthcare sector presents significant opportunity to support workforce growth with equity.
- Early Childhood Education and Technology Services, while small, are fast-growing sectors that provide middle-skill opportunities and benefit from considerable support and momentum.
- Manufacturing + Logistics and Construction + Infrastructure remain strong sources of middle-skill jobs and benefit from a deep training infrastructure that can be leveraged to provide targeted support for women and residents of color in sectors that have traditionally struggled to engage and retain a diverse workforce.

## LEVERAGING LOW-SKILL JOBS AS A STARTING POINT FOR CAREER ADVANCEMENT

Recognizing the robust growth in low-skill jobs in Philadelphia, the Philadelphia Workforce Development Steering Committee is committed to identifying and supporting viable career on-ramps for individuals lacking a secondary credential or the skills needed to advance quickly to middle-skill employment. Low-skill jobs have the potential to serve as a gateway to careers, provided stakeholders commit to supporting individuals in these jobs to leverage the experience, skills, and networks gained through entry level work to advance to higher level, better paying jobs.

# STRATEGY

## GOALS, RECOMMENDATIONS + METRICS

### GOAL ONE

PREPARE PHILADELPHIANS WITH THE SKILLS EMPLOYERS NEED FOR A WORLD-CLASS WORKFORCE.

#### RECOMMENDATIONS

- 1 Place employers at the center of strategies to advance local talent development in growth sectors of the economy.
- 2 Increase apprenticeships and other industry driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.
- 3 Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

#### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

- 7 Industry Partnerships will be launched or strengthened to meet employers' talent needs.  
Led by the Philadelphia Office of Workforce Development with Chamber of Commerce for Greater Philadelphia, Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Works Inc.
- 150 employers will engage in the City's new Model Employer Campaign designed to advance practices that support career pathway progression and improve business outcomes.  
Led by the Philadelphia Office of Workforce Development with Chamber of Commerce for Greater Philadelphia, Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Works Inc.
- 3,000 individuals will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.  
Led by Philadelphia Works Inc. with Chamber of Commerce for Greater Philadelphia, Community College of Philadelphia, and Philadelphia Office of Workforce Development
- 500 new registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.  
Led by the Philadelphia Office of Workforce Development with Mayor's Office of Labor and Philadelphia Works Inc.
- 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner through the *City as Model Employer* initiative.  
Led by the Philadelphia Office of Workforce Development with Community College of Philadelphia, Philadelphia Office of Adult Education, and Philadelphia Works Inc.
- 16,000 young people will participate annually in a high-quality work experience, including summer jobs and year-round opportunities.  
Led by the City of Philadelphia with Chamber of Commerce for Greater Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, School District of Philadelphia, and Urban Affairs Coalition
- 6,000 students will be engaged annually in opportunities to earn post-secondary credit through a combination of Advanced Placement courses, International Baccalaureate, Middle College, and/or dual enrollment programs with the Community College of Philadelphia or another institution of higher education.  
Led by the School District of Philadelphia with Community College of Philadelphia and Philadelphia Office of Workforce Development
- 4% increase in the high school graduation rate, from 67% to 71% by the 2018-2019 school year.  
Led by the School District of Philadelphia with Project U-Turn partners
- 100% of Career and Technical Education (CTE) students will have the opportunity to earn a minimum of 3 college credits.  
Led by the School District of Philadelphia with Community College of Philadelphia

### GOAL TWO

ADDRESS THE UNDERLYING BARRIERS THAT PREVENT PHILADELPHIANS FROM ACCESSING MEANINGFUL CAREER OPPORTUNITIES.

#### RECOMMENDATIONS

- 4 Strengthen work-related supports for Philadelphians living in poverty.
- 5 Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.
- 6 Develop and implement population-specific strategies to promote career pathway success, starting with Opportunity Youth and Young Adults (16 - 24), Returning Citizens, and Immigrants.

#### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

- 8,000 job seekers engaged in the public workforce system will be connected to benefits access services to help them secure needed resources — including healthcare coverage, public benefits, child care subsidies and/or financial counseling.  
Led by the Philadelphia Office of Community Empowerment and Opportunity with Community College of Philadelphia and Philadelphia Works Inc.
  - 6,500\* PHLpreK spots to support working parents and those engaged in workforce education and training.  
Led by the Mayor's Office of Education
  - 75% of publicly funded behavioral health outpatient providers will offer services during evening hours and 60% during weekend hours.  
Led by the Philadelphia Department of Behavioral Health + Intellectual Disability Services (DBHIDS)
  - 95% of workforce education and training programs funded by Philadelphia Works Inc. will include contextualized bridge programs that provide a pathway to success for individuals who test below the required skill level for entry.  
Led by Philadelphia Works Inc. with Community College of Philadelphia and the Philadelphia Office of Adult Education
  - 4,000 opportunity youth and young adults (16 - 24) will be engaged in a comprehensive sector-based career pathway program leading to an industry credential and opportunity to secure living wage work.  
Led by the Philadelphia Youth Network with Department of Human Services, Philadelphia Works Inc., and United Way of Greater Philadelphia + Southern New Jersey
  - 3,000 returning citizens will be connected to a job and/or education and training aligned to a career pathway.  
Led by the Philadelphia Office of Workforce Development with the Office of Reintegration Services (RISE) within Philadelphia Department of Prisons, the Philadelphia Office of Adult Education, Philadelphia Works Inc., and the Reentry Coalition
  - 300 returning citizens will secure employment through the Department of Commerce's Fair Chance Hiring pilot initiative.  
Led by the Philadelphia Department of Commerce with the Office of Reintegration Services (RISE) within Philadelphia Department of Prisons and Philadelphia Works Inc.
  - 350 immigrants will participate in contextualized bridge programs or Integrated Education and Training (IET) aligned to industry needs.  
Led by the Philadelphia Office of Adult Education with the Philadelphia Office of Immigrant Affairs, Philadelphia Office of Workforce Development, and Philadelphia Works Inc.
- \*This metric is contingent on the successful resolution of a lawsuit challenging the Philadelphia Beverage Tax.



# STRATEGY

## GOALS, RECOMMENDATIONS + METRICS

### GOAL THREE

**BUILD A WORKFORCE SYSTEM THAT IS MORE COORDINATED, INNOVATIVE, AND EFFECTIVE.**

#### RECOMMENDATIONS

**7** Convene workforce stakeholders to pursue a coordinated set of policy recommendations that promote career advancement for all Philadelphians.

**8** Increase and align public and private dollars in support of shared workforce goals.

**9** Launch a common data dashboard to track progress towards shared workforce goals.

#### WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

Philadelphia Office of Workforce Development will be established to drive implementation and evaluation of a citywide workforce strategy, as well as a related state and federal policy agenda.

Led by the City of Philadelphia

**\$13 MILLION** will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.

Led by Philadelphia Works Inc. with City of Philadelphia, Community College of Philadelphia, and Philadelphia Youth Network

A comprehensive funding strategy will be developed across Philadelphia institutions that oversee public dollars to increase the effectiveness of current funding streams, and to leverage additional resources from the state and federal government, private sector, and philanthropy.

Led by the Philadelphia Office of Workforce Development with City of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., and Philadelphia Youth Network

A citywide workforce development data system will be established to track a common set of success indicators, including:

- Completion of education and training programs
- Credential attainment
- Workforce entry, retention, and advancement
- Employer engagement and satisfaction

Led by the Philadelphia Office of Workforce Development with Job Opportunity Investment Network (JOIN), Philadelphia Works Inc., and Philadelphia Youth Network



# STRATEGY IN ACTION

## CITY AS MODEL EMPLOYER

As one of the largest employers in Philadelphia, City government has committed to lead by example in providing high-quality career pathways that attract, prepare, retain, and promote a diverse and talented workforce.

Over the next three years, the Office of Workforce Development will manage the design and implementation of a new pilot program titled *City as Model Employer*. This initiative is focused on preparing individuals for middle-skill positions which are currently difficult for City departments and private employers to fill, and embodies the recommendations laid out in *Fueling Philadelphia's Talent Engine*. It incorporates work-based learning strategies that provide the time, training, and other supports needed to help individuals develop the skills and work habits required to secure and retain permanent employment that pays a family-sustaining wage.

**“PHILLY FUTURE TRACK REPRESENTS A UNIQUE AND EXCITING PATH TO CAREER READINESS AND SUCCESS. PARTICIPANTS RECEIVE RIGOROUS REAL-LIFE WORK EXPERIENCE BLENDED WITH ACADEMIC AND CAREER DEVELOPMENT CLASSROOM TRAINING TO POSITION THEMSELVES FOR MEANINGFUL EMPLOYMENT. RECENTLY, WE HAVE BEEN ABLE TO ESTABLISH BRIDGE POSITIONS TO CIVIL SERVICE EMPLOYMENT, ALLOWING US TO HIRE SUCCESSFUL GRADUATES. I AM EXCEEDINGLY PLEASED THAT WE HAVE CREATED SUCH A WORTHWHILE AND IMPACTFUL PROGRAM, AND PROUD OF THE OUTSTANDING TALENT WE'VE BEEN ABLE TO RECRUIT INTO OUR DEPARTMENT.”**

**CARLTON WILLIAMS**  
COMMISSIONER  
PHILADELPHIA STREETS DEPARTMENT

The City has hired an experienced talent development professional to lead *City as Model Employer*, and the Lenfest Foundation has committed \$250,000 in year one to build components of the model — including a standard workforce readiness curriculum and common assessment tools to be implemented across the 10 participating departments.

*City as Model Employer* will also feature a racial equity pilot within one of the participating departments. The City's Office of Diversity and Inclusion will guide implementation of the racial equity pilot, focused on intentional application of the Government Alliance on Race and Equity's (GARE) data-driven racial equity tools and practice of setting goals, tracking progress, and building accountability. The City-convened equity workforce action team will identify the institutional systemic barriers to securing certain civil service positions, and develop strategies to target specific challenges facing seasonal and temporary workers attempting to transition to permanent positions. Application of successful strategies to identify and remedy institutional workforce barriers, developed via the pilot, will be expanded across other departments and help set the stage for transforming City government.

Between 2017 and 2020, 10 City departments will participate in *City as Model Employer*, engaging 200 individuals with barriers to employment, including opportunity youth and young adults, ages 16-24; residents returning from incarceration; immigrants; and adults lacking necessary workforce skills and credentials.

## 10 CITY DEPARTMENTS PARTICIPATING IN THE *CITY AS MODEL EMPLOYER* PILOT

### PHILADELPHIA PARKS AND RECREATION

Community Apprenticeship Program, a 24-month employment training opportunity, launched in June 2017 to connect seasonal employees to permanent jobs.

### THE OFFICE OF INNOVATION AND TECHNOLOGY

Partnership with the Urban League of Philadelphia, launched in December 2017 to connect individuals to permanent IT positions with the City.

### THE OFFICE OF FLEET MANAGEMENT

Automotive Internship Program, operated in partnership with the School District of Philadelphia for over 20 years, is developing plans to scale up over the next three years.

### THE FREE LIBRARY OF PHILADELPHIA

Pathway created for temporary employees to transition to permanent Civil Service positions with the Free Library or other City departments.

### THE STREETS DEPARTMENT

In-house career pathway program, *Philly Future Track*, moves unemployed young adults into permanent positions with the City.

### THE COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP)

Seasonal, temporary staff receive on-the-job training in land management and preparation for permanent employment.

### THE PHILADELPHIA WATER DEPARTMENT

Apprenticeship program aligned to permanent employment in the department, including participants who are graduates of PowerCorpsPHL and School District of Philadelphia technical trades programs.

### PHILADELPHIA DEPARTMENT OF PRISONS + PHILLY 311

Collaborative pilot program launching in 2018 to train individuals who are incarcerated for permanent positions in the 311 Contact Center upon release.

### PHILADELPHIA INTERNATIONAL AIRPORT

Partnership with Project SEARCH at Drexel University which trains high school graduates diagnosed with autism spectrum disorder and/or an intellectual disability for permanent employment with the City.



PHOTO CREDIT: POWERCORPSPHL

### POWERCORPSPHL

PowerCorpsPHL is a City of Philadelphia AmeriCorps initiative, operated in partnership with EducationWorks, that engages opportunity youth early on in their career progression. Many PowerCorpsPHL graduates transition to a career pathway program in one of the participating *City as Model Employer* departments. Other graduates transition directly to employment or a more advanced work-based learning opportunity aligned to their career goals.

**“POWERCORPSPHL PROVIDES TREMENDOUS VALUE TO THE PHILADELPHIA WATER DEPARTMENT. IT AFFORDS US THE OPPORTUNITY TO INTRODUCE YOUNG PEOPLE TO THE COMPLEX RESPONSIBILITIES OF THE WATER AND WASTEWATER INDUSTRY. THROUGH HANDS-ON TRAINING WITH PWD'S PASSIONATE STAFF, PROFESSIONAL DEVELOPMENT EXPERIENCES WITH OUR PARTNERS, AND ONGOING EDUCATIONAL OPPORTUNITIES, SUCCESSFUL GRADUATES HAVE DEVELOPED THE REQUIRED SKILLS AND DEMONSTRATED THE MOTIVATION TO EXCEL IN VARIOUS PERMANENT POSITIONS THROUGHOUT THE DEPARTMENT — INCLUDING THE ELECTRICAL TRADES, STORMWATER MAINTENANCE, AND ENGINEERING TECHNOLOGY.”**

**DEBRA MCCARTY**  
COMMISSIONER, PHILADELPHIA WATER DEPARTMENT



To view the full workforce strategy,  
*Fueling Philadelphia's Talent Engine*, visit:  
**PHILA.GOV/WORKFORCE**

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# Community College of Philadelphia

## Workforce and Economic Innovation (WEI)

## Program Update



## WORKFORCE & ECONOMIC INNOVATION

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

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

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



## WORKFORCE & ECONOMIC INNOVATION

### Fueling Philadelphia's Talent Engine

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

- **Increase apprenticeships and other industry driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.**

2020:

- 3000 individuals will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.
- 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner.

- **Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.**

2020:

- 6000 students will be engaged annually in opportunities to earn post-secondary credit through a combination of AP courses, IB, Middle College , and/or dual enrollment programs with the Community College of Philadelphia or another institution of higher education.
- 100% of CTE students will have the opportunity to earn a minimum of 3 college credits.



## WORKFORCE & ECONOMIC INNOVATION

### Fueling Philadelphia's Talent Engine

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

- **Strengthen work-related supports for Philadelphians living in poverty.**

2020:

- 8,000 job seekers engaged in the public workforce system will be connected to benefits access services to help them secure needed resources.

- **Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.**

2020:

- 95% of workforce education and training programs funded by Philadelphia Works Inc. will include contextualized bridge programs that provide a pathway to success for individuals who test below the required skill level for entry.

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

- **Increase and align public and private dollars in support of shared workforce goals.**

2020:

- \$13 Million will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.
- A comprehensive funding strategy will be developed across Philadelphia Institutions that oversee public dollars to increase the effectiveness of current funding streams, and to leverage additional resources from the state, and federal government, private sector and philanthropy.



## WORKFORCE & ECONOMIC INNOVATION

### Program Updates:

#### Advanced Manufacturing:

- Enrollments increased from 19 in 16/17 to 28 in 18/19 47% increase.
- Gross Revenue increased 63% from \$103,120 in 16/17 to \$168,440 in 17/18.
- Average wages of students reporting employment wages from \$16.50 - \$30/Hour.
- Welding and Electro-Mechanical assessed for 15 Block Credits; CNC Under Review

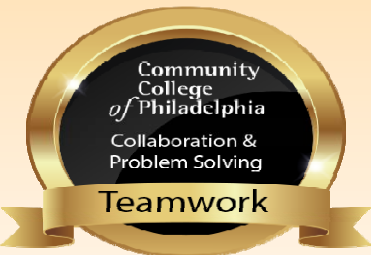
#### PA Equipment Grant:

- Purchased and received a Computer Integrated Manufacturing Cell PLTW System to offer Robotics Training Module as part of our Electro-Mechanical Program.
- CNC Machine, Lathe and Mill received. Setting up CNC Lab at WERC, which will decrease expenses helping the program move towards profitability without grant or institutional support.
- Butt Fusion Machine received to run Gas Distribution Pipeline Mechanic Program independently of the other Consortium Colleges.

#### Gas Distribution Pipeline Mechanic Program:

- CCP has run 2 additional sections since last year's pilot; primarily funded by Philadelphia Works. Section of 13 students completed December, difficult timing for employment. 5 of 13 hired. New class of 18 recently completed in May. Job Fair held on last day. Awaiting employment results. Adjusting program to coincide with hiring process for employers.
- The College is currently working on a proposal for the PA Department of Community and Economic Development (DCED) Pennsylvania Manufacturing Training-To-Career Grant.



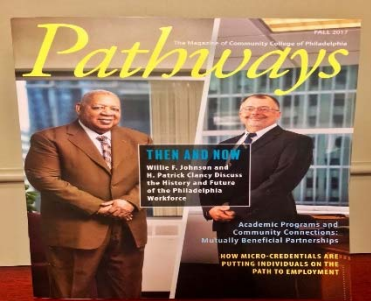


## WORKFORCE & ECONOMIC INNOVATION

### Program Updates Continued:

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

- Twelve cohorts to date (8 in FY18) with 102 participants
- 59 completing soft skills (58%)
- 33 students enrolled in non-credit training (57%); 15 to enroll in Fall 18 programs (81%)
- 20 students have completed their training program (61%)
  - Nurse Aide 6 enrollments; 4 completed; 1 certified, 1 testing
  - Bookkeeping 8 enrolled; 5 completed
  - Electro-Mechanical 5 (1 complete, 4 others still completing program)
  - Dental Assisting 4 (4 complete, 3 in externship, 1 employed FT, NELDA and RHS Certifications)
  - Pharmacy Technician 4 (3 Completed, 3 in Walgreens externship)
  - Gas Distribution 2 (2 completed)
  - Welding 2 (1 completed, interviewing with a Philadelphia company)
- Added job developer to the program to help all participants obtain employment upon completion.
- Digital Badging Agreement completed and issuing 9 micro-credentials and 4 digital badges to all who completed Phase I – Soft Skills to date.



## WORKFORCE & ECONOMIC INNOVATION

### Program Updates Continued:

Philadelphia Works Inc. – Enhanced relationship with PWI resulting in the award of training contracts for Vocations Skills Training for Gas Distribution, Bookkeeping, Certified Nurse Assistant, ComptiaA+, Pharmacy Technician, and Bookkeeping Programs valued at \$326,178 in new business for FY18, to continue into FY18-19.

- Exploring additional partnerships around NERC, Career Connections, additional programs as we add.

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

- 18 Juniors enrolled in BHHS; 15 completed; Majority received As and Bs
- 16 Students enrolled in Justice; Majority As and Bs
- Juniors will take summer ACE program and enroll for Fall as Seniors. New cohort of Juniors in Fall 2018, between 15-20 students.

As of April 30, 2018

- Revenue: 31% Growth over last year as of this date; 94% to Target. Up 21% over year end 2015-16.
  - Corporate College increased 43%; Open Enrollment up 37%; Contract Training up by 8%
- Enrollments: Increased 8% over last year as of this date.

## WORKFORCE & ECONOMIC INNOVATION

### Other Certification Programs

Program	# of sections	Total Enrollments
Clinical Nurse Aide	6	53
Pharm Tech	4	47
Dental Assistant	3	22
ComptiaA+	2	18
Child Development Associate	3	46
Customer Service	1	8
Automotive		
Emissions Certification	10	148
Emissions Recertification	10	202
Safety Mechanic Training	8	119
ServSafe	9	91
Total		754



**CAEL Grant:** The College and Philadelphia Works was selected by the Council for Adult and Experiential Learning ([CAEL](#)) for a pilot project designed to link workforce systems and community colleges through [Prior Learning Assessment](#) (PLA) for adult learner success. We are one of 4 sites for this national competition.

- College faculty have developed crosswalks from noncredit to credit for 6 CIS Classes; CompTIA Project+, Exam 70-178: Microsoft Project 2010
- Additionally, crosswalks were completed for:
  - On-the-job learning portion of the Urban Technology IT Apprenticeship;
  - CCP's Welding and electro-mechanical programs assessed for 15 block credits. CNC is under review.



## WORKFORCE & ECONOMIC INNOVATION

### Program Development:

- **Bookkeeping** Program – 2 open enrollment sections (1 Fall; 1 Spring) 22 enrolled
- Creation of **contextualized math and literacy** programs for advanced manufacturing, health care, bookkeeping, culinary, automotive to be added to workforce training certificate programs for PWI programs
- **Amazon Cloud Services** agreement completed with 3<sup>rd</sup> party entity, “The Item” to run in the Fall
- **Office Manager Certificate** in development to run in the Fall, in conjunction with Administrators Conference
- **Massage Therapy** – Proposal received for curriculum development; NERC location for implementation in Fall 2019
- **Diversity Institute** – Proposal received for development of 8 workshops for contract training
- **Certified Nurse Aide Lab** established at West Philadelphia and approved by State; Open enrollment classes to run Fall 18



## WORKFORCE & ECONOMIC INNOVATION

### 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; results January 2017 – March 2018.

- **Tier 1:** 10-week 30 Hour Peer learning Experience - Program topics: Entrepreneurship, Marketing, Financials, Financing; Creates a Tactical Improvement Plan (TIP); Supported by a business and financial coach
  - 80 Businesses; 85 Participants (5 Cohorts – NWRC, Main, WRC, NERC, NWRC)
  - 33 zip codes, all 10 Council Districts
  - 82% Minority-owned; 68% Women Owned
  - 122 FT Employees; 86 PT Employees
  - South Philadelphia Cohort to Start in June – 21 Businesses admitted
  - Graduation Ceremonies have included Councilman Curtis Jones (West Philadelphia), Councilman Bobby Henon (NERC), Councilwoman Cherelle Parker (NWRC)

<https://www.youtube.com/watch?v=e0Ch-6iyc3Q&feature=youtu.be>

- **Tier 2:** Store Owner Series - Workshops at all 4 campuses and South Philadelphia;
  - 26 Workshops and 300+ Entrepreneurs
  - 42 of 48 zip codes represented; all 10 Council Districts
  - South Philadelphia Workshops recently completed
  - 8 community-based workshops, 225 participants

Established close working relationship with Department of Commerce Business Services Representatives who cover districts across the City and who help us recruit participants.



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

Register at [ccp.edu/powerup](http://ccp.edu/powerup).

Community College of Philadelphia  
Corporate Solutions

## WORKFORCE & ECONOMIC INNOVATION

### Goldman Sachs Ten Thousand Small Businesses

- Secured extension for a 5<sup>th</sup> year for \$1.4M through September 2018; Year 6 submitted and under review, extension through September 2019.
- With Cohort 15, graduated over 400 alumni.
- New Executive Director and Director of Outreach and Partnerships have re-established robust pipeline bringing Cohort size back up to 31 in Cohort 15, and 27 for Cohort 16 (Highest Summer Class since the program started).
- New Hires: Connie Williams, Education Services Director (former CCP faculty and existing 10KSB Module Faculty), new Business Advisor (internal promotion), recruiting for new Alumni Manager.
- Significant increase in both the number of women owned businesses and businesses from underserved communities, relative to other sites.
- 183 Alumni attended the National Summit in Washington, DC with over 2000 of the 7000 alumni in attendance. Philadelphia had the only Cohort with 100% attendance at the Summit.
- Planning for a Mayor's Roundtable in July; Combined Celebration of Success for Cohorts 14-16 in September.
- Program continues to outperform National metrics for revenue and job growth



## WORKFORCE & ECONOMIC INNOVATION

### Career Connections

#### Strategic Plan Goals

- Student Engagement- Real-time customer service feedback, single sign-on capabilities for new software tools, Career Peer Connector Leadership Program
- Experiential Learning Program Development- Early talks with the deans regarding identifying employers to participate in the development of internship & externship opportunities
- Internal/External Partnerships- Create collaborative partnerships between with the faculty, staff, deans and department heads to ensure that
- Innovation and Technology- To create a customer service friendly experience for students, employers, faculty and staff.
- Staff Development- Establish Accountability Model, Training for New Software Tools, Identify ongoing training and professional development opportunities

#### What's New

- Officially rebranded and launched Career Connections in Fall 18, includes new signage and look for the office, new marketing materials (ongoing)
- Job fairs at all 4 campus locations, including 2 Comcast job fairs, and full job fair week in April (80 employers on campus)
- Engaged Comcast and Saxby's as major employers for the College
  - Saxby's Hired 11 Students
  - Comcast Hired 22 Students
- Supported activities with Career Counseling during Career Exploration Week, CAHM Job Fair; Fox Rothschild Center for Law and Society Career Fair
- New technologies for students including Virtual Job Shadow (VJS), Big Interview, and initiation of Twelve Twenty new career portal replacing College Central
  - 1853 Student Registrations to Virtual Job Shadow; 7300 Total Visits to VJS; Total Videos Viewed 9882
- Better integration of Career Connections supporting WEI program students to be exposed to employers, job opportunities, job readiness, resume and interview skills
- Creation of new employer engagement specialist position, Career Peer Connector Program





## WORKFORCE & ECONOMIC INNOVATION

### Experiential Learning Programs:

- BioMedical Lab Technician Apprenticeship – **Wistar** partners with CCP to train students to be biomedical technicians and earn an associate degree over two years. Skills learned include facilitating experimental procedures, managing a laboratory, monitoring lab safety, conducting data analysis on experiments, and performing other highly-skilled techniques to support a lead scientist and staff while in a paid apprenticeship. *June 2017 First registered non-traditional apprenticeship in Pennsylvania.*
- Early Childhood Education Teachers Apprenticeship – Partnered with the **Philadelphia District 1199C Training & Upgrading Fund**, provides workers who hold a Child Development Associate (CDA) certificate credit for prior experience and on the job learning, enabling them to finish the College’s Associate’s in Education, while working full-time. Apprentices receive four wage increases during the two year program, with raises tied to academic and professional progress.
- Urban Technology Project Computer Support Specialists (CSS) Registered IT Apprenticeship and Digital Services Fellows Pre-Apprenticeship Program – A Public-Private partnership by the **School District of Philadelphia and Communities in Schools**, the Community College of Philadelphia provides credit courses in information technology to participants in this program.
- National Machining & Tooling Association (NMTA) Tri-State Machinist (CNC) Apprenticeship Program – A competency based program administered by a third party allowing small to mid-sized manufacturers to participate; the College offers shop math and blueprint reading classes.
- Philadelphia Information Technology Opportunities Collaborative (PITOC) – The College has joined JEVS in its new registered apprenticeship program providing technical instructional support for apprenticeship positions for JEVS employees and for employers participating in the **JEVS Collaborative**.



**COMBINED MEETING OF THE BUSINESS AFFAIRS &  
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, June 20, 2018 – 10:00 A.M.**

Present: Mr. Jeremiah J. White, Jr., presiding via teleconference; Mr. Matthew Bergheiser via teleconference, Mr. Steve Herzog via teleconference, Dr. Judith Rényi via teleconference, Hon. James Roebuck via teleconference, and Mr. Michael Soileau, Dr. Donald Generals, Mr. Jacob Eapen, Mr. Gim Lim and Mr. James P. Spiewak

**EXECUTIVE SESSION**

**AGENDA - PUBLIC SESSION**

**(1) 2018-19 Property and Casualty Insurance Renewal Package (Action Item):**

Mr. Spiewak stated that Attachment A contains the detailed summary of the insurance fees from Willis Towers Watson, the College's broker. He noted that staff met with Willis in February to discuss renewal strategy. In addition to contacting the incumbent carriers, they also marketed our account for the GL, ELL, Cyber, Property, Auto and Workers Comp policies. The College expected premium increases for the ELL and Workers Comp policies due to the increased level of claims during the past two years. Overall, including the broker fee, the cost of insurance is increasing from \$901,468 to \$958,508. Although most policies had minimal increases, the ELL policy increased by 13% and the Workers Comp policy increased by 14%. The Automobile policy increased by 13% due to the addition of the recruitment van to the policy. Cyber, Business Accident Travel and Foreign Liability policies all had small dollar value decreases. The General Liability policy costs remained the same and the Excess Liability policy increased by 1%. The Property policy increased by 5% and was impacted by the College increasing the replacement values of its buildings by 2%.

Mr. Spiewak pointed out to the Committee that subsequent to the mailing of the agenda, AIG submitted a quote (\$13,585) that was lower than Travelers' revised quote (\$15,039) for Cyber Insurance and once coverages are confirmed, staff recommend that the Cyber Insurance policy be placed with AIG. In response to Mr. Soileau's question, it was noted that the College only had the low value Crime policies in effect with Travelers so there was not potential for multi-line discounts.

The staff recommends the Business Affairs Committee and Executive Committee to approve the 2018-19 insurance program, with a total cost of \$954,142 including the broker fee as revised for the Cyber Insurance.

Action: Mr. Soileau moved and Mr. Bergheiser seconded the motion that the Business Affairs Committee recommend that the Executive Committee approve the 2018-19 Property and Casualty Insurance Renewal Package in the amount of \$954,142. The motion passed unanimously.

Action: Ms. Rényi moved and Mr. Bergheiser seconded the motion that the Executive Committee of the Board of Trustees approve the 2018-19 Property and Casualty Insurance Renewal Package in the amount of \$954,142. The Resolution passed unanimously.

**(2) Three Year Contract with AEFIS (Action Item):**

Mr. Eapen reported that an RFP was issued for an Assessment Management System (AMS), to provide a system for the collection, analysis, planning, and continuous improvement of student learning outcomes and administrative programs. He noted that this is a requirement for Middle States accreditation and the system currently used is not robust enough to meet the College's needs. The RFP invited seven firms to respond with four firms providing responses.

Attachment B details the review process, evaluation criteria and the Evaluation Committee's recommendation.

The staff recommends the Business Affairs Committee and the Executive Committee to approve a three year contract with AEFIS (Assessment, Evaluation, Feedback & Intervention System) for \$222,500. A three-year contract is recommended due to the significant discount offered.

Action: Mr. Soileau moved and Mr. Bergheiser seconded the motion that the Business Affairs Committee recommend that the Executive Committee approve the three year contract with AEFIS (Assessment, Evaluation, Feedback & Intervention System) in the amount of \$222,500. The motion passed unanimously.

Action: Ms. Rényi moved and Mr. Bergheiser seconded the motion that the Executive Committee of the Board of Trustees approve the three year contract with AEFIS (Assessment, Evaluation, Feedback & Intervention System) in the amount of \$222,500. The motion passed unanimously.

**(3) Purchase and Installation of Classroom Door Locks. (Action Item):**

Mr. Eapen stated that the College continues to make improvements on College Safety and Security. One area that requires improvement is locks in classrooms. The majority of classroom doors are not able to be locked from the inside and open outwards. This makes it extremely difficult to secure a classroom during an emergency lock down. The College has surveyed all classroom doors and have identified the appropriate lock hardware to be installed that meets both fire code and ADA compliance. A total of about 130 doors will be equipped with new mechanical hardware that enable faculty to turn a thumb bolt to lock the door. The door can be easily unlocked by turning the handle; this one-step process is an ADA requirement. About 50 doors that currently have an electronic swipe device need a minor adjustment to be able to lock the door from the inside.

Mr. Eapen noted that the College is in the process of issuing an RFP for the purchase and installation of the required hardware and would like the installation to begin during the summer months. For that reason, staff recommends the Business Affairs Committee and Executive Committee approve the awarding of the project to the lowest

responsible bidder with a value not to exceed \$225,000. Staff will report the results of the RFP to the Board in September.

Action: Mr. Bergheiser moved and Mr. Soileau seconded the motion that the Business Affairs Committee recommend that the Executive Committee approve the awarding of the Purchase and Installation of Classroom Door Locks project to the lowest responsible bidder with a value not to exceed \$225,000. The motion passed unanimously.

Action: Ms. Rényi moved and Mr. Bergheiser seconded the motion that the Executive Committee of the Board of Trustees approve the awarding of the Purchase and Installation of Classroom Door Locks project to the lowest responsible bidder with a value not to exceed \$225,000. The motion passed unanimously.

**(4) Revised Policy & Procedure Memorandum #201 – Open Market Purchasing. (Action Item):**

Mr. Spiewak pointed out that Attachment C is the revised Policy & Procedure Memorandum #201, Open Market Purchasing. Staff recommend that the bid limit for procurement of goods and services be raised from \$15,000 to \$25,000. For procurements between \$15,000 and \$25,000, the Purchasing Department will canvas the market and award according to the best interests of the College. These values are more in line with common practice and will reduce administrative efforts, improve efficiency and could lead to increased opportunities for Philadelphia-based vendors and minority vendors.

The staff recommends the Business Affairs Committee and the Executive Committee approve the revised Policy & Procedure Memorandum #201, Open Market Purchasing.

Staff informed the Board members that the previous revision to Procurements Policy & Procedure (#202) dealt with purchases and contracts that required Board authorization; the section on renewals, extensions and change orders was revised.

Action: Mr. Bergheiser moved and Mr. Soileau seconded the motion that the Business Affairs Committee recommend that the Executive Committee approve the revised Policy & Procedure Memorandum #201, Open Market Purchasing, raising the bid limit for procurement of goods and services from \$15,000 to \$25,000; and that for procurements between \$15,000 and \$25,000, the Purchasing Department will canvas the market and award according to the best interests of the College. The motion passed unanimously.

Action: Ms. Rényi moved and Mr. Bergheiser seconded the motion that the Executive Committee of the Board of Trustees approve the revised Policy & Procedure Memorandum #201, Open Market Purchasing, raising the bid limit for procurement of goods and services from \$15,000 to \$25,000; and that for procurements between \$15,000 and \$25,000, the Purchasing Department will canvas the market and award according to the best interests of the College. The motion passed unanimously.

**(5) Resolution Approving Salary Increase for Vice Presidents and General Counsel (Action Item):**

Mr. Eapen stated that Attachment D contains the Resolution approving a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactive to July 1, 2018. The 2% salary increase will be effective only upon the ratification by the Board of Trustees at its meeting on September 6, 2018.

Action: Mr. Bergheiser moved and Mr. Soileau seconded the motion that the Business Affairs Committee recommend that the Executive Committee approve a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactive to July 1, 2018. The 2% salary increase will be effective only upon the ratification by the Board of Trustees at its meeting on September 6, 2018. The motion passed unanimously.

Action: Ms. Rényi moved and Mr. Bergheiser seconded the motion that the Executive Committee of the Board of Trustees approve a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactive to July 1, 2018. The 2% salary increase will be effective only upon the ratification by the Board of Trustees at its meeting on September 6, 2018. The motion passed unanimously.

**(6) Next Meeting Date**

The next meeting of the Committee is scheduled for **Wednesday, August 22, 2018 at 10:00 A.M.** in the Isadore A. Shrager Boardroom, M2-1.

JE/lm  
Attachments  
BAC\0618MEETINGMINUTES.DOCX

# **ATTACHMENT A**

## **2018-2019 Property and Casualty Insurance Renewal Program**

## **Introduction**

The College insurance program is reviewed annually prior to the July 1 renewal with its broker, Willis Towers Watson (WTW). During the renewal strategy meeting held on February 23, 2018, it was decided that WTW would approach the incumbent carriers with the intent of securing identical coverages at premiums as close to expiring as possible and approach other selective carriers. Our broker representatives noted that the state of the insurance market is stable but the College's Educators Legal Liability, General Liability and Workers' Compensation policies will be impacted by increased claim activity.

## **General Liability**

The College's general liability coverage has been with United Educators (UE) for the past seventeen years. Willis Towers Watson has opined that UE has the best General Liability (GL) policy form available in the higher education market offering the most comprehensive coverage. The College was anticipating a small rate increase in the range of 4 to 6% based upon discussions WTW had with UE's underwriters but the renewal premium came in at the same rate as expiring - \$193,144 with no change to the deductibles (\$25,000 each occurrence; \$100,000 annual aggregate). As in past years, the College was granted a 6% premium rate credit based upon certain risk management initiatives that were undertaken during the year. Additionally, the College is entitled to a dividend of \$13,915 from United Educators if at least one coverage line (GL or Umbrella) is renewed. This, in effect, makes the net cost to the College for fiscal year 2018-19 equal to \$179,229. United Educators is organized as a reciprocal risk retention group – owned by its members like CCP; this would be the seventh consecutive year that the College will have received a dividend.

## **Umbrella**

The College's umbrella liability coverage (\$25 million for any one loss) has also been with United Educators for seventeen years. UE's policy form offers the most comprehensive coverage in the higher education market for umbrella/excess coverage according to Willis Towers Watson. United Educators offered a renewal rate of \$88,895 which is only \$880 higher than the previous year's premium. This policy also sits on top of the \$1 million coverage for student medical malpractice insurance. It also provides excess general liability, automobile liability, employers' liability and foreign liability insurance. As with the general liability policy, the College was granted a 6 percent premium reduction based upon certain risk management initiatives that were undertaken during the year.

## **Workers' Compensation**

PMA originally offered a renewal rate that was 18% higher than expiring which matched the increase in the College's PA experience modification factor. After the carrier and WTW review of recent claims, the increase in premium was modified to 14%. The new premium is \$290,866 or \$35,127 higher than expiring. The Human Resources Office and the College's Safety Committee continue to review all work-related claims and offer recommendations and training efforts where needed. The College's Safety Committee again received re-certification from the PA Department of Labor; this automatically makes the College eligible for a 5 percent reduction in premium. Due to increased claims in FY 16-17, the College's PA experience modification factor for the new year increased from .746 to .877, an 18% increase.

## **Property**

Affiliated FM quoted a rate of \$172,085 or \$7,474 higher than the expiring premium. The rate was impacted by the College increasing its replacement value for buildings by 2%. The College will have a blanket limit of \$369,436,000 with a deductible of \$25,000. This policy also provides \$7 million of business interruption insurance.

## **Educator Legal Liability**

The ELL policy provides management liability protection (\$15 million limit with a \$75,000 retention) for the College's Board of Trustees and the Foundation's Board of Trustees, employment practices liability, employed lawyers liability and professional liability for faculty and staff. AIG, the incumbent carrier, provided a quote of \$102,544 that is \$11,661 or 13% higher than the expiring premium. The increase was driven by the recent claims activity.

## **Automobile**

The incumbent carrier, Philadelphia Insurance Co., offered a renewal rate of \$19,716 which is \$2,264 higher than the current year. This rate includes the additional recruitment vehicle that is being added to the policy. The automobile policy covers employees driving College owned, rented or hired vehicles as well as providing collision and comprehensive coverage for the College's vehicles.

## **Student Medical Malpractice**

CNA offered a quote of \$8,040 that is \$370 higher than the expiring premium. The number of students participating in clinical settings affects the cost of this insurance. The number of students expected to be in clinical environments was increased from 725 to 760. There has been no rate increase for this coverage over the past several years. This policy provides \$1 million in coverage to the College and to students and faculty related to their activities in a clinical setting.

## **Crime**

Travelers, the incumbent carrier's, renewal rate is \$5,648, the same as expiring as this is year three of a three-year policy with constant rates. Travelers offered this rate two years ago based upon their opinion that the College had strong existing internal control features to prevent employee theft. This policy provides the College with protection against 1<sup>st</sup> party (employee) theft and 3<sup>rd</sup> party theft and fraud for a limit of \$4 million. It also covers "social engineering fraud/ funds transfer" should an employee unwittingly transfer College assets to a fraudulent third party due to deceptive activities.

## **International Liability**

This policy provides foreign-based general liability, automobile liability, and workers compensation coverage as well as travel, medical and security assistance services for faculty and staff traveling abroad. This policy also includes kidnap and extortion coverage. The premium quoted by Navigators, the incumbent carrier is \$3,324, the same as the previous three years.

## **Security and Privacy (Cyber Insurance)**

Travelers, the incumbent carrier, offered a renewal rate of \$15,039 while AIG offered a rate of \$13,585; the expiring rate was \$18,588. This insurance offers protection to the College if there were data security breaches or compromises of student and/or employee "private" information (as determined by federal and state jurisdiction). The carrier will provide forensic and legal assistance from a panel of experts to help determine the extent of the breach and the steps required to comply with applicable laws, include the following: notification to persons who must be notified under applicable law or on a voluntary basis; offer 12 months of 3-bureau credit monitoring to affected individuals; identify theft-related fraud resolution services for individuals enrolled in credit monitoring who become victims of identity theft; and extend coverage for theft, loss or unauthorized disclosure of information held by business associates as defined by HIPPA. First party benefits include protection for data recovery and business interruption, extortion threats and regulatory defense and penalties. The policy also protects the College against 3<sup>rd</sup> party legal action for damages arising from the alleged breach (including defense costs). The College currently has a policy limit of \$3 million and offers notification and credit monitoring services for up to 500,000 affected individuals

## **Broker Fee**

The annual fee for 2018-19 is \$55,000 which is the same fee as the prior year.



## Recommendation

College staff recommends that the College procure insurance as detailed below.

<u>Coverage</u>	<u>Carrier</u>	<u>Expiring (2017-18) Premium</u>	<u>Renewal (2018-19) Premium</u>
General Liability (\$1M)	United Educators	\$193,144	\$193,144
Umbrella (\$25M)	United Educators	87,995	88,875
Workers' Compensation	PMA	255,739	290,866
Property	Affiliated FM	164,608	172,085
Educators Legal Liability (\$15M)	AIG	90,950	102,544
Automobile	Phila. Insurance Co.	17,452	19,716
Student Medical Professional Liability (\$1M)	CNA	7,670	8,040
Crime (\$4M)	Travelers	5,648	5,648
International Liability	Navigators	3,324	3,324
Security & Privacy (\$3M )	AIG	18,588	13,585
Travel Accident		1,350	1,315
<b>TOTAL INSURANCE PREMIUMS</b>		<b>\$846,468</b>	<b>\$899,142</b>
Broker Fee	Willis Towers Watson	\$ 55,000	\$ 55,000

# **ATTACHMENT B**

## **Assessment Management System (Three Year Contract)**

## REVIEW PROCESS, EVALUATION CRITERIA AND THE EVALUATION COMMITTEE'S RECOMMENDATION

***The evaluation team consisted of:*** Vice Presidents Gay and Hirsch, Deans Sweet, Carter, Celenza and Hauck, and representatives from Academic Systems, Academic Assessment, Information Technology Services and Purchasing (non-voting).

***The review process consisted of:***

- Faculty input gathered *via* product demonstrations offered to all faculty during spring Professional Development week, and collated *via* evaluation forms
- Review of detailed written RFP responses
- A second set of demonstrations for the evaluation team
- Recommendations from peer institutions.

***Evaluation criteria consisted of:***

- Vendor qualifications
- System feature set
- Reporting capabilities
- Usability
- Training and support
- Security and Performance
- Cost

***The evaluation team recommend an award to AEFIS (Assessment, Evaluation, Feedback & Intervention System) for the following reasons:***

- **Ease of Use.** This might be the single most important factor in any system, and evaluators consistently rated AEFIS highest in this regard. A number of faculty commented on the workflows within AEFIS being similar to what they are doing already.
- **System Features.** AEFIS has excellent integration with Canvas, which will be a big benefit for faculty who are already doing their assessment online. The Evaluation Team were also impressed with the system ability to collect data easily and analyze the results. Modules included in the basic system include:
  - o Course and Syllabus Management
  - o Course Evaluation and Feedback
  - o Faculty activity and curriculum Vitae
  - o Strategic Planning and Data collection
  - o Curricular Mapping and Outcomes Alignment
  - o Outcomes Assessment and Evidence Collection
  - o Outcomes transcript and Competency Portfolio
  - o Self-Study and accreditation reporting

Most of these features do not exist at all in the other systems reviewed, or are at an extra cost.

- **Reporting.** AEFIS reporting is robust, with 14 reports for course, programs and Strategic Planning, and the ability to pull data for custom reports. AEFIS will provide reports that inform faculty and administrators on achievement of learning outcomes at the course, program and general education levels, assess program viability and provide needed data analysis for accrediting purposes.

- **Training and support.** References in this area were excellent. In addition, they are a local Philadelphia company, so we have the ability to get more personalized attention than most of the competitors. Their system is also the most accessible for people with disabilities, based on the VPAT (Voluntary Program Accessibility Template) submitted.

- **Cost.** The annual subscription cost per year is \$90,000 with a one-time installation and setup charge of \$20,000. However, for a three-year contract with an upfront payment, AEFIS has offered the following terms:

○ One-Time Installation, Integration, Setup & Training	\$20,000
○ Year 1 Annual Subscription	90,000
○ Year 2 Annual Subscription	90,000
○ Year 3 Annual Subscription	90,000
○ New Client Discount	(54,000)
○ Up-Front Payment Discount	<u>(13,500)</u>
○ TOTAL FOR THREE-YEAR CONTRACT	\$222,500

# **ATTACHMENT C**

## **Revised Policy and Procedure Memorandum #201 Open Market Purchasing**

# OPEN MARKET PURCHASING

## Memorandum #201 Open Market Purchasing

Revised: June 20, 2018  
Date of Issue: September 15, 1971

Reissued:	59A -	March 13, 1978
	59B -	March 27, 1984
	59C -	July 12, 1988
	201 -	January 9, 1997
	201 -	July 1, 2014

The purpose of this policy and procedure memorandum is to set forth purchasing policy for the College.

All purchasing accomplished by the College is subject to regulations established by the Department of Education of Pennsylvania for community colleges and by the Board of Trustees.

Procurement of books and periodicals directly related to the Library is the responsibility of the Department Head of the Library under the direction of the Dean of Educational Support Services. Procurement of all other materials, equipment, and services is the responsibility of the Office of Purchasing and Services under the leadership of the Vice President for Business and Finance. Authority to make limited purchases on behalf of the College may be granted to Organizational unit (cost center) managers in such cases where purchases do not exceed a prescribed dollar amount, can be made more efficiently by the Organizational unit (cost center) manager, and there are no significant cost savings to the College from central purchasing of the items.

Any person conducting purchasing transactions on behalf of the College without following the procedures addressed in this policy will be held personally responsible for such transactions.

### **Construction Procurements**

Section 35.51 of the State Regulations, Chapter 35, Act 22 of the Pennsylvania Code permits the College to have construction, reconstruction or repair work performed by commercial contractors. The following rules apply when such procurement is involved:

1. If procurement is estimated at \$20,000, the College shall, with public notice, solicit competitive bids and shall award the contract to the lowest responsible bidder.

2. If procurement is estimated between \$5,000 and \$20,000, the College shall solicit competitive bids from at least three responsible bidders and shall award the contract to the lowest responsible bidder.
3. If procurement is less than \$5,000, the College may award the contract without soliciting competitive bids.
4. In an emergency in which any part of the College facilities may become unusable, on the approval of the Department of Education, a contract may be awarded without soliciting bids.
5. All bids under public notice shall be received in sealed envelopes at a designated place and time and shall be opened and read publicly.
6. All bids under public notice shall be accompanied by a bond with corporate surety or a certified check of at least 5% of the amount bid. In the event any bidder shall, upon award of the procurement, fail to comply with the requirements as to a bond guaranteeing the performance of the contract, such bid bond or certified check shall be forfeited and the award given to the next lowest responsible bidder.
7. The bidder to whom the contract is awarded shall furnish bonds within 10 calendar days to guarantee the performance of the contract and payment for labor and materials. Bonds shall be in compliance with the Public Works Contractors' Bond Law of 1967. Failure to furnish bonds shall void the award.

Procurements requiring public notice shall be advertised in a minimum of two newspapers or trade publications.

All procurements requiring public notice will contain reference to executive order 11246 which imposes equal employment opportunity requirements upon construction contractors.

### **Goods and Services**

Procurement, for goods and services, of \$25,000 and over shall be conducted on a competitive basis whenever possible and in writing. For purchases of items with a value of \$15,000 or more but less than \$25,000, the Purchasing Department will canvas the market and the award will be made according to the best interests of the College. Noted exceptions to this policy are procurements for services of a professional nature and those procurements which are classified as non-competitive procurements. Procurements shall be awarded to the lowest responsible bidder meeting specifications and delivery requirements. Bid files will include a synopsis of the procurement showing the sources contacted and responses thereto.

**If the purchase is being funded with a federal grant, the Purchasing Department shall comply with the Uniform Grant Guidance. The current Uniform Grant Guidance requires for purchases using grant funds of \$3,000 or more, that the College solicit quotes and/or bids from three or more vendors.**

### **Right to Know Requirement**

Any payment request of \$5,000 or more requires the issuance of a Purchase Order. This requirement is for reporting the Right to Know information to the PA State Treasury Department.

## **Inclusion of Diverse Suppliers and Philadelphia-based Business**

Support of diversity and use of Philadelphia-based businesses is a business objective of the College in undertaking its procurement of goods and services. Policies and Procedures Memorandum No. 216 addresses this matter.

## **Non-Competitive Procurements**

Any procurement conducted under the provision of Act 31, Commonwealth of Pennsylvania, is exempt from existing regulations governing competitive bidding.

When procurement is determined to be non-competitive, the ultimate award shall be accomplished in the best interests of the College. In all cases, educational, institutional, governmental or other discounts will be requested. The following circumstances are illustrative of non-competitive procurements:

1. The equipment can be obtained from only one person or firm (sole source of supply);
2. Competition is precluded because of the existence of patent rights, copyright, or similar circumstances;
3. Supplies or services are required immediately because of an exigency, and time will not permit formal advertising or soliciting of competitive sources. All such circumstances will be documented;
4. For personal or professional services;
5. It is impossible to draft, for solicitation of bids, adequate specifications or any other adequately detailed description of the required supplies or service;
6. The contemplated procurement is for components being procured in support of equipment specially designed by the manufacturer;
7. The contemplated procurement is for technical non-personal services in connection with the assembly, installation, or servicing or the instruction of personnel therein of equipment of a highly technical or specialized nature;
8. The procurement is for an item which must be compatible to those items already on College premises;
9. The contemplated procurement is for labor and material required for providing immediate accommodation in support of the installation of new equipment/systems which can be accomplished by a vendor already on site; and it would not be practical to allow another vendor to work on the same site or when it would be considered impractical for another vendor to mobilize and demobilize;
10. The contemplated procurement is estimated to be less than \$15,000.

## **Petty Cash Purchases**

Petty cash may be used to accommodate procurements as set forth in Policy and Procedure Memorandum No. 204.



## **Procurement Requests**

Requests for procurements will be submitted to the Purchasing Department in the format set forth in College Policies and Procedures Memorandum No. 203.

Additional controls/approval required within each administrative unit of the College may be established by concerned administrators.

Any single capital item or combination of complementary items with a value of \$50,000 must be presented to the Board of Trustees prior to the purchase. (See Policies and Procedures Memorandum No. 202.)

Capital items requiring Pennsylvania Department of Education approval prior to procurement are:

1. Purchase of a Building/s.
2. Construction of a Building/s.
3. Improvements of Buildings of which the College holds title which cost \$90,000 or more.
4. Leasehold improvements costing \$45,000 or more.
5. Purchase of furniture and equipment for a project costing in excess of \$45,000.
6. Leasing of land.
7. Lease of building, furniture and equipment in which the rental exceeds \$8,500 a year.
8. Lease of computer, computer peripheral equipment and software as a package which exceeds \$45,000.
9. Purchase of computer software items in excess of \$45,000.
10. Purchase of works of art in excess of \$8,500 which are not included in the purchase, construction or improvement of building.

Date Effective: June 20, 2018

# **ATTACHMENT D**

## **Resolution Approving Salary Increase for Vice Presidents and General Counsel**

## RESOLUTION

### **Resolution Approving Salary Increase for Vice Presidents and General Counsel**

On this 20<sup>th</sup> day of June, 2018, the Business Affairs Committee of the Board of Trustees hereby approves a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactive to July 1, 2018. The 2% salary increase will be effective only upon the ratification by the Board of Trustees at its meeting on September 6, 2018.

### **Resolution Approving Salary Increase for Vice Presidents and General Counsel**

On this 20<sup>th</sup> day of June, 2018, the Executive Committee of the Board of Trustees hereby approves a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactive to July 1, 2018. The 2% salary increase will be effective only upon the ratification by the Board of Trustees at its meeting on September 6, 2018.

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, August 29, 2018 – 10:00 A.M.**

**Present:** Ms. Suzanne Biemiller (presiding *via* teleconference); Mr. Steve Herzog, Mr. Joseph Martz (*via* teleconference), Mr. Michael Soileau (via teleconference), Mr. Jeremiah White, Dr. Donald Generals, Mr. Jacob Eapen, Mr. Gim Lim, Mr. James P. Spiewak and Victoria Zellers, Esq.

**AGENDA – EXECUTIVE SESSION**

**AGENDA – PUBLIC SESSION**

**(1) Grant Thornton Contract Extension (Action Item):**

Discussion: Mr. Eapen noted that the College is required to submit audited financial statements to the Board of Trustees, State and City authorities, and other stakeholders. The Audit Committee recommended that Grant Thornton be given a one-year extension (for fiscal year 2018-19) after their current five-year contract expires with the completion of the 2017-18 audit, and then issue an RFP. Mr. Eapen stated that staff are forwarding this recommendation to this committee. He noted that the College will issue an RFP for a three-year contract covering fiscal years 2019-20, 2020-21 and 2021-22 with two 1-year extension options.

Action: Mr. White moved and Mr. Martz seconded the motion that the Committee recommend to the full Board the approval of a one-year extension with Grant Thornton. The motion passed unanimously.

**(2) Amendment to HDR Contract for Architectural Services for the Library and Learning Commons Project (Action Item):**

Discussion: Mr. Eapen provided background on the selection of HDR as the architect for the Library and Learning Commons project. He stated that HDR's proposal assumed a project scope of approximately 50,000 square feet and based the fee accordingly. During the programming phase, an additional project scope was added in order to consolidate all of the learning labs including the Math Lab on the second floor and the Central Learning Lab. The original project scope only included the space currently occupied by the Library, the Library mezzanine, the Faculty Center for Teaching and Learning (FCTL), the Science and Health Learning Lab and the offices for Trio and Academic Connections. The FCTL and the offices for Trio were not able to fit within the original assigned footprint so additional space had to be added in to accommodate them. Currently the net assignable square footage of the project scope is at 64,600 SF which is an increase of about 29%. Additionally, the Student Academic Computer Center (SACC) Lab (currently on the second floor) and a Makerspace are now being incorporated into the Library and Learning Commons both of which were not part of the original scope outlined in the RFP.

Mr. Eapen reported that although the project scope has increased by 14,600 square feet, after negotiations with staff, HDR agreed to accept a revised agreement based on 8,000 additional square feet for additional fees of \$132,220 which is 10% more than the original amount of \$1,264,377. The revised adjustment will increase fees to \$1,396,597.

In response to questions Mr. Eapen stated that the project was progressing well and that the additional fees would be covered with capital fund dollars and would not affect other projects. The additional space requirements came about during programming discussions and possibly could have been considered by staff prior to the initiation of the project. He noted that the College will request additional funding in the amount of \$6 million through PDE's capital budget process. It is expected that the bids for construction will occur in late Fall and construction, which will be in phases, will start during the Spring of 2019.

Action: Mr. White moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board the approval of the revised agreement with HDR increasing the fees by \$132,220, which brings the total amount to \$1,396,597. The motion passed unanimously.

### **(3) Stop Loss Insurance (Action Item):**

Discussion: Mr. Eapen stated that stop loss insurance reimburses the College when healthcare claims for an employee, dependent or retiree exceed \$250,000. Aggregate stop loss insurance creates a ceiling on claims the College will pay on its entire healthcare plan. The period of a stop loss insurance contract is one year.

Mr. Eapen mentioned that the College requested that Alliant, the College's benefits broker, solicit renewal quotes for the stop loss insurance effective September 1, 2018. The College received three bids for this coverage. UNUM (United Mutual Life Insurance) proposal was the lowest and fully meets the requirements of the College. UNUM is an insurance company with an A.M. Best rating of A (excellent financial strength).

Action: Mr. Martz moved and Mr. White seconded the motion that the Committee recommend to the full Board the acceptance of the proposal made by UNUM for the period September 1, 2018 to August 31, 2019 in the amount of \$1,545,647. The motion passed unanimously.

### **(4) Independence Blue Cross Rates (Action Item):**

Discussion: Mr. Eapen stated that the College received an administrative fee proposal for a three-year contract with Independence Blue Cross starting September 1, 2018 through August 31, 2021. The College and IBC agreed on the following rate structure: for 2018-2019, the rate per employee per month will be \$53.56; for 2019-2020, the rate per employee per month will be \$54.47; and for 2020-2021, the rate per employee per month will be \$55.38.

Action: Mr. Martz moved and Mr. Soileau seconded the motion that the Committee recommend to the full Board the acceptance of the new three year contract with Independence Blue Cross starting September 1, 2018 through August 31, 2021. The motion passed unanimously.

**(5) Tuition Rate for Online Students from Unrepresented Counties in Pennsylvania (Action Item):**

Discussion: Mr. Spiewak noted that current College policy is to charge double tuition to all Pennsylvania residents who do not reside in Philadelphia. One of the strategic initiatives of the College is to increase online enrollment for students living in PA counties that have no local Community College. Those counties include: Bedford, Bradford, Cameron, Centre, Clarion, Clearfield, Clinton, Crawford, Elk, Erie, Forest, Franklin, Fulton, Greene, Juniata, Lycoming, McKean, Mifflin, Montour, Perry, Pike, Potter, Snyder, Tioga, Union, Venango, Warren, and Wyoming. He explained that the College's current pricing puts the College at a competitive disadvantage with other Pennsylvania community colleges as outlined in Attachment A. Staff are recommending that, similar to what Bucks County Community College has done, the tuition rate for students from the aforementioned counties be set at 120% of the in-county rate for online courses only. This would decrease the per credit hour tuition rate from \$318 to \$191. Mr. Soileau started a discussion centered around charging the same in-county rate of \$159 per credit hour for these situations. He felt it fit within the College's mission and is the appropriate thing to do for the population in unrepresented counties. After discussion among committee members, it was decided to amend staff's recommendation to charge the in-county rate.

Mr. Spiewak noted that the College is in the process of developing a marketing effort to reach potential students and that charging in-county rates would reduce the cost for a new student taking a 3 credit hour course from \$1,211 to \$734.

Action: Mr. Soileau moved and Mr. White seconded the motion that the Committee recommend to the full Board that the student tuition rate for online courses only, for the following counties: Bedford, Bradford, Cameron, Centre, Clarion, Clearfield, Clinton, Crawford, Elk, Erie, Forest, Franklin, Fulton, Greene, Juniata, Lycoming, McKean, Mifflin, Montour, Perry, Pike, Potter, Snyder, Tioga, Union, Venango, Warren, and Wyoming; be set at the in-county rate (currently \$159 per credit hour). The motion passed unanimously.

**(6) Update on Classroom Door Locks (Information Item):**

Mr. Spiewak reported that College staff had previously received Board approval for the installation of interior door locks on classroom doors up to a maximum cost of \$225,000 and would report back on the results of the RFP that would be issued. A total of 127 doors will be equipped with new hardware that enable faculty to turn a thumb bolt to lock the door. The door can be easily unlocked by turning the handle; this one-step process is an ADA requirement. Another 83 doors that currently have an electronic swipe device need a minor adjustment to be able to lock the door from the inside. The College had previously surveyed all classroom doors and had identified the appropriate lock hardware to be installed that meets both fire code and ADA compliance. When the RFP was issued, it also included the installation of equipment on 19 exterior fire escape doors to convert them to delayed egress doors. James Doorcheck Inc. provided the lowest quote of \$116,500 for the classroom doors and \$60,500 for the delayed egress doors or a total of \$177,000 if done during normal business hours. Great Valley's bid for installation during normal business hours was \$190,833 and Liberty Door Systems did not submit a bid. Mr. Spiewak noted that installation may have to be done outside of normal business hours which potentially could add approximately \$20,000 to the cost of the project but the project, even

with the addition of the delayed egress doors, would still be below the authorized amount of \$225,000

**(7) Next Meeting Date:**

The next regularly scheduled meeting of the Committee will be held on Wednesday, September 26, 2018 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

# **ATTACHMENT A**

## **Tuition Rate for Online Students from Unrepresented Counties in Pennsylvania**



	Cost of 3 Cr Hr																																											
	Online Course		Reduced Tuition																																									
	including Fees		Rate																																									
Philadelphia	\$ 1,211.00 *		\$ 830.00 *																																									
Beaver County	\$ 1,143.00																																											
Montgomery County	\$ 1,035.00																																											
Reading Area	\$ 1,007.00																																											
Westmoreland County	\$ 969.00																																											
Luzerne County	\$ 966.00																																											
Northampton County	\$ 957.00																																											
Delaware County	\$ 939.00																																											
Butler County	\$ 870.00																																											
Allegheny County	\$ 818.00																																											
Penn Highlands	\$ 813.00																																											
Harrisburg Arrea	\$ 793.50																																											
Lehigh County	\$ 765.00																																											
Bucks County #	\$ 706.00																																											
<table border="1"> <tbody> <tr> <td>* Philadelphia</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tuition - 3 Cr Hrs - out-of-county rate</td> <td>\$ 954.00</td> <td></td> <td>\$ 573.00</td> <td></td> </tr> <tr> <td>COapital fee</td> <td>\$ 60.00</td> <td></td> <td>\$ 60.00</td> <td></td> </tr> <tr> <td>On-Line Course Fee</td> <td>\$ 35.00</td> <td></td> <td>\$ 35.00</td> <td></td> </tr> <tr> <td>General College Fee</td> <td>\$ 12.00</td> <td></td> <td>\$ 12.00</td> <td></td> </tr> <tr> <td>Technology Fee</td> <td>\$ 90.00</td> <td></td> <td>\$ 90.00</td> <td></td> </tr> <tr> <td>New Student Fee</td> <td>\$ 60.00</td> <td></td> <td>\$ 60.00</td> <td></td> </tr> <tr> <td></td> <td>\$ 1,211.00</td> <td></td> <td>\$ 830.00</td> <td></td> </tr> </tbody> </table>					* Philadelphia					Tuition - 3 Cr Hrs - out-of-county rate	\$ 954.00		\$ 573.00		COapital fee	\$ 60.00		\$ 60.00		On-Line Course Fee	\$ 35.00		\$ 35.00		General College Fee	\$ 12.00		\$ 12.00		Technology Fee	\$ 90.00		\$ 90.00		New Student Fee	\$ 60.00		\$ 60.00			\$ 1,211.00		\$ 830.00	
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# Bucks County charges 120% of in-county rate; all others charge out-of-county rate																																												

**MEETING OF AUDIT COMMITTEE  
Community College of Philadelphia  
Thursday, June 21, 2018 – 12:00 p.m.**

Present: Mr. Anthony J. Simonetta, Mr. Jeremiah White, Mr. Matthew Bergheiser (via Conference call), Donald Generals, Ed.D., Mr. Jacob Eapen, Mr. James P. Spiewak, Mr. Gim S. Lim, Mr. Robert Lucas, and representing Grant Thornton: Mr. Brian Page

Not Present: Ms. Suzanne Biemiller, Victoria Zellers, Esq., and Representing the Meridian Group: Mr. Anthony B. Scott

**AGENDA – PUBLIC SESSION**

**(1) Approve Minutes of Audit Committee Meeting on March 28, 2018 (Action Item):**

**Action:** Mr. Simonetta asked for a motion to recommend approval of the March 28, 2018 Audit Committee meeting minutes (Attachment A). Mr. White made the motion. Mr. Bergheiser seconded the motion. The motion passed unanimously.

**(2) 2017-2018 Audit Process (Information Item):**

Attachment B contains the formal presentation made by Mr. Brian Page, Engagement Partner from Grant Thornton. Mr. Page began his discussion by reviewing the information contained in slides two and three that addressed the responsibilities of Grant Thornton and the responsibilities of the College's Governance Team and Management. Mr. White asked Mr. Page about the work performed in his practice of auditing higher education institutions if any were relating to the awareness of whistleblower tips or complaints. Mr. Page explained that they usually review the process and outcomes. Based on past experience, there were a few of these complaints in other higher education institutions and they are usually related to HR issues. Mr. Page proceeded to provide an overview of the Audit Timeline and Scope for this year's audit, areas of focus, audit approach and discussed various topics including materiality, risks and awareness of fraud, internal controls, and the use of work of others. Mr. White asked about grants held by the Foundation. Mr. Page explained that the Foundation is considered a component unit of the College and grant activities are reviewed based on inter-fund transfers between the Foundation and the College.

On investments, Mr. Page explained that they will report to the Committee if they find that investment activities are not in compliance with the College Investment Policy. Mr. Page reported that GASB 75 relating to postemployment benefits will be implemented for fiscal 2018. The full amount of the liability will be computed by the College's actuaries. The reasonableness of the assumptions used will be reviewed by Grant Thornton's actuaries. It is expected to be in excess of \$172 million. It will be recorded in the opening balances and prior year financial statements will not have to be restated. Mr. Page continued to highlight the remaining GASB standards Attachment B. There were no further questions for Mr. Page.

**(3) 2018-2019 Budget Highlights (Information Item)**

Mr. Eapen distributed copies of the 2018-2019 Fiscal Year Budget and Highlights (Attachment C) previously provided to the Board of Trustees.

**(4) 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 (Attachment D). Mr. Lucas stated that, since the last meeting, he had finalized two audit reports, issued one audit report, which is in the closing process and has two other audits for which he expects the audit reports to be issued shortly.

Mr. Lucas also presented the Committee members with the Internal Audit Follow Up Matrix. This spreadsheet lists previously issued audit comments, the related action plans to be performed by management and a target date for the actions. Mr. Lucas stated that 11 action plans were added to the matrix related to the recently finalized audit reports, five of which were already marked complete based on the prompt actions of management to address the recommendations.

Mr. Lucas also informed the Committee that he had solicited input from the Cabinet members for the 2018-2020 Internal Audit Plan. He noted that a proposed plan has been prepared for review by senior management and that he plans to present the proposed plan at a Cabinet meeting in July. Mr. Lucas stated that he would inform the Audit Committee members when the Audit Plan is approved and that he will send the final plan to them soon after approval.

**(5) Next Meeting:**

The next meeting of the Audit Committee will be held in September 2018.

**EXECUTIVE SESSION**

GSM/lmh  
Attachments

cc: Dr. Donald Generals  
Mr. Jacob Eapen  
Mr. Robert Lucas  
Mr. Jim Spiewak  
Victoria Zellers, Esq.  
Representing Grant Thornton: Mr. Brian Page  
Representing the Meridian Group: Mr. Anthony B. Scott

**ATTACHMENT A**  
**MINUTES FROM MARCH 28, 2018**  
**AUDIT COMMITTEE MEETING**

**MEETING OF AUDIT COMMITTEE  
Community College of Philadelphia  
Wednesday, March 28, 2018 – 12:00 p.m.**

Present: Mr. Anthony J. Simonetta, Ms. Suzanne Biemiller, Mr. Jacob Eapen, Mr. Gim S. Lim, Mr. James P. Spiewak, Mr. Robert Lucas, Victoria Zellers Esq., and representing Grant Thornton: Mr. Brian Page and Ms. Angelica Roiz

Not Present: Donald Generals, Ed.D., Mr. Matthew Bergheiser, Mr. Jeremiah White, & Representing the Meridian Group: Mr. Anthony B. Scott

**AGENDA – PUBLIC SESSION**

**(1) Approve Minutes of Audit Committee Meeting on September 28, 2017 (Action Item):**

**Action:** Mr. Simonetta asked for a motion to recommend approval of the September 28, 2017 Audit Committee meeting minutes (Attachment A). Ms. Biemiller made the motion. Mr. Simonetta seconded the motion. The motion passed unanimously.

**(2) 2016-2017 Uniform Guidance Audit (Action Item):**

Mr. Brian Page provided an overview of the audit approach, governance and management responsibilities, areas of focus and risk assessments. The process for determining programs to audit resulted in the auditors selecting only the Student Financial Assistance Cluster. Ms. Roiz mentioned that since they had reviewed a Career & Technical grant last year, it was not required to be included this year. Mr. Page then reviewed the results of the 2016-2017 Uniform Guidance Audit, using the draft audited financial statements and supplementary information in Attachment B to these minutes. He reminded the Committee that this supplementary audit begins on page 73. The other pages were already presented at the previous meeting in September. He explained that the audit is a compliance audit, which examines Federal Funding. He indicated that Page 73 of the report provides a schedule of the College's federal awards expenditures. Ms. Roiz explained that there were 12 compliance requirements for each major program. Mr. Page stated that for each financial aid student selected in the sample, they performed numerous tests to primarily determine eligibility. They are also reviewed for proper submission of the Fiscal Operations Report and Application to Participate (FISAP) report and tested cash management procedures.

Mr. Page reported that the College continues to have no material weaknesses or significant deficiencies as well as no issues of non-compliance.

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

**Action:** Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2017 Uniform Guidance Audit Report. Ms. Biemiller made the motion. Mr. Simonetta 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 (Attachment D). 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 issued two draft audit reports to management. Two audits are in progress and he expects to issue those reports in April. The first relates to business continuity and the second audit relates to systems administered outside ITS purview.

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. Generals, Mr. Eapen and Dr. Gay for their review and approval. Any such changes will be communicated to the Audit Committee at the June 2018 meeting. Mr. Lucas inquired of the Committee members as to whether they had any recommendations of areas for inclusion in the Plan. There were none noted.

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.

**(5) Next Meeting:**

The next meeting of the Audit Committee will be held in June 2018.

**EXECUTIVE SESSION**

GSM/lmh  
Attachments

cc: Dr. Donald Generals  
Mr. Jacob Eapen  
Mr. Robert Lucas  
Mr. Jim Spiewak  
Victoria Zellers, Esq.  
Representing Grant Thornton: Mr. Brian Page & Ms. Angelica Roiz  
Representing the Meridian Group: Mr. Anthony B. Scott

# **ATTACHMENT B**

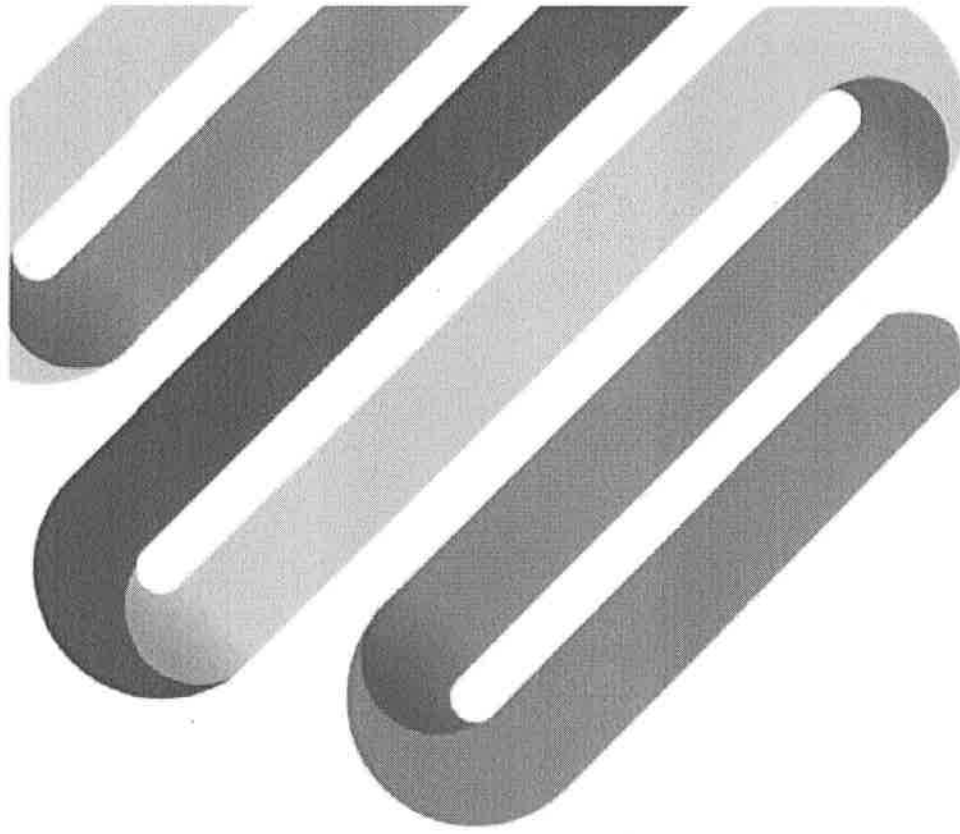
**Grant Thornton**

**2017-2018 Audit Process Presentation**



# **2018 Audit Planning Presentation and Discussion**

**Community College of  
Philadelphia**



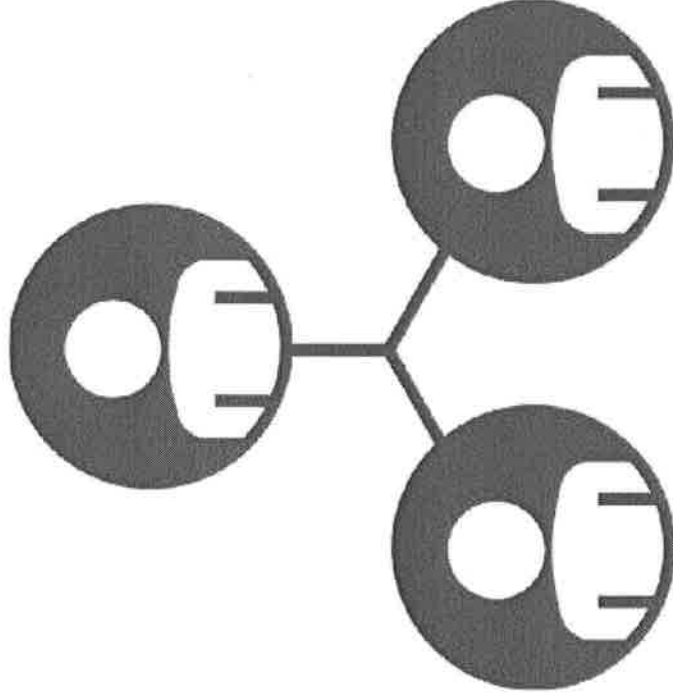


# Our Values are CLEARR

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.



Grant Thornton

# Our Responsibilities

We are responsible for:

- Performing an audit under US GAAS and *Government Auditing Standards* of the financial statements prepared by management, 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 Awards (SEFA) is fairly stated in relation to the financial statements as a whole.
- Communicating fraud and abuse with regard to federal programs
- Reporting material noncompliance with federal awards requirements applicable to major program(s) audited under the Uniform Guidance requirements as well as significant deficiencies and/or material weaknesses in internal control over compliance
- Communicating specific matters to you on a timely basis; we do not design our audit for this purpose.

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.



Grant Thornton

# Those Charged With Governance and Management Responsibilities

## Those Charged with Governance are responsible for:

- Overseeing the financial reporting process
- Setting a positive tone at the top and challenging the College'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:
  - Entity strategies and related business risks that may result in heightened risks of material misstatement
  - Matters warranting particular audit attention
  - Significant communications with regulators
  - Matters related to the effectiveness of internal control and your oversight responsibilities
  - Your views regarding our current communications and your actions regarding previous communications

## 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 and state 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 written representations

# Audit Timeline & Scope

May 2018	Client reacceptance Issue engagement letter Conduct internal client service planning meeting, including coordination with audit support teams such as IT and tax
June 2018	Meet with management to confirm expectations and discuss business risks Discuss scope of work and timetable Identify current-year audit issues and discuss recently issued accounting pronouncements of relevance Initial Audit Committee communications
July 2018	Develop audit plan that addresses risk areas Update understanding of internal control environment Coordinate planning with management and develop work calendar
August 2018	Perform walk-throughs of business processes and controls Perform selective substantive testing on interim balances Begin Single Audit compliance testing
August-September 2018	Perform final phase of audit and year-end fieldwork procedures Meet with management to discuss results Present results to the Audit Committee
December 2018 – March 2019	Perform final phase of Single Audit compliance testing Meet with management to discuss results



Grant Thornton

# Materiality

Materiality is the magnitude of an omission or misstatement that likely influences a reasonable person's judgment. It is ordinarily evaluated against relevant financial statement benchmark(s).

- We believe that total revenues is the appropriate benchmark for the College.
- We believe total expenditures for each major program are the appropriate benchmarks for the Single Audit.

Financial statement items greater than materiality are within our audit scope. Other accounts or classes of transactions less than materiality may be in our scope if qualitative risk factors are present (for example, related party relationships or significant unusual transactions).



Grant Thornton

# 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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# Significant risk

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Significant risk	Procedures
Tuition revenue, auxiliary enterprises and related receivables/deferred revenue	<ul style="list-style-type: none"> <li>• Perform reasonableness test on tuition, student aid and auxiliary revenue amounts.</li> <li>• Perform deferred revenue testing to determine proper cut-off.</li> <li>• Inquire of management about the allowance methodology and, policies governing additional charges or other steps taken (e.g., cannot register, cannot attend commencement) for lack of payment of student account.</li> <li>• Review management's analysis of allowances for doubtful accounts for consistency with methodology and accuracy of inputs.</li> </ul>
State and Federal Grants & Contracts	<ul style="list-style-type: none"> <li>• Review contract documents to obtain understanding of the terms.</li> <li>• Compare revenues and recorded expenses to determine that amounts are being recorded appropriately based upon the terms of the contracts.</li> <li>• Review any deferred amounts for reasonableness.</li> <li>• Agree any subsequent collections to year-end receivable balances.</li> <li>• Review propriety of financial statement presentation and disclosure.</li> </ul>



# Other Areas of Focus- continued

The following provides an overview of the areas of other audit focus based on our risk assessments.

Area of focus	Procedures
Valuation of Investments and related earnings	<ul style="list-style-type: none"> <li>• Review of compliance with the College's investment guidelines, policies, procedures and controls.</li> <li>• Test valuation of publicly traded investments using an independent pricing source.</li> <li>• Tested valuation of investments that are not publicly traded by performing an independent assessment of the valuation methodology and testing roll forward period of alternative investments and obtaining underlying audited financial statements of the respective funds.</li> <li>• Test reasonableness of investment-related income, including unrealized appreciation/(depreciation) in fair market values.</li> <li>• Review investments for impairment.</li> <li>• Obtain SSAE-16 reports from investment custodians.</li> </ul>





# Other Areas of Focus - continued

The following provides an overview of the areas of other audit focus based on our risk assessments.

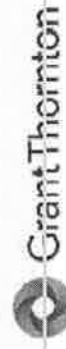
Area of focus	Procedures
State & city appropriations	<ul style="list-style-type: none"> <li>• Obtain detail of appropriations received from the state for fiscal year.</li> <li>• Confirm amounts with state, agreeing to revenue recorded in general ledger.</li> <li>• Review receivable, determining calculation is correct based on cash received and amounts outstanding based on confirmation.</li> </ul>
GASB 75	<ul style="list-style-type: none"> <li>• Review the analysis of accrued postretirement benefit obligations.</li> <li>• Assess the reasonableness of actuarial assumptions: discount factor, trend rates and cash flows, amongst others.</li> <li>• Test participant census data.</li> </ul>



# Other Areas of Focus – continued

The following provides an overview of the areas of other audit focus based on our risk assessments.

Area of focus	Procedures
Compliance with Uniform Guidance	<p>Perform compliance and controls procedures in accordance with the Uniform Guidance Requirements, including:</p> <ul style="list-style-type: none"> <li>• Planning, identification of major federal programs and risk assessment.</li> <li>• Reviewing the respective federal compliance supplements and, as applicable, the specific grant/award agreements and documenting the applicable compliance requirements.</li> <li>• Documenting/updating internal controls over compliance for each of the respective major federal program(s) or cluster(s).</li> <li>• Testing compliance and internal controls over compliance for each direct and material compliance requirement over each major federal program.               <ul style="list-style-type: none"> <li>• There are 12 compliance requirements for each major program. Of these, typically 6-8 have been direct and material to each major program or cluster.</li> <li>• Consistent with prior years, we anticipate that we will audit compliance associated with the federal Student Financial Assistance (SFA) Cluster.</li> <li>• Required to test a minimum of 40 items for larger populations (250 transactions or more) or at least 10% of smaller populations for each direct and material compliance requirement. That is, 40 items for compliance and 40 items for controls. Dual purpose testing will be employed whenever possible.</li> </ul> </li> <li>• Testing the reconciliation of the schedule of expenditures of federal awards to the respective amounts included within the basic consolidated financial statements.</li> </ul>



# Other Areas of Focus – continued

The following provides an overview of the areas of other audit focus based on our risk assessments.

Area of focus	Procedures
Compliance with Uniform Guidance (continued)	<ul style="list-style-type: none"> <li>• Communicating compliance/control findings, if any, to management.</li> <li>• Addressing resolution of communicated compliance/control findings and understanding management's response to be included in the corrective action plan.</li> <li>• Assessing completeness of disclosures related to the federal schedule of expenditures.</li> <li>• Rendering respective independent auditor opinions.</li> <li>• Preparing the appropriate sections of the federal Data Collection Form submitted to the Federal Audit Clearinghouse.</li> </ul>



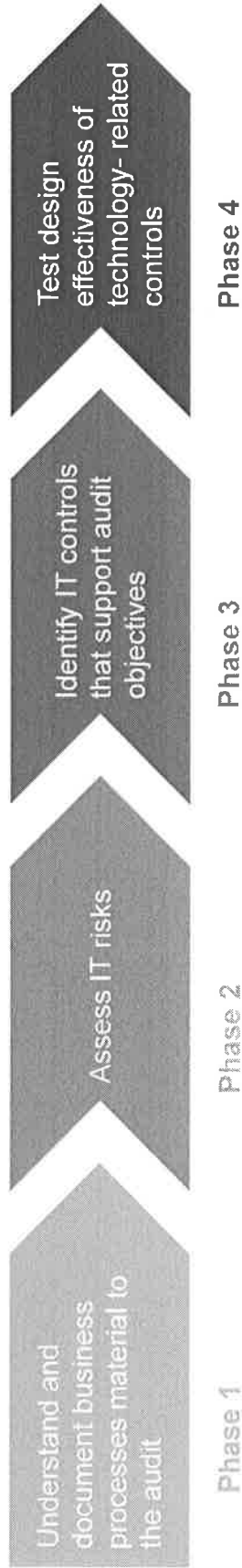
# Other Areas of Focus – continued

The following provides an overview of the areas of other audit focus based on our risk assessments.

Area of focus	Procedures
Accounting estimates	<p>The preparation of the College's financial statements requires management to make multiple estimates and assumptions that affect the reported amounts of assets and liabilities as well as the amounts presented in certain required disclosures in the notes to those financial statements. The most significant estimates relate to the allowance for doubtful accounts, useful lives of fixed assets, valuation of Level 2 investments which are based on NAV per share, actuarial estimates for the College's post-retirement benefit plan (OPEB) under GASB 45, and actuarial estimates for the College's self-insurance medical claims liability (IBNR). Our procedures have been designed in part, to review these estimates and evaluate their reasonableness.</p>
Financial statement disclosures	<p>Our procedures will also include an assessment as to the adequacy of the College's financial statement disclosures to ensure they are complete, accurate and appropriately describe the significant accounting policies employed in the preparation of the financial statements and provide a detail of all significant commitments, estimates and concentrations of risk, amongst other relevant disclosures required by US GAAP.</p>



# Technology support as part of the audit process



An important component of our audit approach is to understand how IT is used in supporting business operations and producing financial reports. Our technology specialists place particular emphasis on the risks relating to the use of technology and its associated controls, processes and practices. Our general controls review evaluates the design of controls that mitigate risk in areas such as organization and operations, protection of physical assets, application systems development and maintenance, access controls and computer operations.

#### In-Scope Application: Banner

- Banner Financial Aid Module Review
- Administrator Access & Password Testing



# Use of the Work of Others

## Specialists

GT Pricing group – Valuation of investment portfolio

GT Actuarial group – Review of assumptions & methodology underlying the calculation of the IBNR claims liability for self-insured medical and pharmacy plans as provided to CCP by third party actuary at Alliant Insurance Services and review of assumptions for GASB 75 valuation (as of July 1, 2017) provided by third party actuary at Clarity in Numbers

GT Tax group - Review of UBIT and tax positions



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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 accessed from our external website or through this link:

[https://secure.ethicspoint.com/domain/en/report\\_custom.asp?clientid=15191](https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191)

Disclaimer: EthicsPoint is not intended to act as a substitute for a company's "whistleblower" obligations.



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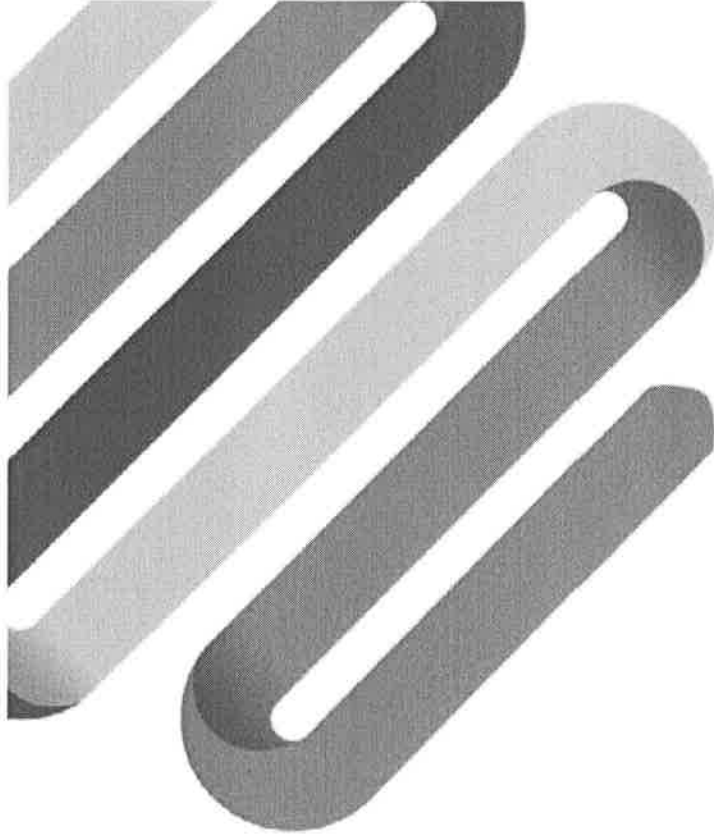
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## Technical Updates – GASB





## Selected pronouncements effective for the year ending June 30, 2018 or subsequent periods - GASB

Title	Effective date
GASB 75- Accounting and Financial Reporting for Postemployment Benefit Plans Other than Pensions	Periods beginning after June 15, 2017
GASB 81- Irrevocable Split-Interest Agreements	Periods beginning after December 15, 2016
GASB 83- Certain Asset Retirement Obligations	Periods beginning after June 15, 2018
GASB 84- Fiduciary Activities	Periods beginning after December 15, 2018
GASB 85- Omnibus 2017	Periods beginning after June 15, 2017
GASB 86- Certain Debt Extinguishment Issues	Periods beginning after June 15, 2017
GASB 87- Leases	Periods beginning after December 15, 2019



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

Summary	Potential Impact
<ul style="list-style-type: none"> <li>GASB 75 replaces the requirements related to OPEB accounting and reporting currently provided in GASB 45 and 57</li> <li>GASB 74 established new accounting and financial reporting requirements for the financial statements of the state and local government OPEB plans</li> <li>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.</li> <li>Provides a more comprehensive measure of OPEB expense than is currently required, which better reflects when the benefit cost is incurred.</li> <li>Requires more extensive disclosures and required supplementary information</li> <li>Effective for fiscal years beginning after June 15, 2017, with early adoption encouraged. Similar to adoption of GASB 68 (Pensions), retrospective adoption is required.</li> </ul>	<p>Colleges 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 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 significantly greater than the recognition of a pension liability, where there may have been existing plan assets to partially offset the liability.</p>



# GASB Statement 81, Irrevocable split-interest agreements

Summary	Potential impact
<ul style="list-style-type: none"> <li>• 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</li> <li>• 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) as well as life-interest in real estate and charitable annuity gifts.</li> <li>• 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. There will be an annual re-measurement in subsequent periods.</li> <li>• Effective for periods beginning after 12/15/2016, with early adoption permitted. Retroactive application should be applied.</li> </ul>	<p>Because there has been some diversity in practice related to accounting for irrevocable split-interest agreements, some colleges may need to reflect new accounting, primarily the recognition of deferred inflows, associated with these arrangements. Management should inventory the current agreements in place to determine the impact of this standard on current accounting and reporting. This may involve interaction with development colleagues to ensure a complete list of agreements is identified.</p>



# GASB Statement 83, Certain Asset Retirement Obligations

Summary	Potential impact
<ul style="list-style-type: none"> <li>• Objective is to develop requirements on recognition and measurement for asset retirement obligations (ARO), other than landfills (GASB 18) or pollution remediation obligations (GASB 49), such as nuclear power plants and sewage treatment facilities</li> <li>• The pronouncement addresses the following:               <ul style="list-style-type: none"> <li>- 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</li> <li>- 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), generally over the life of the related asset giving rise to the obligation</li> <li>- 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.</li> </ul> </li> <li>• Effective for periods beginning after June 15, 2018. Earlier application is encouraged.</li> </ul>	<p>Similar to the efforts Colleges underwent when adopting GASB 49, management should inventory any activity whereby there is a related obligation to dispose of certain assets subject to regulatory and legal requirements. With that list, management must calculate the expense of that effort and track it annually. The effort to inventory these assets/costs may require input from facilities and potentially other areas of the College and the process to estimate costs of future events may also require assistance from facilities and other departments.</p>



# GASB Statement 84, Fiduciary Activities

Summary	Potential Impact
<ul style="list-style-type: none"> <li>• Guidance addresses the following:               <ul style="list-style-type: none"> <li>- The categorization of fiduciary activities for financial reporting</li> <li>- How fiduciary activities are to be reported</li> <li>- When liabilities to beneficiaries must be disclosed</li> </ul> </li> <li>• Types of fiduciary funds that must be reported include the following:               <ul style="list-style-type: none"> <li>- Pension (and other employee benefit) trust funds</li> <li>- Investment trust funds</li> <li>- Private-purpose trust funds</li> <li>- Custodial funds</li> </ul> </li> <li>• A government controls the assets of an activity if it holds the assets or "has the ability to direct the use, exchange or employment of the assets in a manner that provides benefits to the specified or intended recipients"</li> <li>• Fiduciary activities must be disclosed in the basic financial statements of the government entity and a statement of fiduciary net position and changes in fiduciary net position should be presented (unless the period of custody is less than three months).</li> <li>• Effective for periods beginning after December 31, 2018, with early adoption encouraged.</li> </ul>	<p>Colleges often will agree to act as a fiduciary for certain third party organizations that might be somehow affiliated to the college (such as student clubs, alumni clubs, or other such organizations). Under this new requirement, the College must report the fiduciary activity on its financial statements, where it may not have done so in the past. Management should identify which fiduciary activities it is engaged in to inventory the relationships which may need to be reported. Management may want to consider changing the terms of the relationships such that they are not subject to reporting on the financial statements of the College when the requirement becomes effective.</p>



# GASB Statement 86, Certain Debt Extinguishment Issues

Summary	Potential Impact
<ul style="list-style-type: none"> <li>The purpose of this guidance is to achieve consistency regarding accounting for the defeasance of debt irrespective of the source of funds set aside in an irrevocable trust for the purpose of funding the remaining debt (source of funds could be proceeds from a refunding arrangement or existing sources within the governmental entity).</li> <li>New guidance clarifies the accounting for debt extinguishment when the source of the assets to be set aside in an irrevocable trust is existing resources rather than refund proceeds. When all of the other criteria for in-substance defeasance are in place, the debt is removed from the statement of net position and is disclosed in the footnotes in either scenario.</li> <li>GASB 86 also requires that any remaining prepaid insurance related to the debt being extinguished must be included in the net carrying amount of that debt (to determine gain or loss on refunding).</li> <li>Disclosures include a description of the transaction in the related period and remaining amounts outstanding in each subsequent period that the debt remains outstanding.</li> <li>Effective for periods beginning after June 15, 2017, with early adoption encouraged. Changes to adopt this standard should be applied retroactively.</li> </ul>	<p>Depending on how colleges fund the irrevocable trust related to debt extinguishments, the new standard may create additional situations where debt will be "removed" from the statement of net position, and disclosed in the footnotes to the financial statements. For colleges considering future refundings, there is no longer a distinction in the accounting if the source of funds to be placed in an irrevocable trust are from existing resources or refunding arrangements.</p>



# GASB Statement 87, Leases

## Summary

- The GASB recently issued guidance which resembles the recently issued FASB guidance on leases.
- To determine whether a lease exists, a government should assess whether it has both:
  - 1) The right to obtain the present service capacity from use of the underlying asset as specified in the contract, and
  - 2) The right to determine the nature and manner of use of the underlying asset as specified in the contract
- For Lessees:
  - In general, all leases will be reported on the statement of net position (the distinction between operating and capital leases is no longer relevant) as a "right of use" asset and a corresponding lease liability within long term debt
  - On the statement of changes, rent expense will be replaced by amortization expense of the right-of-use asset as well as interest expense on the lease liability (thus accelerating expenses in the beginning years of the lease term)
  - There is an exemption for short term leases (those with a term of 12 months or less, including extension options) as well as leases that transfer ownership at the end of the term
  - Disclosures regarding matters such as total leased assets by major class of underlying assets and related accumulated amortization (in total), principal and interest payments for each of the five subsequent fiscal years and in five year increments thereafter and commitments under leases before a lease commencement period, among other items
- Effective for periods beginning after December 15, 2019, with early adoption encouraged. Existing leases will be adjusted based on the remaining lease payments as of the beginning of the period of adoption or beginning of any earlier periods restated (for example, for June 30 year ends, adoption is June 30, 2021 so the beginning period is July 1, 2020).



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## GASB Statement 87, Leases (continued)

### Potential Impact

For those colleges which use operating leases to finance certain capital activities, this standard could have a significant impact on the financial statements of the College upon adoption. Management should consider the impact on financial covenants, as well as ensuring a complete inventory of existing leases that will be subject to the new accounting and disclosures.



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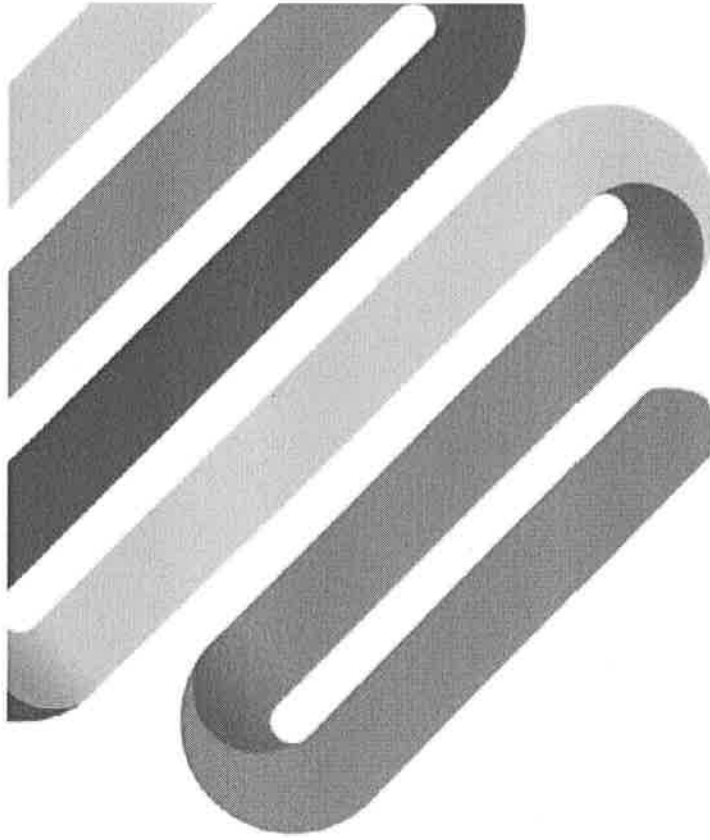


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## Industry Updates



# Key Themes in 2018

## Good news:

- Colleges and universities are holding steady, with flat or modest revenue increases accompanied by warning signs
- More and more experiments with "business model" are occurring

## Not so good news:

- Revenue is highly constrained with limited prospects of improvement
- Price sensitivity (restraint on net price increases) continues
- Demographics worrisome in East and Midwest
- Washington policies may harm but won't help



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# Washington Update: New Tax Law



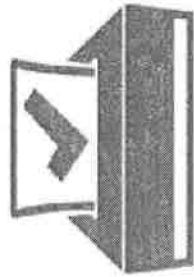
Plus many, many little surprises like employee moving expenses now being taxable

- 1** **Endowment spending lowered:** 1.4% excise tax on net investment income. Applies if over 500 students and \$500M in assets per FT student. Excludes assets "directly used to carry on educational purposes."
- 2** **Excise tax on executive comp:** 21% excise tax on comp of "covered employee" in excess of \$1M ("covered" if one of five higher compensated for organization)
- 3** **Likely increase in unrelated business income tax.** No "bucketing" or "netting." Loss of one activity can't be used to offset gain of another.
- 4** **Fund raising more challenging.** Increase in standard deduction eliminates tax incentive for those who don't itemize. Doubling of estate tax exemption may reduce charitable giving to reduce or eliminate estate tax.
- 5** **Weakened state support for public higher education:** The cap on the state and local tax deduction puts additional pressure on state budgets



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# Washington Update: Immigration & Isolation



1

**Immigration, including DACA:** Negative impact on trend toward globalization: insecurity of existing students & faculty, less international students (see below) & faculty, stifled programs abroad

2

**International Student Enrollments Down:** Applications & enrollments dropped this fall, especially at the graduate level and in non-elite institutions

## States:

1

**"Free tuition:** Being proposed by governors and adopted in in some states. Generally good for public institutions. Potential negative impact on private colleges in those states.



# Washington Update: Higher Education Act\*



**1 Federal aid (grants):** Continues Pell Grants but limits or eliminates other aid programs.

**2 Federal aid (loans):** Ends the Public Service Loan Forgiveness Program. Caps the amount graduate students may borrow at \$150K. Ends Federal Direct Loan Program for new borrowers starting July 1, 2019.

**3 Free Application for Federal Student Aid (FAFSA):** Asks Secretary to simplify the FAFSA and create mobile-optimized tool.

**4 Accreditation.** Accreditors required to identify annually institutions that are at risk of failing to meet their standards and key metrics. At least one public member on accrediting commission would be required to represent the business community

**5 Protects for-profit education.** Repeals "gainful employment" regulation, weakens "borrower defense" regulation; tells DOE to use "single definition of institution"

\*House version





"Negative"  
after two years  
of "stable"

Revenue:

- Growth in revenue will not keep pace with growth in expenses
- Increases of tuition revenue, research funding and state contributions will "remain subdued"
- "A market that is increasingly sensitive to higher education's price v. perceived value"

Expenses:

- Labor costs
- "Need to sustain investments" in programs, facilities, and technology



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### Private Sector

- More than half of private institutions will achieve growth of at least 3%
- Net tuition growth in the 3-3.5% range for private universities and "lower net tuition growth" than universities for small & medium sized institutions
- Growth in "first year discounting" is a worry

### Public Sector

- Less than 20% of public, four-year institutions will see their revenue increase by more than 3%
- Net tuition growth in 2-3% range "as they face increasing political constraints, including state limits on raising tuition"
- Tuition freezing and lowering is gaining traction
- More states likely to mandate mergers & reorganizations

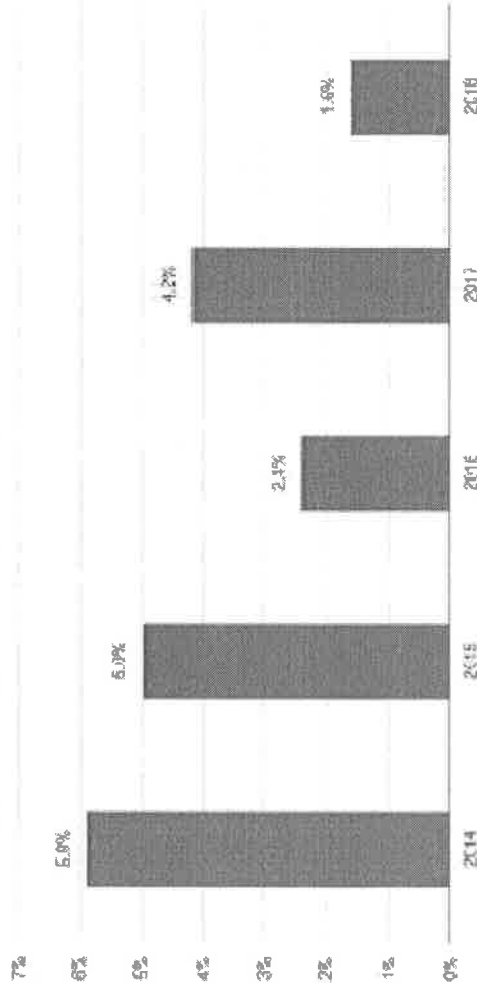
*All sectors: decline of high school graduates in Northeast & Midwest (over 5% through 2025)*



# "Slow growth in state support strains public universities' budgets"\*



Exhibit 1  
Increase in state appropriations for US higher education is the smallest in five years



Source: Capella, Comparison of State Fiscal Support for Higher Education

- Smaller state funding increase is "credit negative" for public universities
- "Effects of the limited funding increase will be greatest for small public universities, for which almost 30% of operations are paid for with state appropriations."
- Public universities, especially regional universities, have "consumed much of their pricing power" so tuition increases can't offset state support

\*Title of Moody's report issued 1-29-2018

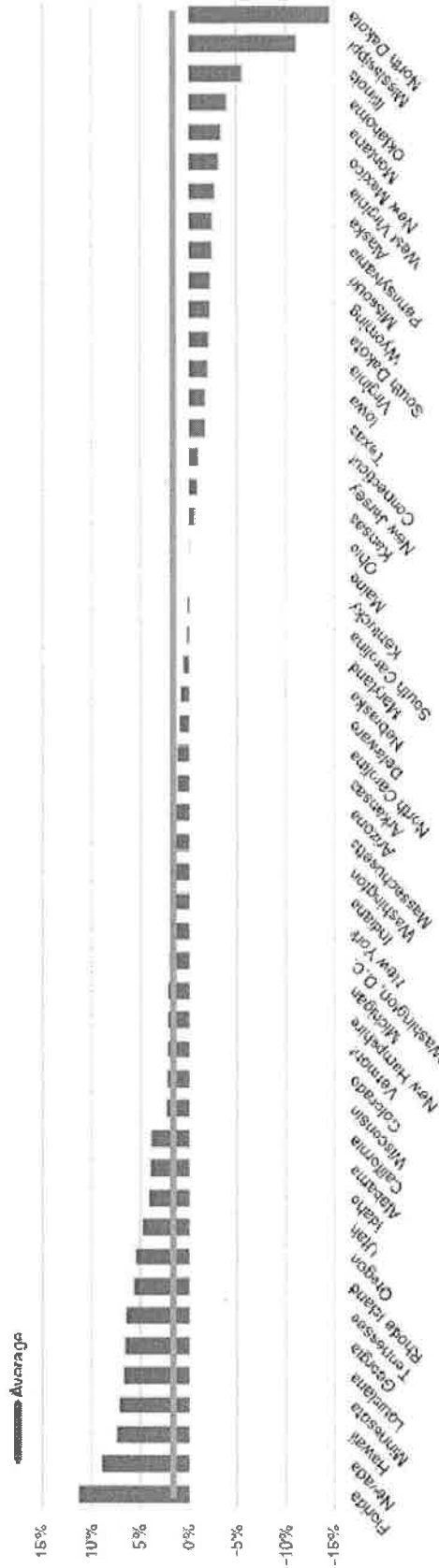




# Changes in support vary significantly by state



Exhibit 2  
**Wide disparity in 2018 state appropriations for higher education**  
**One-year change in state support for higher education**



Source: Grapevine Compilation of State Fiscal Support for Higher Education

Moody's report issued 1-29-2018





"Negative"  
after two years  
of "stable"

Federal policies:

- Tax law could hurt fund raising
- Immigration policies and tone is hurting international enrollment
- Uncertainty around potential future changes in tax policies and in Federal student aid policies





"Negative"  
after two years  
of "stable"

Opportunities:

- International recruitment
- Expansion of online and certificate programs
- Attracting transfer students and improving retention



# Standard & Poor's 2018 Sector Outlook

## S&P Global Ratings

### Opportunities

- Increase and emergence of innovative strategies and partnerships
- Change in institutions' view of ideal target student profile

### Risks

- Multiple implications from the recently enacted Tax Cut and Jobs Act
- Decrease in capital markets activity due to rising interest rates and curtailment of advance refundings
- Widening gap between students' expectations and their willingness to pay

Citing changes in Federal policy, S&P also switches to "a negative outlook"



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# Standard & Poor's 2018 Sector Outlook

**S&P Global**  
Ratings



"Students and parents seek stagnation in or decrease in the cost of attendance while demanding even bigger increases and improvements to facilities, amenities, and services."

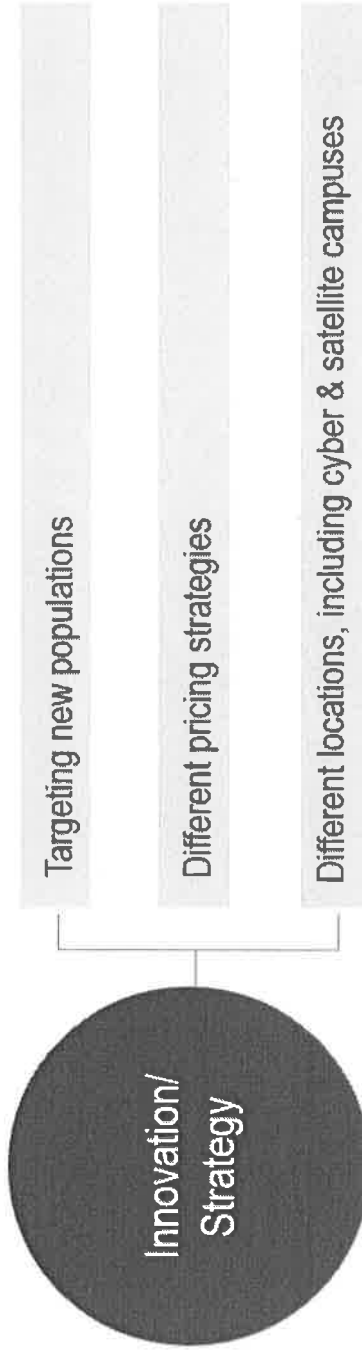
"Colleges and universities seem more open than ever before to adopting nontraditional or new strategies and partnerships..... We expect institutions will continue to explore creative ways of doing business to combat the challenges of the current operating model."



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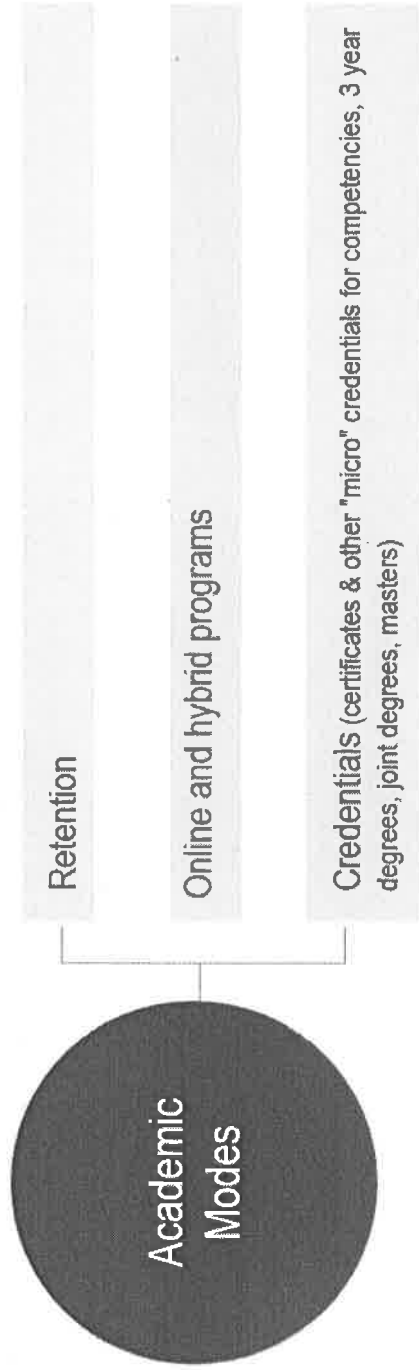
# What are colleges doing to generate financial return?



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# What are colleges doing to generate financial return?

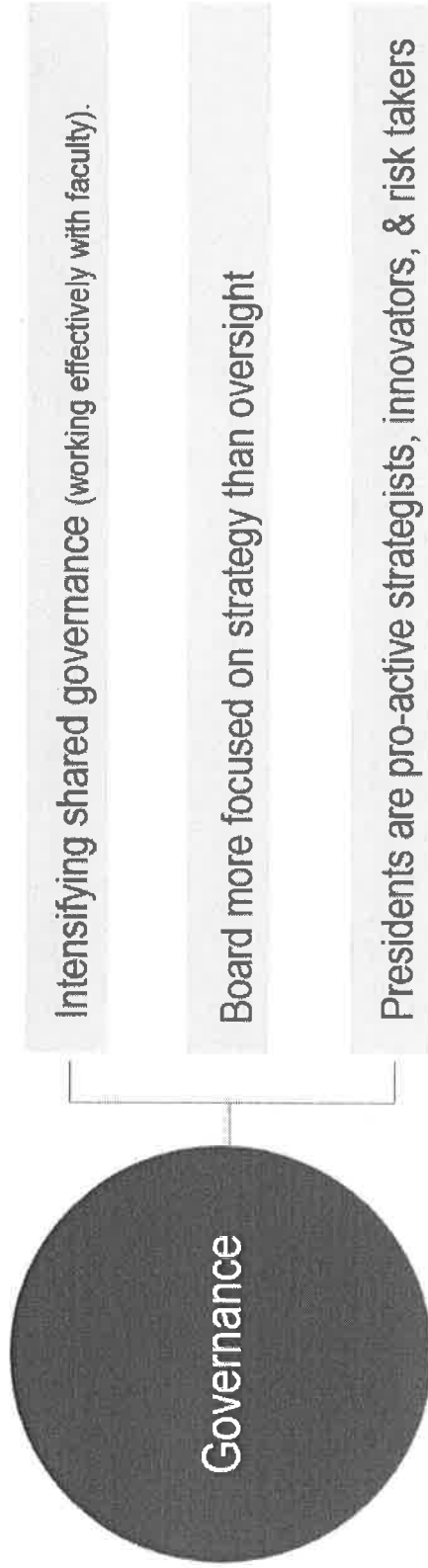


# What are colleges doing to generate financial return?





# What are colleges doing to generate financial return?

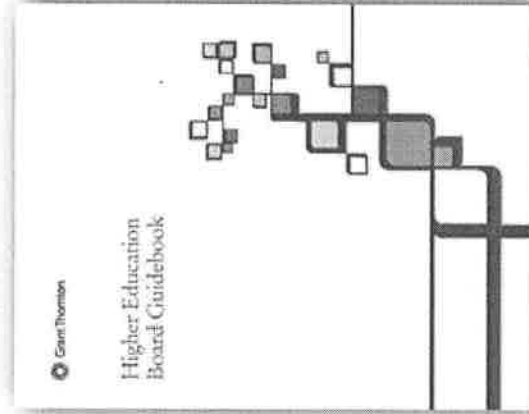
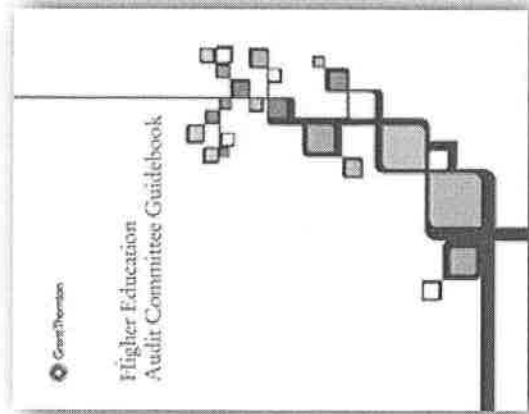


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# Additional resources

[www.grantthornton.com/industries/NFP](http://www.grantthornton.com/industries/NFP)



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# **Attachment C** **Highlights of 2018-19 Budget**

# Highlights of the 2018-19 Budget

Board of Trustees Meeting  
Thursday, June 7, 2018

## Highlights of 2018-19 Budget

- In the last 5 years, only one year that the College had a tuition increase.
- Continue to fund all student services.
- Adding 2 new Advisors bringing the total to 12 Advisors.
- Continue the Guided Pathways initiative.
- Launched new degree & certificate Programs: Dual Enrollment & Workforce Development Offerings
- Build upon the partnership with the District on dual enrollment.
- More workforce development offerings.
- Build on the successful Power Up program.
- The 6th year of the highly regarded Goldman Sachs-funded 10KSB program.
- Career Connections expands campus recruitment & job fair opportunities.

## Highlights of 2018-19 Budget

- Launching a Comprehensive Fund raising Campaign.
- New systems: Implementation of New Software for Assessment, Employee Performance Evaluations and eProcurement.
- Renovation of the Library & Learning Commons.
- Expansion of the WRC as a destination workforce development center.
- Continue to address facilities maintenance & security upgrades.
- Continue Diversity Programs.
- Institute for Community Engagement & Civic Leadership continue to foster community programs.

**ATTACHMENT D**  
**Internal Audit –**  
**Plan Status & Other Information**



# COMMUNITY COLLEGE OF PHILADELPHIA

Date: June 19, 2018  
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

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

- Internal audit reports finalized since the last meeting:
  - Disaster Recovery Plan
  - DACE CBO Remote Sites (2017 / 2018)
- Draft internal audit reports issued to management:
  - Emergency Operations (Business Continuity) Plan
- Audits in progress to be completed shortly:
  - Non-ITS Administered Programs
  - PELL Grant Appeals
- Completed a review of internal controls related to IT mobile devices based on theft of a device from ITS work area in April 2018
- Completed a full update of the Internal Audit Follow Up Matrix
- Solicited input for 2018-2020 Internal Audit Plan from management
- Developed a proposed 2018-2020 Internal Audit Plan for review and approval by senior management

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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
<b>Financial Audits</b>				
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	
Investigation 4/17 - Related Controls	N/A		2017	7
<b>Operational Audits</b>				
Royalty Payments from Publishers	N/A	Determine controls and procedures related to textbook selection process and funds received from publishers	2017	7
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	5
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	7 7
<b>Compliance</b>				
50th Anniversary Scholarship Program	M	Determine compliance with requirements	2017	
Family Educational Rights and Privacy Act	M	Compliance with FERPA regulations	2017	2

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
State Recruiting Regulations	M	Determine compliance with regulations / restrictions	2017	
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
<b>IT Audits</b>				
Disaster Recovery Plan	M	Determine adequacy of readiness and periodic testing	2017	7
Non-ITS Administered Software Programs	M	Determine adequacy of administration controls	2017	4
Network Security	L	Determine adequacy of controls for systems access	2018	
ITS Theft Investigation	N/A		2018	Complete
<b>Administrative</b>				
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

# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
45 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.	2/29/16 6/30/17 (Update of Progress) 12/22/17 (Status Update) 6/15/18 (Status Update) 9/15/18 (Status Update)	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.  An external ADA review was performed in 2018 which concurred with the recommendation for a COD database. Senior management is now reviewing this need and upon approval, a timeline for the purchasing and implementation of this database will be established. Target date remains TBD.  The expected cost of the database was included in the approved 2018-2019 budget. Target date remains TBD.
50 4/21/2016	Library Hold Releases Joan Bush	If library staff retain the ability to release holds for fines and lost books, reconciliations of cash collected to released holds must be performed periodically and reviewed by management. Any differences must be investigated and resolved.	12/31/16 7/1/17 (Update of Progress) 12/22/17 6/15/18 (Status Update) 9/1/18 (Status Update)	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.  Target date new ILS implementation is now 12/22/17.  The implementation of the new ILS system, Alma, occurred as scheduled. Library fines have been eliminated. Borrowers will be charged for lost / unreturned materials. A draft process including replacement cost methodology has been developed and must be approved by management. Procedures for transferring charges to the Bursar remain to be addressed.

# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
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.	12/3/16 7/1/17 (Update of Progress) 12/22/17 6/15/18 (Status Update) 9/1/18 (Status Update)	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. Target date new ILS implementation is now 12/22/17. The implementation of the new ILS system, Alma, occurred as scheduled. Library fines have been eliminated. Borrowers will be charged for lost / unreturned materials. A draft process including replacement cost methodology has been developed and must be approved by management.
5/25/2016	ITS Physical Security Cary Bixby	ITS and Facilities management should take appropriate steps and plans to reduce the risks associated with connectivity rooms left wide open.	6/30/17 6/30/18 9/15/18 (Status Update)	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. The project has been re-scheduled for the Spring/Summer of 2018. The current IT Closet has been locked down at the WERC campus and is no longer used by custodians or others. An alternative space for this ITS connectivity room has been included in a larger project for this regional center. Consequently, the project has been re-scheduled for the fall semester of 2018.
5/25/2016	ITS Physical Security Jody Bauer Randy Merced	The doors to the rooms which house connectivity equipment should have electronic locks to limit access and record who enters the rooms.	12/3/16 6/30/17 (Update of Progress) 12/31/17 (Update of Progress) 9/15/18 (Status Update)	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 CBond system. As of August 2016, second and third floor door locks in CBI have been migrated to CBond 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 CBond. Door repairs for some double door issues are pending. Door repairs have been addressed. New electronic locks are expect to be installed on the remaining three ITS server rooms deemed critical by the start of the fall 2018 semester.

# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
5/25/2016	ITS Physical Security Cary Bixby	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.	6/30/17 (Update of Progress)  4/30/18  9/15/18 (Status Update)	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 later for gaseous fire suppression.  The scope of work for this project has been completed. RFP is expected to be posted by 10/4/17 with work to be completed by 4/30/18.  RFP's have been issued. Work is expected to be performed over the summer 2018 and completed by the start of the fall semester.
5/3/2016	Remote Sites of DACE CBO Program David Thomas	Internal Audit recommends that that DACE management develop a process to provide a substitute supervisor when such absences occur or are requested.	9/1/16  4/30/17  10/31/17  5/31/18 (Responses for 2018 Draft Report)	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.  A revised management response in the 2017 / 2018 CBO Visits audit report will address the status of this action.  See update to the actions plans above in item # 81 below.

# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
5/3/2016	Remote Sites of DACE CBO Program David Thomas	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.	9/1/16 10/31/17 5/31/18 (Responses for 2018 Draft Report)	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.  Security & Safety management have requested that each division provide their remote site staff with safety instructions including references to new CCP online resources. This request will be discussed with affected division VPs and final resolution / action plans will be included in 2017 / 2018 CBO Visits audit report.  See update to the action plans above in item # 83 below.
5/24/2018	Disaster Recovery and Response Jody Bauer	DRRP be amended to include appropriate references to the EOP including when ITS staff should alert managers designated in the EOP that an IT event has occurred, and so response efforts are coordinated.	5/1/18	The DRRP will be updated to reflect the EOP references noted within the next 30 days (no later than May 1, 2018).  The DRRP was revised in May 2018 and it included references to the EOP as well as an embedded link to the online EOP within the electronic version of the DRRP.
5/24/2018	Disaster Recovery and Response Jody Bauer	Procedures for data breach, hacking and ransomware scenarios be formally documented and approved, and included in the DRRP. Plans for management to make related financial decisions should also be included.	6/30/18	Data breach, hacking and ransomware scenarios will be added to the DRRP within the next 90 days (no later than June 30, 2018).  All recommended scenarios were included in the May 2018 revision of the DRRP.
5/24/2018	Disaster Recovery and Response Jody Bauer	Substantive testing of the DRRP should be documented. Issues and resolutions should be tracked and documented until completed. Table-top exercises should also be performed periodically using a variety of scenarios and timing.	6/30/18	Testing procedures and results will be documented and maintained moving forward. Tabletop exercises will be added to the monthly DR meetings held in ITS. These procedures will also be documented in the DRRP within the next 90 days (no later than June 30, 2018).
5/24/2018	Disaster Recovery and Response Jody Bauer	DRRP should be reviewed, and updated as necessary, in the near future as it is more than one year old. Future reviews should be scheduled at least annually.	5/1/18	The DRRP will be updated to reflect the EOP references noted within the next 30 days (no later than May 1, 2018).  The DRRP was revised and approved by management for distribution to ITS management and staff.
5/24/2018	Disaster Recovery and Response Jody Bauer	Cyber Breach Committee should meet quarterly to determine the status of data which may not be sufficiently secured. The CIO should be empowered to direct actions to be taken to secure this data. Senior management should be informed of risk areas not secured in a timely manner.	9/30/18	Data Breach Committee will begin meeting again prior to the end of the spring 2018 term. (Meeting was held on May 2.) The committee charge will be reviewed and refined during the first meeting. A meeting schedule will be presented to setup quarterly meetings. A survey for College units, similar to the 2016 survey, will be performed to determine the state of our PII data and the locations of such data.

# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
5/24/2018	Disaster Recovery and Response Jody Bauer	CCP's internet and intranet sites are under the control of the Marketing Department. All cyber activities should have plans in place to address and recover from incidents. ITS management should request plans be provided, or developed, which address these areas of risk. It may be prudent to include these plans in an appendix within the DRRP for easy reference by management.	5/24/18	Marketing's Creative Services team provided a brief plan and contact information in place for a disruption to the College's internet and/or intranet sites which are managed through a vendor who is also responsible for backing up the programming for the sites.
5/24/2018	Disaster Recovery and Response Jody Bauer Judith Gay	Management should designate one or two additional persons who are authorized to speak about a DRRP incident. ITS staff should be reminded that only persons named in the DRRP are authorized to speak to media about a DRRP incident.	5/24/18	The Communications Office selected two alternate staff to serve as the media contact in the event the primary one is not available. The names and contact information have been forwarded to the Chief Information Officer for inclusion in the upcoming revision of the DRRP. ITS staff were reminded via email on April 9 that, in the event of a DRRP-related incident, all media inquiries should be directed to the College's Communications Office.
5/24/2018	Disaster Recovery and Response Jody Bauer	Several critical server rooms had sprinklers systems for fire suppression which would cause water damage to the equipment they are designed to prevent damage from fire. This concern was included in the ITS physical security audit report and management has established actions plans to replace the sprinkler systems in these rooms with gaseous fire suppression systems.	9/15/18 (Status Update)	See Management Response / Follow Up for item # 63 above.
6/12/2018	Remote Sites of DACE CBO Program David Thomas (DACE) Waverly Coleman (WEI)	DACE management should develop a process to provide a substitute site supervisor when absences occur or are requested.  The WEI division also has classes in Ben Franklin High School and uses a site supervisor so the same recommendation is made to WEI management.	09/30/18	In the event of a last minute Site Supervisor absence, the Faculty will be alerted and informed that they must pay close attention to their students' whereabouts within the facility, both during class time and as they are dismissed. In the event of an absence beyond one day, a substitute Site Supervisor will be sent to the facility.
6/12/2018	Remote Sites of DACE CBO Program David Thomas (DACE) Waverly Coleman (WEI)	Child abuse and criminal background checks should be performed for any College staff and faculty working at the DACE CBO sites who have not had such a check in the period required by the related PA laws.  The WEI division also has classes in Ben Franklin High School so the same recommendation is made to WEI management.	09/30/18	All Instructors and Site Supervisors who work in leased facilities with students less than 18 years of age, will have the required background checks and child abuse clearances, arranged and tracked through the College's Human Resources Department.



# Community College of Philadelphia Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
6/12/2018	Remote Sites of DACE CBO Program David Thomas (DACE) Waverly Coleman (WEI)	Management from the DACE, WEI, and Public Safety departments determine procedures which will facilitate briefings to these non-credit students regarding the appropriate emergency actions at each facility. These responsibilities can be designated to, or shared by the facility managers, the College's site supervisors, and the Public Safety team.	09/30/18	For courses taught at non-College locations, DACE and WEI will work with the appropriate persons at the facility to obtain specific emergency and safety information to distribute to CCP students and faculty. DACE and WEI will also direct the College's students and faculty to the College's Office of Public Safety's landing page for additional information.  For courses taught for other entities at their facility, the College will take steps to ensure that the other entity informs faculty and students to safety procedures for that facility.

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

Community College of Philadelphia  
**PROPOSED** Internal Audit Plan - July 1, 2018 to June 30, 2020

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage
<b>Financial Audits</b>				
Colonial One Card	L	Determine controls over prepaid card program	2020	
Check Requests - Vendors	L	Verify controls for payments to vendors	2019	
Check Requests - Employees	L	Verify controls for reimbursements to employees	2019	
Purchasing Cards	M	Determine compliance with purchasing card policies	2020	
403(b) Transactions *	L	Determine controls over payments to retirement savings vendors	2020	
<b>Operational Audits</b>				
403(b) Administration *	L	Determine controls over employee requests related to retirement savings	2020	
Part-Time Faculty Medical Benefits	L	Determine controls and accuracy of only benefit funded entirely by staff	2019	
Pell Grants - Appeal Process for Academic Progress	M	Determine compliance with requirements	2019	2
Veterans' Resource Center	M	Compliance with Veterans' Education Benefits Laws	2020	
<b>Compliance</b>				
50th Anniversary Scholarship Program	M	Determine compliance with requirements	2019	
Family Educational Rights and Privacy Act	M	Compliance with FERPA regulations	2019	2
State Recruiting Regulations	M	Determine compliance with regulations / restrictions	2020	
Family Medical Leave Act	L	Determine compliance with policies, procedures and regulations	2019	

Community College of Philadelphia  
**PROPOSED** Internal Audit Plan - July 1, 2018 to June 30, 2020

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage
Residency Verification	L	Compliance with procedures and controls to pay tuition based on residency	2020	
Forgivable Loans	L	Compliance with procedures and controls for such loans	2020	
Clery Act	M	Compliance with law and required disclosures	2019	1
IT Audits				
Non-ITS Administered Software Programs	M	Determine adequacy of administration controls	2019	4
Network Security	L	Determine adequacy of controls for systems access	2020	
<b>Administrative</b>				
Follow Up on Prior Issues			Ongoing	
Committee Meetings (Grants, Data Breach, EMT, external audits/reviews)			Ongoing	