



MEETING OF THE BOARD OF TRUSTEES
Thursday, April 2, 2020 – 3:00 p.m.

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Table of Contents

(1)	Agenda	Pages 2-3
(2)	Proceedings and Minutes of Decisions and Resolutions Meeting of February 6, 2020	Pages 4-12
(3)	Gifts and Grants	Pages 13-14
(4)	Minutes of the February 6, 2020 Meeting of the Student Outcomes Committee	Pages 15-33
(5)	Minutes of the February 19 and March 18, 2020 Meetings of the Business Affairs Committee	Pages 34-60
(6)	Minutes of the March 26, 2020 Meeting of the Audit Committee	Pages 61-87
(7)	Minutes of the March 27, 2020 Meeting of the Executive Committee	Pages 88-95

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, April 2, 2020 – 3:00 p.m.

- (1) Meeting Called to Order
- (2) Public Comment
- (3) Report of the Executive Committee
- (4) Report of the Business Affairs Committee
 - (a) COVID-19 Update
- (5) Report of the Student Outcomes Committee
 - (a) COVID-19 Update
- (6) Report of the Audit Committee
 - (a) 2018-2019 Uniform Guidance Report (A)
- (7) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of February 6, 2020
 - (b) Gifts and Grants
 - (c) Academic Program Review: Culinary Arts A.A.S.
 - (d) Academic Program Review: Education Programs
 - (e) Purchase Order for the IT Infrastructure Equipment for the Library & Learning Commons
to Graybar, the Second Lowest Bidder in the Amount of \$114,000
 - (f) Cisco Equipment for IT End-of-Life Replacements (RFP 10108)
 - (g) Authorization to Enter into a Contract with TUTOR.com
 - (h) Contract with Wayne Moving & Storage Co., Inc., in the Amount of \$106,258
for Relocating the Automotive Technology Program Equipment
 - (i) Purchase of 500 Dell Latitude Laptops at a Cost of \$254,710
- (8) Report of the Chair
 - (a) City Update on COVID-19
- (9) Foundation Report

- (10) Report of the President
- (11) New Business
- (12) Next Meeting: Thursday, May 7, 2020 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1
- (13) Executive Session

Future Committee Meetings:

Business Affairs:	Wednesday, April 22, 2020 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1
Student Outcomes:	Thursday, May 7, 2020 1:00 p.m. – M2-34
Audit Committee:	TBD

Upcoming Events

Commencement	Postponed
Foundation’s Black and Gold Gala	Wednesday, June 10, 2020 6:00 p.m. Crystal Tea Room The Wanamaker Building 100 E. Penn Square, #9B
Association of Community College Trustees (ACCT) Leadership Congress	September 30 - October 3, 2020 Hyatt Regency Chicago Chicago, IL

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, February 6, 2020– 3:00 p.m.

Present: Mr. White, presiding; Mr. Bradley, Mr. Clancy, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff, Representative Roebuck, Dr. Generals, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. de Fries, Ms. DiGregorio, Ms. Rooney, Ms. Sessoms, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order.

Mr. White introduced Mr. Ronald Bradley, newly appointed member of the Board of Trustees. Mr. Bradley is Vice President, PECO Energy, Gas Operations. Mr. White welcomed Mr. Bradley.

Mr. Bradley stated that he was pleased to join the Board of Trustees. He stated that he is looking forward to working with members of the Board in advancing the College and student success.

Members of the Board welcomed Mr. Bradley.

(2) Public Comment

There were no requests for Public Comment.

(3) Report of the Executive Committee

Mr. White reported that the Executive Committee had met on December 12, 2019 and January 23, 2020. He stated that a discussion of a follow-up of the Board Retreat will be discussed in Executive Session. Mr. White stated that given that there are many important initiatives underway at the College, the Executive Committee will be meeting during the months that Board of Trustees meetings are not scheduled.

(4) Report of the Business Affairs Committee

Ms. Hernández Vélez reported that the Business Affairs Committee had met on November 20, 2019, and January 9 and 23, 2020. She stated that the issues discussed and approved by both the Business Affairs and Executive Committees are part of the Consent Agenda.

At the request of Mr. White, Ms. Hernández Vélez reviewed the following two items from the Consent Agenda:

Grant Thornton as the College's Independent Auditor – Ms. Hernández Vélez stated that Grant Thornton has served as the College's external auditor since 2014. She stated that an RFP process was used to solicit proposals for audit, tax and accounting services for a three-year period of time. Ms. Hernández Vélez stated that 15 local and national firms were invited to submit a bid. The College received four bid proposals. Ms. Hernández Vélez stated that she, Mr.

Simonetta, Chair of the Audit Committee, and College staff reviewed each bid proposal and it was the general consensus that Grant Thornton LLP with their minority partner, The Meridian Group, best met all criteria.

Benefits Consulting Services –Ms. Hernández Vélez stated that the College ended its agreement with Alliant as the College’s benefits broker for our medical and prescription plans. This change provided an opportunity to re-assess our needs based on the strategic direction of the College and evaluate alternative solutions to help reduce the expense of health insurance. Ms. Hernández Vélez stated that an RFP was sent to Pentra (Alera Group), Trion Group, Exude and BeneServ. The College received bids from Pentra and Trion Group. She stated that even though the Trion Group was not the lowest bidder, they were able to offer competitive pricing which includes a robust data analytics platform and COBRA administration. Ms. Hernández Vélez stated that Exude, a minority vendor, did not submit a bid because their ownership did not feel they had the depth to service an account the size of the College’s account. Therefore, the Business Affairs Committee was recommending approval of the proposal made by the Trion Group.

Regarding the bids for the Career and Advanced Technology Center project, Ms. Hernández Vélez reported that bids for the project came in \$5 million less than estimated.

(5) Report of the Student Outcomes Committee

Ms. Fulmore-Townsend reported that the Student Outcomes Committee had met several times since the November Board of Trustees meeting. She stated that part of the responsibilities of the Committee is program review. Ms. Fulmore-Townsend stated that the Committee had reviewed and accepted the A.S. in Biology Program. She stated that the Committee had met with faculty and staff from the assessment office who had discussed the merits of the program. Ms. Fulmore-Townsend stated that the Biology degree program has experienced consistent growth, and that the retention rate for the program is higher than the rate for the College.

Ms. Fulmore-Townsend reported that the Committee was also provided with a broad overview of the ways in which the Workforce and Economic Innovation division is organized and examples of their outcomes. She stated that the Committee reviewed ways in which the Committee can support the division as well as ways in which the Committee can be helpful in supporting workforce initiatives at the College.

Ms. Fulmore-Townsend stated that the Student Outcomes Committee will be providing data presentations at every meeting of the Board of Trustees.

At the request of Ms. Fulmore-Townsend, Dr. Hirsch made a presentation of changes that are being made to help students meet their goals, and how the College is using the outcomes from Development Education to improve developmental education initiatives and outcomes.

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

(6) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of November 7, 2019
- (b) Gifts and Grants
- (c) Mint Freight Elevator Modernization RFP and Recommendation to Award
- (d) AV Equipment for Library and Learning Commons
- (e) New Contract Date with Follett
- (f) IT Infrastructure Equipment for Library & Learning Commons
- (g) Authorization to Execute Lease for 4701 Chestnut Street, the Parking Lot Location for the College's Career and Advanced Technology Center in West Philadelphia
- (h) Approval of Bids Received for the Career and Advanced Technology Center
- (i) Approval of Structural Repairs for the Center for Business and Industry Parking Garage
- (j) Approval of Grant Thornton as the College's Independent Auditor for a Three-Year Period with Two Option Years
- (k) Approval of Benefits Consulting Services
- (l) Amendment to the Lease Agreement for 1500 Spring Garden Street, 7th Floor

Ms. Hernández Vélez moved, with Ms. Sharon Jean-Baptiste seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(7) Report of the Chair

(7a) AACC/ACCT National Legislative Summit
February 9-12, 2020, Washington, DC

Mr. White stated that the AACC/ACCT National Legislative Summit is scheduled February 9-12, 2020 in Washington, DC. He stated that he, Dr. General, Ms. Sessoms, Mr. Epps, Ms. Ireland, Ms. Hernández Velez, and Ms. McPherson will be attending the Summit.

(7b) CCP Gala and Board Commitment of \$20,000

Mr. White stated that he would like the Board to make a commitment of \$20,000 collectively for the Black and Gold Gala scheduled for June 10, 2020 at the Crystal Tea Room. Members of the Board agreed to the commitment.

(7c) Foundation Report

At the request of Mr. White, Mr. Eapen reported that the Black and Gold Gala is scheduled for June 10, 2020 in the Crystal Tea Room. He stated that, to date, approximately \$120,000 in cash and pledges has been raised for the Gala in sponsorships. The goal is \$350,000. Mr. Eapen called attention

to the sponsorship information and Save the Date postcards in the Board folder, noting that with the Trustees' commitment of an additional \$20,000, the Gala will be another great success.

Mr. Eapen stated that in addition to the Gifts and Grants Report in the Board packet, the College had received the following gifts:

- A pledge for a \$50,000 planned gift from an alumnus in Iowa, Allan Goldberg, which will support scholarships;
- Gifts totaling approximately \$25,000 to address our students' food insecurity and emergency needs; and
- A gift of \$25,000 from the John Alchin and Hal Marryatt Foundation in support of Single Stop. Mr. Eapen thanked Michael Soileau for connecting them to the College.

(8) Report of the President

Dr. Generals called attention to his memorandum in the Board folder outlining his activities November 8, 2019 – February 6, 2020.

(8a) State Budget

Dr. Generals reported that Governor Wolf's budget did not include any increase in funding for community colleges. He stated that it was important for all of us to mobilize and advocate for funding on behalf of community colleges.

(8b) Future of Work Roundtable

At the request of Dr. Generals, Ms. Ireland stated that an important event is scheduled to take place on Friday, February 7, 2020, 9:30 a.m. – 4:00 p.m. on The Future of Work for Black communities in Philadelphia. She stated that the event is being co-hosted by the Joint Center for Political and Economic Studies, the City of Philadelphia's Office of Workforce Development, and Comcast NBCUniversal. Ms. Ireland stated that presentations at the session will provide a framework on the challenges and possible solutions for African Americans in the wake of the changing nature of work.

(8c) On Campus Events/Meetings

Dr. Generals reported that he had met with Alan, Elaine, and Frank Lindy on February 5, 2020 of the Lindy Family Charitable Foundation. He stated that the Lindy family will be the recipients of the Judge Edward R. Becker Citizenship Award. The award presentation is scheduled for Monday, March 16, 2020 at 8:30 a.m. in the Center for Business and Industry, Room C2-5. Dr. Generals stated that the Lindy family was very excited about the award as well as the opportunity to work with the College.

The African American Children's Book Fair took place at the College on February 1, 2020. Dr. Generals stated that the Book Fair is one of the oldest, single day event for African American children's books in the country.

(8d) Announcements

Dr. Generals stated that he was pleased to report that Dr. Pascal Scoles, Professor of Behavioral Health & Human Services, has been awarded the 2020 Dale P. Parnell Faculty Distinction Recognition. This recognition, named in honor of former American Association of Community Colleges' (AACC) President and CEO Dale P. Parnell, has been established to recognize individuals making a difference in the classroom.

Dr. Generals informed the Board that he has been selected to chair a Middle States Association Evaluation Team for Howard Community College in Maryland.

Dr. Generals reported that he has been asked to participate as a panelist in a session on *The Vision for Free College* at the Harvard Kennedy School Conference on Poverty and Inequality scheduled for February 29, 2020 in Cambridge, Massachusetts.

Dr. Generals reported that he is scheduled to participate in the Texas Success Center 2020 Board of Trustees Institute on March 24, 2020. The Institute is a grant-funded three-day event focused on the important role of the Board of Trustees in scaling successful pathways reform strategies and in changing the College culture in support of student success. Dr. Generals stated that his presentation will focus on Community College of Philadelphia's Guided Pathways story and the role that the Board played in enabling that change.

(8e) Calendar of Events

Dr. Generals called attention to the list of College events during the month of February. He called particular attention to the Black History Month events during the month of February as well as the Fox Rothschild Center for Law and Society Week events scheduled February 24-28, 2020.

(9) New Business

There was no new business discussed.

(10) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 2, 2020 at 3:00 p.m., in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:15 p.m.

The Board reconvened in Executive Session.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, February 6, 2020– 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bradley, Mr. Clancy, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff, Representative Roebuck, Dr. Generals, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. de Fries, Ms. DiGregorio, Ms. Rooney, Ms. Sessoms, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order.

Members of the Board welcomed Mr. Ronald Bradley, newly appointed member of the Board of Trustees.

(2) Public Comment

There were no requests for Public Comment.

(3) Report of the Executive Committee

The Executive Committee met on December 12, 2019 and January 23, 2020.

(4) Report of the Business Affairs Committee

The Business Affairs Committee met on November 20, 2019, and January 9 and 23, 2020. The Board was provided with information on items discussed and approved by both the Business Affairs and Executive Committees and are part of the Consent Agenda.

(5) Report of the Student Outcomes Committee

The Student Outcomes Committee had met several times since the November Board of Trustees meeting. The Board was provided with a summary of discussions held at the meetings, including the approval of the A.S. Biology Program and the presentation by the Workforce and Economic Innovation division.

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

(6) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of November 7, 2019
- (b) Gifts and Grants
- (c) Mint Freight Elevator Modernization RFP and Recommendation to Award
- (d) AV Equipment for Library and Learning Commons
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The AACC/ACCT National Legislative Summit is scheduled February 9-12, 2020 in Washington, DC.

(7b) CCP Gala and Board Commitment of \$20,000

The Board made a commitment of \$20,000 collectively for the Black and Gold Gala.

(7c) Foundation Report

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In addition to the Gifts and Grants Report in the Board packet, the College received the following gifts:

- A pledge for a \$50,000 planned gift from an alumnus in Iowa, Allan Goldberg, which will support scholarships;
- Gifts totaling approximately \$25,000 to address our students' food insecurity and emergency needs; and
- A gift of \$25,000 from the John Alchin and Hal Marryatt Foundation in support of Single Stop. Mr. Eapen thanked Michael Soileau for connecting them to the College.

(8) Report of the President

Dr. Generals called attention to his memorandum in the Board folder outlining his activities November 8, 2019 – February 6, 2020.

(8a) State Budget

The Board was provided with an update on the status of Governor Wolf's budget.

(8b) Future of Work Roundtable

The Future of Work for Black Communities Roundtable took place on Friday, February 7, 2020.

(8c) On Campus Events/Meetings

Dr. Generals met with Alan, Elaine, and Frank Lindy on February 5, 2020 of the Lindy Family Charitable Foundation. The Lindy family will be the recipients of the Judge Edward R. Becker Citizenship Award.

The African American Children's Book Fair took place at the College on February 1, 2020.

(8d) Announcements

Dr. Pascal Scoles, Professor of Behavioral Health & Human Services, has been awarded the 2020 Dale P. Parnell Faculty Distinction Recognition.

Dr. Generals has been selected to chair a Middle States Association Evaluation Team for Howard Community College in Maryland.

Dr. Generals is scheduled to participate as a panelist in a session on the Vision for Free College at the Harvard Kennedy School Conference on Poverty and Inequality scheduled for February 29, 2020 in Cambridge, Massachusetts.

Dr. Generals is scheduled to participate in the Texas Success Center 2020 Board of Trustees Institute on March 24, 2020.

(8e) Calendar of Events

Dr. Generals called attention to the list of College events during the month of February.

(9) New Business

There was no new business discussed.

(10) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 2, 2020 at 3:00 p.m., in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:15 p.m.

The Board reconvened in Executive Session.

**Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
April 2020 Meeting of the Board of Trustees**

GRANTS

Summary by Grant Type:

	1/30/20 - 3/23/20	2020 FY Year-to-Date
Government/Public Grants		
Federal	\$ 5,193	\$ 443,362
State	\$ -	\$ 2,202,226
Local	\$ -	\$ -
Private Grants		
Corporation	\$ -	\$ -
Foundation	* see narrative	\$ 1,632,971
Organization	\$ -	\$ -
Grant Total	\$ 5,193	\$ 4,278,559

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Amount	Purpose
Estate of Anne P. Ritter	\$ 192,068	Scholarship - Endowed
Enon Tabernacle Baptist Church	\$ 25,000	Event Sponsorship
Parx Casino	\$ 17,000	Event Sponsorship
Cozen O'Connor	\$ 7,000	Event Sponsorship
First Presbyterian Church in Philadelphia	\$ 6,000	Scholarship - Restricted
Private Individual	\$ 5,600	Event Sponsorship
Gifts In-Kind (estimated value \$200+)		
Private Individual	\$ 200	Photography Equipment
Private Individual	\$ 500	Photography Equipment

**Community College of Philadelphia
Office of Institutional Advancement
Summary of Grants
April 2020 Meeting of the Board of Trustees**

Federal

The U.S. Department of Health and Human Services awarded \$5,193 for year five of the New Faces Health Professions Diversity Pipeline Program from 8/1/19 to 7/31/20. This grant allows the College to provide secondary faculty development and pre-college experiences for high school students at Roxborough High School to encourage postsecondary matriculation in STEM and health careers. This grant is subcontracted through the Philadelphia Hospital and Health Care District 1199c Training and Upgrading Fund.

Private

The Goldman Sachs Foundation renewed its Goldman Sachs 10,000 Small Businesses grant from 12/1/19 through 11/30/20. *Per the funder, the amount of this award is not to be disclosed. The College implements the 10,000 Small Businesses program in collaboration with national and other local partners to provide underserved entrepreneurs in the Philadelphia metropolitan region a business and management education program, enabling small businesses to grow, create new jobs in the region and stimulate the local economy.

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

MINUTES

**Thursday, February 6, 2020
1:00 p.m.
Conference Room M2-34**

Presiding: Ms. Fulmore-Townsend

Committee

Members: Ms. Hernández Vélez, Ms. Jean-Baptiste, Ms. Posoff

College

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

Guests: Ms. Frizell, Dr. Madison, Dr. Saia, Mr. Saxton, Dr. Sweet

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of January 23, 2020

The minutes were approved unanimously.

(b) Culinary Arts AAS Academic Program Review

Ms. Frizell, from the Office of Academic Assessment, referred the committee to the enrollment chart for the Culinary Arts program. Dr. Madison noted that the program is projecting enrollment growth with a plan to increase the percent of students who persist. The program leadership has already done an analysis of the curriculum and made changes to increase graduation. The program focus has been on customer service, providing opportunities to students, and student engagement.

While the enrollment total declined, the graduation percentage increased from 5% to 16%. Placement in developmental English and math was impeding graduation for many students. To counter this, placement requirements were reduced so that students can begin to take content courses while in their developmental English and/or math course. Since faculty are involved with advising, they are aware of students' needs and abilities. The program provides a student showcase, inviting chefs from outside to the event in order to increase the pipelines for careers. The College has transfer

agreements for Culinary Arts with Cheney University of Pennsylvania and Drexel University. The program's students are more female and younger than the College average. They have students who are single mothers and who work, both of which are taken into consideration when scheduling classes. The program partnered with Single Stop last year so that food from lunches produced by students was available to students in general.

The program has outreach efforts to increase opportunities for students: it has an advisory board, which includes representation from the American Culinary Federation; the school district has offered internship opportunities; and Dr. Madison attends many meetings, has joined various associations, and contacted companies such as Aramark. Faculty also work with non-profit and area community organizations. Dr. Madison invited the Board to the Wednesday lunches provided by students.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review with approval for five years with a mid-term report on the program's progress on benchmarks and recommendations.

(c) Follow-Up to Education Programs Academic Program Review

Dr. Sweet, Dean of the Liberal Studies division, gave an overview of the follow-up to the Spring 2018 academic program review of the Education programs. There are four education programs: birth to 4th grade (the largest of the programs), middle school, and two secondary options. She listed the four recommendations from the academic program review: evaluate changes from the Education B-4th Grade sub-grant; develop an engagement strategy; evaluate the need for the Education programs and create a recruitment plan for remaining programs; and assessment practices. Dr. Saia, Curriculum Coordinator for the Education programs, explained that the Early Childhood Education program (birth-4th grade) has experienced a lot of growth since the academic program review and now includes a certificate. There are between 510-520 students who are predominately part-time and in the workforce. She also noted the importance of the program receiving accreditation from the National Association for the Education of Young Children; this is currently in process with a peer review in March. This will provide national recognition for the program and stamp of approval across the nation (several PA community colleges have this accreditation).

The program is taking part in several projects. It is participating in a PA pilot program for apprenticeships, in addition to the apprenticeship program funded through 1199C and The William Penn Foundation. The program has created a cohort for English Language Learner students on University of Pennsylvania's campus. Another project is the Philadelphia Regional Noyce Partnership, a \$1.5 million grant from the National Science Foundation. The focus is to recruit and retain students to be trained

as STEM secondary teachers. Dr. Sweet added that the College joined that partnership in 2018 and will continue with the five-year grant through 2022.

Regarding the multiple education programs, Dr. Saia described how they have created the opportunity to collapse the three middle/secondary programs into one program. The Education program is partnering with the Education Institute for Early Intervention to support a new special education focus. The program currently has many students working in supportive roles for special education classrooms. They are trying to build a certification and pathway around this, which would help with both the workforce pipeline and transfer to four-year partners.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review with approval for five years from 2018.

(d) 2020 Committee Calendar

Dr. Hirsch provided a draft of topics for the 2020 calendar. Included are anticipated program reviews; report updates (such as Workforce and Economic Innovation); updates to the Dashboard; additional updates (such as to the CCRC's key performance indicators data), and an update on Dual Enrollment/collaborations with high schools. There are about 15 academic program reviews each year. While proficiency certificates were part of the academic program reviews for associate degrees, it was decided instead to review PCs by academic pathway. It was suggested that a review of the calendar be added, in addition to the specific metrics on the Dashboard to be discussed at designated meetings.

(e) Developmental Education presentation.

Dr. Hirsch provided an overview of recent outcomes in developmental education at the College. Baseline data is from 2014-15: 75% of entering students placed into developmental education with 26% in one course, 28.6% in two courses, and 21.8% in three courses. We know that students who place into developmental education courses cannot start college-level courses right away so therefore might take courses not in their major, use financial aid funds when having to repeat a course, and have lower fall-to-fall retention rates. Students in developmental education courses are also less likely to attain a credential. The College has already made progress on retention and completion, although there are still gaps.

Dr. Hirsch discussed the current context for developmental education at the College and recent innovations. Developmental education really starts with placement and entering the College. The College has changed its placement exam and recalibrated cut-off scores; more students are starting content courses sooner. Another significant change is using high school transcripts for placement. The College consistently assesses the effectiveness of such changes. Outcomes have been positive regarding

placement based on high school transcripts: success in college-level courses has been the same or higher for students placed based on high school transcripts.

Another major shift within the English department has been the Accelerated Learning Program (ALP). The ALP model has students who place one level below college-level English (ENGL 098) take both ENGL 098 and the college-level English composition course (ENGL 101) in the same semester as linked courses with the same instructor. The ALP ENGL 098 sections have a smaller class size than traditional developmental education courses (13 compared to 20), but the ALP model pays for itself with increased retention. Faculty who teach ALP sections must go through training. Outcomes show that ALP students had similar or higher pass rates in ENGL 101 than those who placed directly into ENGL 101. Moreover, credit accumulation increases because ALP students can start their college-level courses in their first semester. ALP was piloted in 2017, went to scale in 2018, and further increased in 2019. The English faculty are now looking at possible options for lower levels of developmental English.

Developmental math has also seen progress in the development of new course offerings. The College has piloted offering arithmetic and algebra in 7-week sessions so that both courses can be completed in one semester. This led to a new course combining both into one course, which will be offered starting in Fall 2020. The College recently approved a math course contextualized for the Fashion Merchandising and Marketing program, allowing for an applied approach. Other colleges are also developing contextualized math courses, often called “math pathways.” There are more contextualized math courses in the pipeline.

The Board Dashboard also contains data on developmental education. One goal is to decrease the percentage of students who are placed into developmental courses. In 2014-15, about 55% placed into developmental English; this decreased to 25% in Fall 2019. This decrease did not result because students are better prepared, but because of the new ALP model and using high school transcripts for placement. This improvement exceeds the 5-year goal the College set of a 7 percentage point decrease. Math has not seen the same results, but we hope to see some changes based on accelerated and contextualized math courses. Regarding the achievement gap data, all groups are progressing, but we are not closing the gap enough; this still remains a challenge.

In summary, more students are placing into college-level courses, are being retained at a higher rate, and can begin accumulating college-level credit from the beginning of their studies. Regarding credit momentum, the trend since Fall 2014 has been an increase.

(f) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for April 2, 2020 at 1:00 p.m. in Conference Room M2-34.

Attachments:

Minutes of January 23, 2020

Academic Program Review: Culinary Arts AAS Executive Summary

Follow-Up to Education Programs Academic Program Review

Student Outcomes Committee Calendar (2020)

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

MINUTES

**Thursday, January 23, 2020
1:00 p.m.
Conference Room M2-34**

Presiding: Ms. Fulmore-Townsend

Committee

Members: Ms. Hernández Vélez, Ms. Ireland, Ms. Posoff, Rep. Roebuck

College

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

Guests: Ms. Chrestay, Mr. Coleman, Ms. Washington,

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of November 7, 2019

The minutes were approved unanimously.

(b) Workforce Development Presentation

Ms. de Fries brought the senior leaders in the Workforce and Economic Innovation (WEI) division: Mr. Coleman (Assistant Vice President, Workforce and Economic Innovation), Ms. Chrestay (Executive Director, Goldman Sachs 10,000 Small Businesses), and Ms. Washington (Director, Career Connections). The division was established in 2015, encompassing some already-existing units. Ms. de Fries led the committee through the division's vision and mission statements and guiding principles. She described how the division's work falls into three buckets: Corporate Solutions, entrepreneurship programs, and Career Connections.

Mr. Coleman provided an overview of Corporate Solutions, which has thirteen full- and part-time staff members. Within this area is Corporate College, which works with organizations and businesses in the City (such as Einstein Healthcare Center and Horizon Health Services) to bring credit programs at the College to them. The instructors are from the academic departments, and the courses are the same as those

on campus. The cohort structure of the program helps with retention. Corporate College seeks out employers who offer its employees tuition reimbursement.

Another program is Contract Training. This is more flexible with the employer informing Corporate Solutions of their needs and then Corporate Solutions creating a customized training program for the employer. An example is WedNET, which receives funds from the PA Department of Community and Economic Development and provides central skills and technical skills training. Employees have one year to finish this non-credit program. Next Mr. Coleman described Continuing Education, which is the unit's largest area and includes occupational training programs. Professional Development and Personal Enrichment are two additional areas. Apprenticeship/Pre-Apprenticeship Programs is a growing area. Lastly, the Testing Center offers high-stakes testing, including certifications for TSA, social workers, pharmaceutical techs, real estate, and teachers.

Ms. Chrestay oversees the Goldman Sachs 10,000 Small Businesses (GS10KSB) program. This program is for businesses that have been in operation for at least two years, have the equivalent of at least four full-time employees, and at least \$150,000 in revenues the previous year. The current cohort has 30 enrollees; the goal is 90 enrollees per year across three cohorts. Outcomes show growth in the percent of alumni who increased revenue and created jobs post-graduation. All the teachers are trained by Babson College, and Goldman Sachs pays the cost of the program. So far, 129 individuals have graduated.

Ms. de Fries described the Power Up Your Business program, which has 40 participants a year and impacts businesses through workshops. Power Up Your Business was an outgrowth of the GS10KSB but has a less rigorous application process. The Power Up Your Business program is designed for small businesses and goes into communities, offers evening sessions, and has a 12-week workshop series and individual workshops. It recently included a 100% Spanish-language cohort. The City pays for Power Up Your Business.

Ms. Washington provided information about Career Connections. They offer employer services, such as recruiting opportunities and career fairs. The unit has worked with employers to recalibrate its workshops to meet employers' needs. By engaging more with employers, the employers are then more ready to help with opportunities such as internships and interviews. Career Connections also provides student services. Personnel do classroom presentations that began with the first-year experience courses and expanded into other courses. This has increased student engagement. The unit now has three pathway coordinators. Faculty and academic supports are also available. There is now a kiosk in the Bonnell lobby. Career Connections has six staff members, including one dedicated to employer partnerships.

The WEI administrators were asked what was most important. Ms. de Fries said goals and outcomes, including revenues, enrollments, and businesses served (all have increased since 2015-16). Goals are part of the College's strategic plan. The SOC

Dashboard contains the high-level key performance indicators for each unit. More information was requested regarding the top ten companies and the division's structure. Ms. de Fries announced that the College started a Massage Therapy program at the Northeast Regional Center, which is the non-credit program that qualifies for financial aid. The College is also considering additional programs to qualify for financial aid.

(c) Improving Committee Efficiency

Ms. Fulmore-Townsend explained that there have been recent conversations about the committee's role and the use of meeting time. The chair of the Board of Trustees wants the committee to consider if workforce development should have its own committee. She had discussed with almost everyone how to effectively use meeting time and how to strike a balance with academic program reviews. Regarding program reviews, Dr. Hirsch explained the stages a review goes through before it reaches the committee. There is an annual calendar and the College is mandated to review programs on a five-year cycle; a calendar of reviews will be sent. The program reviews includes actions based on recommendations from the last review, data analysis (e.g., retention and enrollment), student learning outcomes assessment, and economic trends. Faculty and deans provided feedback. Reviews now include enrollment and retention projections and strategies to achieve them. The committee can ask program personnel to come back; for instance, if they did not adequately assess outcomes. For programs with external reviews (such as Nursing accreditation), they coordinate these with the program review schedule.

Assessment and Evaluation staff provide data and analysis for the review, but do not make recommendations regarding approval; the committee makes these recommendations. If the committee approves a program for five years, this goes to the Board of Trustees for a full vote. However, the committee could decide instead that the program personnel should return in a year with updates on progress (and again, if necessary). Dr. Generals used the Computer Information Systems-Information Technology program review as an example of a follow-up. The committee asked program personnel to do more on assessment; program personnel came back with appropriate assessment documentation and had a leadership change after the review.

Ms. Fulmore-Townsend asked Ms. de Fries what the committee could do for workforce development. Ms. de Fries said the committee could help with employer partnerships, priorities for programmatic development, and the professional development area. The committee discussed if other Board of Trustee members should be brought in. It was noted that the committee has still not discussed reviewing policies to impact students and regular data review, possibly indicating the committee might not have the time for workforce development and a dedicated group might be needed for this area. This will be discussed further. Dr. Generals added that some Board of Trustee members, including the chair, have mentioned they would like more information on the topics on which they vote.

(a) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for February 6, 2020 at 1:00 p.m. in Conference Room M2-34.

Attachments:

Minutes of November 7, 2019

Community College *of* Philadelphia

Academic Program Review: Culinary Arts AAS Executive Summary

Authors:

Teresa Frizell, Dr. Lynsey Madison

Fall 2019

1. Executive Summary

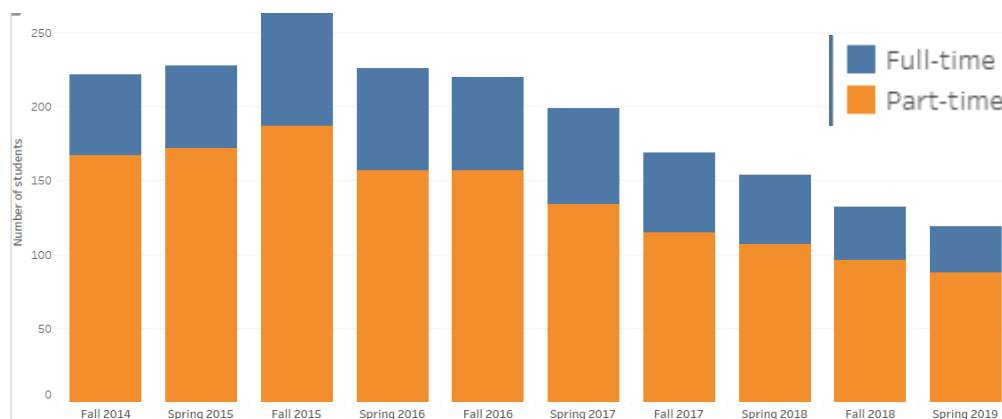
A. Key Findings for the period Fall 2014 to Spring 2019

In 2018 Dr. Lynsey Madison accepted the role of Program Coordinator for the Culinary Arts AAS. Dr. Madison and the Curriculum Facilitation Team wrote and implemented extensive curricular revisions. With a goal of improving retention, the course progression is more logical and pairs developmental courses with Culinary Arts courses. Effective Fall 2019 the Program has new Program Learning Outcomes and a new program designation (CULA) in the College catalog. The Program has partnered with Single Stop to provide hot lunches prepared during cooking classes to students who are experiencing food insecurity

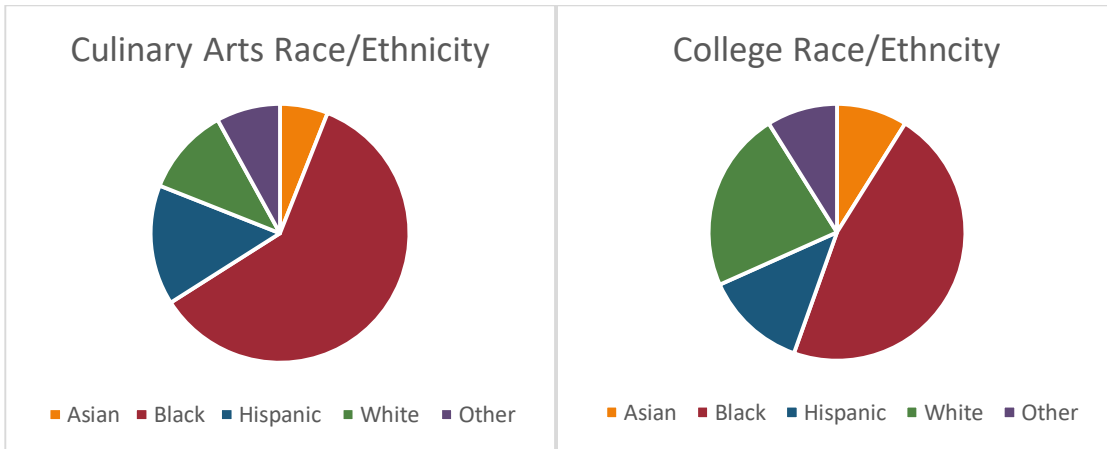
From Fall 2014 to Spring 2019 enrollment decreased while retention was similar to retention across the College as a whole. The majority of the people enrolled in the Program identified as Black. Recommendations in this report focus on assessing the results of the curricular revisions in terms of Program growth and students' progress through the curriculum.

Enrollment and Demographics

1. Program headcount decreased from above 200 between Fall 2014 and Fall 2016 to 119 in Spring 2019.
2. Due to the number of cooking stations in the kitchens, the Program has a total possible capacity of 269 students.



3. The Program was composed of 18.2% students with zero credits earned. This is 6% percentage points higher than the College average of 12.2%.
4. Program enrollment averaged 59.4% people who identified as Black, which was 13 percentage points higher than the average enrollment of people who identified as Black across the College. It averaged 11.3% people who identified as White, which was 11.8 percentage points lower than the average College enrollment. All other demographic compositions were within ten points of College averages.

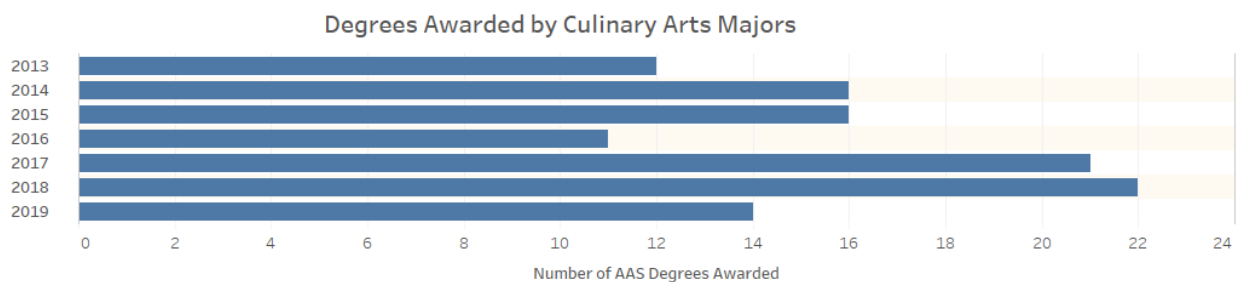


Retention

- At 65.8%, the proportion of Culinary Arts students who returned to the Program from Fall to Spring semester in the same academic year (Fall to Spring) was within a percentage point of the College’s average of 64.6%.
- At 32%, the proportion of Culinary Arts students who returned to the Program from one Fall semester to the next Fall semester (Fall to Fall) was within five percentage points of the College’s average of 35.6%.
- Developmental students now take developmental math and either CULA 170 or CULA 151 concurrently in an attempt to improve retention and success.

Success and Graduation

- Between 11 and 22 students graduated with an AAS in Culinary Arts each year, for a total of 84 graduates in the period studied.



Advisory Committee

- The Advisory Committee met each semester in the period studied.
- While attendance was not always listed on minute notes, meetings generally comprised up to 15 people, including 4-5 industry professionals not otherwise associated with the College. Program curriculum and industry trends were discussed.

Assessment

11. The Program followed a robust and varied assessment schedule. Program Learning Outcomes (PLOs) were assessed directly and indirectly through a variety of practice assessments that mimic workplace expectations, policy, and law.
12. The Program analyzed assessment results and used them to guide teaching and learning changes, including the 2019 curricular revisions.
13. The PLO benchmark is the same for all PLOs. It states that 75% of students must meet or exceed proficiency on the assessment instrument. The benchmark has been met or exceeded on all PLO assessments.
14. Effective Fall 2019 the Program implemented new PLOs. The benchmark and assessment schedule will remain the same for the new PLOs.
15. Assessment data indicates that students are not passing the food handler certification exam that is also required to complete the Program. The Program plans to address this by giving students more time to practice the skills assessed on the exam.

Workforce Development

16. Between 2018 and 2023, targeted professions are expected to grow between 4-7% in the Philadelphia metropolitan area. They are expected to pay \$21-28 per hour.

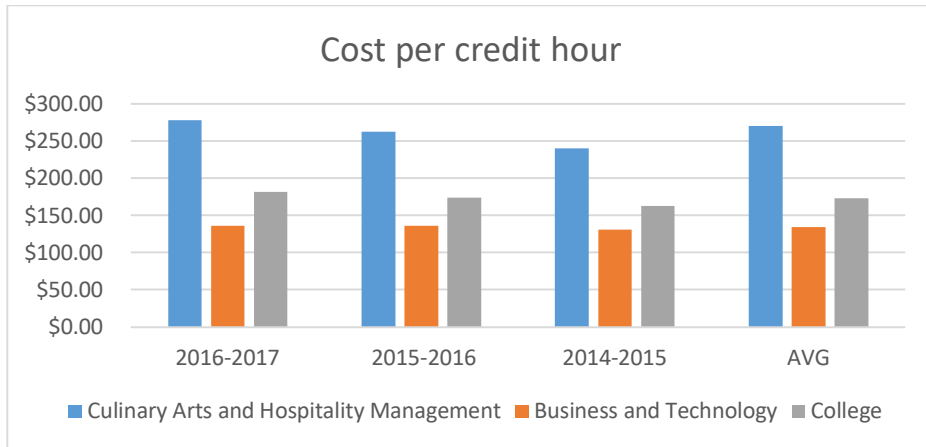
Target Occupations

<p>16,471</p> <p>Jobs (2018)</p> <p>12% below National average</p>	<p>+5.7%</p> <p>% Change (2018-2023)</p> <p>Nation: +6.9%</p>	<p>\$21.13/hr</p> <p>Median Hourly Earnings</p> <p>Nation: \$17.23/hr</p>	<p>2,430</p> <p>Annual Openings</p>	
Occupation	2018 Jobs	Annual Openings	Median Hourly Earnings	Growth (2018 - 2023)
First-Line Supervisors of Food Preparation and Serving Workers	11,828	1,845	\$19.36/hr	+5.80%
Food Service Managers	2,996	352	\$27.14/hr	+4.27%
Chefs and Head Cooks	1,647	234	\$28.21/hr	+7.23%

17. The Program has been accredited by the American Culinary Federation (ACF) since 2017.
18. The Program Coordinator is in talks with local food management corporations to create pathways into management positions and management training programs.
19. Students take the ServeSafe Certificate exam, which is a requirement for many culinary management positions.

Cost

20. Courses in Culinary Arts ran above 80% full with the exception of Spring 2018.
21. Culinary Arts averaged \$270.37 per credit hour compared to the Division of Business and Technology average of \$134.26 and the College average of \$172.91 per credit hour.
22. Due to the size of the kitchens at the College, cooking courses can have 12 or 20 students.
23. The Program has unique costs including food and specialized equipment.



B. Prior Audit

Recommendations from Prior Audit and Program Response:

1. Program Management

Identify reason students enroll in approximately 40% more courses than are required for graduation.

Identify courses with high risk of students leaving the program.

Program Response: Effective Fall 2019 the program performed extensive course revisions in order to guide students through the program in a manner that builds on learning outcomes from previous courses. Previously, students only needed to take one introductory cooking course, yet this course requires the skills and knowledge gained in other courses that were not required. These changes clarify the course sequence most conducive to achieving the course learning outcomes and following the path to degree completion.

Additionally, the Program changed the initial mathematics placement from FNMT 118 to FMNT 017, as students do not need proficiency in algebra to use equipment and perform conversions properly. This change will allow developmental students to progress through the CA program while attaining the skills in mathematics required to obtain an Associate degree.

Finally, the Culinary Arts Program and the Tourism and Hospitality Program are now separate programs, with separate designations (CULA and THM, respectively).

C. Action Items

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

Enrollment and Demographics

1. Increase headcount as follows:

	Fall 2017	Fall 2021		Fall 2023		Fall 2025	
Headcount	169 Students	142	15% increase in headcount*	163 students	15% increase in headcount	187 students	15% increase in headcount
		# of students by category	% of students by category	# of students by category	% of students by category	# of students by category	% of students by category
Returned to Same Program	32%	56	40%	71	44%	86	46%
Graduated	16%	28	20%	35	22%	46	25%
Did Not Persist	47.3%	49	35%	49	30%	44	24%
Returned to Different Program		9		8		11	

*Increase from Fall 2019 headcount

2. Monitor the effects of curricular changes on enrollment and retention.
3. Work with developmental and ESL faculty to more deeply integrate developmental math and English skills with Culinary Arts.

Assessment

4. Monitor the effects of curricular changes on student success and progress through the Program through a variety of assessment methods.
5. As needed, update assessment instruments to accurately assess new PLOs.

Workforce Development

6. Poll students on effective ways to track post-graduation careers.

C. Narrative

The Culinary Arts Program has undergone several changes for the 2019-2020 academic year. The catalog designation, curriculum map, and courses and completion sequence changed. Beginning in 2015, in an effort to increase graduation rates, students were required to complete general education courses early in the course sequence, before progressing to cooking classes. Instead of increasing graduation rates, assessment data indicated this change contributed to the decline of student enrollment and lower retention rates. The 2019 curriculum changes removed these roadblocks that contributed to loss of enrollment. The revised PLOs clarified how students will be assessed, and put additional emphasis on the general education skills that students gain and develop through the course sequence. The vision for the

Program, which is to prepare graduates for positions as chefs, cooks, and kitchen workers, remains the same.

The Culinary Arts Program provides an academic foundation for people to enter the Philadelphia area's continuously growing culinary industry. While the base entry for this field does not require more than a high school equivalent, management opportunities often require at least an associate degree. This Program offers career options that can expand beyond mid-line supervisory roles. The career choices students are able to apply for both in school and upon degree completion allow students to increase their lifetime earnings and improve their future paths. Furthermore, the Culinary Arts Program collaborates with Single Stop to reduce food waste and repurposes food from cooking classes as hot lunch for students who are experiencing food insecurity. In 2018-2019, nearly 600 meals were served while students also learned about the Culinary Arts program, and tried various cuisines.

The Culinary Arts Program continues to connect to local industry professionals to provide insight on skills, knowledge, and abilities required for graduates. The Program is a member of, and is accredited by the American Culinary Federation (ACF). This keeps the program updated on industry trends and issues. By hosting meetings and bringing ACF-certified chefs to campus, Culinary Arts students and faculty get feedback and valuable information related to the industry. Through the lunch series program run in conjunction with THM 285: Dining Room Management and CULA 270: Advanced Finishing and Production, industry professionals are invited to campus to experience the execution and finished products of student work. Students receive feedback and tips from industry professionals. As noted in advisory committee minutes, this has led to job offers and positive awareness and reinforcement of the Program.

Follow-Up to Education Programs Academic Program Review

In April 2018, The Student Outcomes Committee of the Board of Trustees approved the following action in regards to the Education programs:

ACTION: The Student Outcomes Committee approved the motion that action on the four associate's degrees in Education be deferred until a progress report is submitted. The report should address progress made on the recommendations in the Academic Program Review. An analysis on the viability of continuing each of the four Education Programs and a formulated recommendation for the future direction of the Education Program must in particular be carried out. The report should be submitted by November, 2018.

APR Action Items Recommendations

1. Evaluate Changes from the Education B-4th Grade Sub-Grant
2. Develop Engagement Strategy
3. Evaluate the Need for the Education Programs and Create a Recruitment Plan for Remaining Programs
4. Assessment Practices

Program Response:

National and Statewide Data

The national data shows a decline in enrollment in middle and secondary education programs specifically in science, math, and special education. There is an alarmingly low number of Pennsylvania undergraduate students who are becoming teachers, thus, creating a crisis if districts can't meet the demand for teachers (Learning Policy Institute, 2016).

In the 2014–15 school year, the state issued 6,215 in-state certifications, which are issued to Pennsylvania college students who are getting certified to teach in the state. That was a 62 percent drop from the number issued in 2012–13 (American Association of Colleges for Teacher Education, 2018). The national and state data are indicative of the downward trending enrollment documented in the middle and secondary Education programs here at CCP.

Recommendation I

The Early Childhood (Birth to 4th Grade) Education program has seen many exciting developments. In 2017, the faculty created the Early Childhood Education Proficiency Certificate. In addition to the for-credit courses, faculty support non-credit credentialing courses. Local and state-wide governmental policies and initiatives have had a positive impact on the number of childcare jobs in Philadelphia and the enrollment in the Education: Early Childhood (Birth to 4th Grade) Program. Policies include universal pre-kindergarten in Philadelphia, T.E.A.C.H Scholarships, and the PA Department of Education Code requirements for the credentialing of Early Childhood providers, and the newest initiative (2017- present) is the Apprenticeship Program for Philadelphia and the region's early childhood workforce development funded through 1199C and The William Penn Foundation.

The Birth-4th Grade Education program's enrollment in fall 2018 was 522 students, the fourth largest program in the Liberal Studies Division. The full curriculum is offered fully online/hybrid. The B-4 program is currently preparing for the National Association for the Education of Young Children peer-review visit in March to receive national accreditation recognition; if the site visit is successful, the program will be NAEYC accredited beginning in Fall 2020. We continue to add new apprentice cohorts (currently 57 apprentices with 10 graduates)

into our B-4 program. We also work closely with Workforce Development and Economic Innovation to recruit new students into the AA degree program (new B-4 cohort of English Language Learners students on University of Pennsylvania's campus). We now have a program-to-program articulation agreement with three new universities: Holy Family, Eastern University, and Arcadia University. We are a part of the statewide Apprentice Higher Education Project funded by the Department of Education and the Office of Child Development and Early Learning.

Recommendations II & III

As well, in 2018, the College was approached and became a partner with six other local higher education institutions to join the Philadelphia Regional Noyce Partnership (PRNP) to share a 5-year 1.45 million-dollar grant from the National Science Foundation, to recruit, prepare, and retain STEM teachers. The grant provides 24 education students funding to participate each summer in externships for the next four years to explore STEM-related teaching careers. One of the key goals of the PRNP program are to increase the number of STEM majors that enter and remain in teaching in high-need schools in the Philadelphia region. This is in keeping with the Education programs intention to recruit and retain students in the secondary education programs at the College. While the PRNP project was successful and has two more years, additional measures are needed to address the falling enrollment in the middle and secondary education programs.

Consequently, while the PRNP grant in 2018 addressed some immediate concerns revealed in the audit, that alone isn't enough. After further review, the faculty have determined to completely revamp the middle and secondary Education programs. This will entail closing the three separate programs and creating a general Middle-Secondary Education program that allows students to follow either a middle-level generalist, social studies/humanities, math/science, or newly created special education focus.

To create the new special education focus, the Education program will partner with the Education Institute for Early Intervention (EIEI) to develop a degree pathway for students receiving a state-approved diploma from the institute to articulate for prior learning credit along with a certificate of proficiency. This career pathway will offer the middle and secondary education students with technical skills to pursue school district positions as special education technical support assistants.

The consolidation will benefit the middle and secondary programs and offer students an intentional pathway that focuses on content interest, academic scholarship, and transfer. As well, by partnering with the Education Institute for Early Intervention (EIEI) for the special education training, a new segment of students in the workforce will be able to align new competencies in support of diverse student learners and provide much needed support to families of special needs children with a tailored understanding and awareness. The faculty will complete this program consolidation and revision in the 2020-2021 academic year.

Recommendation IV

After the findings of the 2017 audit, the middle and secondary level programs revised their program learning outcomes, course learning outcomes, and have since offered new online delivery options for their students.

The Birth to 4th Grade program embedded the NAEYC key assessments into all education courses that align with NAEYC standards. The key assessments are aligned to course learning outcomes and program learning outcomes, which are then managed through the AEFIS program assessment.

**Student Outcomes Committee Calendar
Monthly Topics
2020**

SOC Meeting	Topics Scheduled to be Addressed
February 2020	<ul style="list-style-type: none"> • Culinary Arts Program Review • Education Programs Review Follow-Up Reports • Review of Annual Calendar
April 2020	<ul style="list-style-type: none"> • Faculty Promotion Approval • CCRC KPI Data for Guided Pathways • Behavioral Health/Human Services Program Review • English Program Review
May 2020	<ul style="list-style-type: none"> • Updated Board Dashboard (Indicators 1.1-1.6, 1.8-1.9, 1.11-1.13, 1.16, 1.19, 1.24-1.25) • Workforce and Economic Innovation Update • Liberal Arts – Honors Option Program Review • Religious Studies Program Review • Business, Entrepreneurship and Law Pathway Certificate Reviews
June 2020	<ul style="list-style-type: none"> • Construction Management Program Review • Facility Management Program Review • Dual Enrollment Update
September 2020	<ul style="list-style-type: none"> • Workforce and Economic Innovation Update • Design, Construction and Transportation Pathway Certificate Reviews • Review of SOC Calendar
October 2020	<ul style="list-style-type: none"> • Updated Board Dashboard (Indicators 1.7, 1.10, 2.1-2.4, 3.1-3.6) • Digital Forensics Program Review • Liberal Arts – Social/Behavioral Science Option Program Review
November 2020	<ul style="list-style-type: none"> • Updated Board Dashboard (Indicators 1.14-1.15, 1.17-1.18, 1.20-1.23, 1.26, 4.1-4.11, 5.1-5.4) • Workforce and Economic Innovation Update • Automotive Technology Program Review • Medical Laboratory Technician Program Review

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, February 19, 2020– 9:00 A.M.**

Present: Lydia Hernández Vélez, Esq. (Chair), Mr. Rob Dubow, Mr. Harold Epps, Mr. Steve Herzog via teleconference, Dr. Donald Guy General, Mr. Jacob Eapen, Dr. Judith Gay, Mr. Gim Lim, Mr. James P. Spiewak, Victoria Zellers, Esq. and from the Radnor Property Group, Mr. David Yeager

AGENDA

PUBLIC SESSION

(1) Presentation of The Hamilton – Phase I and II (Information Item):

A briefing on The Hamilton project was presented by Mr. Eapen and Mr. Yeager. Mr. Eapen gave an overview of The Hamilton project including the College's housing strategy, the benefits of using a Private Public Partnership, and details associated with the January 2016 RFP selection process leading up to the Board approving RPG as the Developer in June 2016. Attachment A contains the PowerPoint presentation utilized by Mr. Eapen. He noted that the facility was an asset in the recruitment of international students and that there are currently 35 students residing at The Hamilton.

Mr. Yeager of RPG provided an overview of Phase I of The Hamilton. He described the courtyard, the south view – full buildout, and the amenity space. Mr. Yeager provided the unit pricing for Phase I which includes a total number of 279 units, as well as a market comparison of The Hamilton compared with the Summit and Evo in University City; The Hamilton in the favorable price range. Mr. Yeager stated that Phase I is 90% occupied. He noted that the number of units rented to CCP students is 15: 5 studios, 5 one-bedroom and 5 two-bedroom. The Hamilton also has a significant number of residents from Temple and Drexel Universities. The mix of residents is about 50% student and 50% professionals.

Mr. Yeager stated that Phase II will consist of a total of 297 units and that the unit mix will be equal among the three types. He provided an overview of Phase II construction schedule noting that the anticipated completion date is November, 2021. Attachment B contains the PowerPoint presentation utilized by Mr. Yeager. In response to Committee members' questions, he stated that the two-bedroom units were more highly desired than anticipated and that led to the decision to adjust the mix of units for Phase II. He noted that Bozzuto, their leasing management company, has done a great job and is very experienced with student housing.

(2) 2019-2020 Budget Update (Information Item):

Mr. Eapen and Mr. Spiewak presented an update on the College's 2019-2020 budget status. Mr. Spiewak reviewed the enrollment information and the operating budget projections that are contained in Attachment C. He noted that through the Spring 2020 semester, credit hours are 4.3% below budget which translates into a decrease in student tuition and fees of

approximately \$2.6 million. However, in comparison to the original revenue projections there are positives. The State increased the College's appropriation by 2% from the previous year (\$633,000) and the original budget contained flat funding. An additional \$821,000 of the City appropriation can be applied towards the operating budget since there will only be one debt service payment associated with the second phase of financing for the Career and Advanced Technology Center project. Overall, revenues are projected to be \$969,000 lower than the original budget. Mr. Spiewak stated that the College has been delaying the filling of vacant administrative and classified positions, and freezing some positions, to offset the decrease in revenues. It is projected that spending on full-time positions will be \$1.275 million lower than budget. Additionally, there are savings in part-time and summer instructional salaries due to offering lower number of sections than originally budgeted. Total salaries are projected to be \$1.4 million lower than budget. On the negative side, medical claims are trending about \$1 million higher than budget due, in part, to four large claims. Total staff benefits are projected to be \$.7 million higher than budget. All other expenses are projected to be at the budgeted levels. Based upon the revised revenues and expenses, a shortfall of \$273,000 is projected.

Committee members and staff discussed how the recent changes to the CBA related to full-time faculty course loads have affected the budget and the FT/PT ratio. A high-level discussion concerning the FY 2020-2021 budget and the "Promise Scholarship" program being proposed by the City took place. Mr. Spiewak noted that the College will complete its internal budget process for FY 2020-2021 later in the semester. Dr. Generals stated that enrollment continues to be a concern, but the "Promise Scholarship" program and other current and planned initiatives will help retention and should promote enrollment growth.

(3) Board Approval Needed to Issue Purchase Order for the IT Infrastructure Equipment for the Library & Learning Commons to Graybar, the Second Lowest Bidder in the Amount of \$114,000 (Action Item):

Information: Mr. Eapen stated that the Board previously awarded a purchase order, subject to the terms and conditions of the RFP, to Worldwide Services, LLC in the amount of \$111,037 for Cisco equipment for the Library and Learning Commons. Worldwide Services, LLC is a federal contractor and had been identified as the lowest responsible bidder. Mr. Eapen stated that Worldwide Services, LLC was unable to provide proof that the licensing, warranties, and maintenance for the equipment would be properly registered in the College's name; and based on Worldwide's failure to comply with the terms and conditions of the RFP and purchase order, the College cancelled the purchase order. Mr. Eapen stated that the staff recommends that the Business Affairs Committee recommend to the full Board to award the purchase order to Graybar, the next lowest bidder, in the amount of \$114,000. Graybar is an authorized Cisco dealer and will be able to provide the proper licenses and warranties.

Action: Mr. Dubow moved and Mr. Epps seconded the motion that the Committee recommended to the full Board the awarding of the purchase order for the IT Infrastructure Equipment for the Library & Learning Commons to Graybar, the next lowest bidder, in the amount of \$114,000. The motion passed unanimously.

(4) Next Meeting

The next regularly scheduled meeting of the Committee will be held on **Wednesday, March 18th at 9:00 A.M.** in the Isadore A. Shrager Boardroom, M2-1.

AGENDA

EXECUTIVE SESSION

An Executive Session followed the Public Session.

JE/Im

Attachments

BAC\February 19, 2020MINUTES.DOC

ATTACHMENT A

Briefing on The Hamilton Project Presented by Mr. Jacob Eapen

The Hamilton

Presentation to the Business Affairs Committee
February 19, 2020

CCP's Housing Strategy

- **Unlock the value of CCP's valuable land assets to realize the Strategic Plan with outside capital investment from development partners.**
- **Use experienced professionals with a track record of developing and managing near campus housing as partners, and transfer of the risk associated with the project from the College to the developer.**
- **Use a ground lease structure that has no impact on CCP's credit rating.**
- **Preserve CCP's capital for core educational and academic priorities.**

Benefits of Private Public Partnership

- **No capital investment required of the College.**
- **CCP's ownership of the land is retained and becomes an income-producing asset.**
- **Project reversion to College upon expiration of lease or earlier lease termination due to event of default.**

The Selection Process

- College issued an RFP on January 29, 2016.
- Received 4 proposals of which 1 was non-responsive.
- Selection Committee recommended Radnor Property Group.
- RPG was viewed as better meeting CCP goals:
 - ❖ World Class Facilities
 - ❖ Greater variety of housing options
 - ❖ More affordable housing options for students
 - ❖ More desirable designs.
- Board approved RPG as the Developer in June 2016.

ATTACHMENT B

**Presentation of The Hamilton
Project – Phases I and II
Presented by Mr. Dave Yeager, RPG**



The Hamilton

1500 & 1520 Hamilton Street
February 19, 2020

Phase I Courtyard



South View – Full Buildout



Phase 1 Amenity Space



Phase 1 Amenity Space



Phase 1 Amenity Space



Phase 1 South View



Unit Pricing

Phase 1	Total	Studio	1 BR	1 BR - Shared	2 BR	2 BR - Shared
Total # of Units	279	81	135		63	
Total # of Units Occupied	255					
Total # of Units Available	24	1	20		3	
% Occupied	91%					
# of Units Rented to CCP Students	15	5	5		5	
# of Residents Attending CCP	34	5	10		19	
% of Units Rented to International Students	93%					
June 2016 - RFP Interview #3		\$ 1,650	\$ 1,926	\$ 963	\$ 2,900	\$ 725
November 2018 - Construction Completion		\$ 1,661	\$ 2,210	\$ 1,105	\$ 2,817	\$ 704
June 2019 Board Presentation		\$ 1,653	\$ 2,198	\$ 1,099	\$ 2,805	\$ 701
February 2020		\$ 1,685	\$ 2,152	\$ 1,076	\$ 2,991	\$ 718
Current Starting Rent		\$ 1,415	\$ 1,910	\$ 955	\$ 2,454	\$ 614
% Change from RFP to February 2020		2%		12%		2.5%

*** Pricing includes furniture & utilities

Phase 2

Total Units – 297

Studio – 132

1BR – 69

2BR – 96

Market Position – February 2020

Market Rent Survey - University City Comparable Product (Including Furniture & Utilities)			
Project	Hamilton	Summit	Evo
Studio	\$1,415 (Starting)		\$1,978
1 Bedroom (Single)	\$1,910	\$1,969	\$2,609
2 Bedroom (Shared)	\$614	\$879	\$715

Phase 2 Progress

- Caissons 70% complete
- Foundations Start February 24, 2020
- Steel Start March 31, 2020
- Building Structure Top Out September 2020
- Building Enclosed December 2020
- Elevators Start September 2020
- Elevators Finish July 2021
- Apartment Fit Out – 2nd Floor September 2020
- Apartment Fit Out – 16th Floor January 2021
- Turnover #1 (Floors 1-3) July 2021
- Turnover #1 (Floors 4-10) September 2021
- Turnover #3 (Floors 11-16) November 2021

Construction Camera

- <https://www.senserasystems.com/public/project/hamilton>

ATTACHMENT C

2019-2020 Budget Update

Community College of Philadelphia
Credit Enrollment Information (FTEs and Credit Hours)
Fiscal Year 2019-2020

	Actual FTEs FY 18-19	Actual Credit Hours FY 18-19	Budgeted FTEs FY 19-20	Budgeted Credit Hours FY 19-20	Actual FTEs FY 19-20	Actual Credit Hours FY 19-20	Credit Hour Variance - Budgeted vs. Actual	% Variance
<u>CREDIT</u>								
Summer 2	1,650	19,803	1,666	20,001	1,647	19,663	(338)	-1.7%
Fall	11,372	141,273	11,476	142,685	11,055	137,153	(5,532)	-3.9%
Winter	86	1,035	87	1,045	99	1,191	146	14.0%
Spring	10,424	129,639	10,561	131,016	10,561	124,194 *	(6,822)	-5.2%
Summer 1	1,950	23,405	1,991	23,890				
Credit Year-to-date Totals - Annual FTEs	<u>12,741</u>	<u>315,155</u>	<u>12,891</u>	<u>318,637</u>				
Total Credit Hours through Spring Semester		291,750		294,747		282,201	(12,546)	-4.3%

* Projected as of 2/14/2020

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2019-2020**

	<u>ORIGINAL BUDGET</u>	<u>REVISED BUDGET</u>	<u>Variance</u>
<u>REVENUES</u>			
Student Tuition and Fees	\$69,688,003	\$67,063,303	(\$2,624,700)
Commonwealth of Pennsylvania	31,791,114	32,437,263	646,149
City of Philadelphia	29,190,402	30,012,363	821,961
Other Income	2,488,216	2,676,188	187,972
TOTAL REVENUES	\$133,157,735	\$132,189,117	(\$968,618)
<u>EXPENSES *</u>			
Salaries, Net of Lapsed Funds	\$76,725,016	\$75,323,125	(\$1,401,891)
Fringe Benefits	33,001,000	33,707,473	706,473
Other Expenses	23,431,719	23,432,000	281
TOTAL EXPENSES	\$133,157,735	\$132,462,597	(\$695,138)
Excess Revenues (Expenses)		<u>(\$273,480)</u>	

* Excludes impact of GASB 75 & 68

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2019-2020**

	<u>ORIGINAL BUDGET</u>	<u>REVISED BUDGET</u>	<u>Variance</u>
<u>OPERATING REVENUES</u>			
State Funding	31,653,624	32,287,263	633,639
State Lease funding	<u>137,490</u>	<u>150,000</u>	<u>12,510</u>
Total State Revenues	31,791,114	32,437,263	646,149
Tuition - Credit Students , net of write-offs, discounts and other offsets			
Technology Fee	53,658,073	51,395,071	(2,263,002)
Course & Other Fees	9,873,030	9,458,212	(414,818)
Student Regulatory Fees	4,246,800	4,299,920	53,120
Net Contribution from Noncredit Programs	1,155,100	1,155,100	-
	<u>755,000</u>	<u>755,000</u>	<u>-</u>
Total Student Tuition & Fees	69,688,003	67,063,303	(2,624,700)
City Operating Funds	29,190,402	30,012,363	821,961
Investment Income	744,800	832,772	87,972
Vocational Education Funding	300,000	400,000	100,000
Indirect Costs, Administrative Allowances	500,000	500,000	-
Parking Proceeds & Miscellaneous Income	<u>943,416</u>	<u>943,416</u>	<u>-</u>
Total Other Income	2,488,216	2,676,188	187,972
TOTAL OPERATING REVENUES	<u>133,157,735</u>	<u>132,189,117</u>	<u>968,618</u>

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2019-2020**

	<u>ORIGINAL BUDGET</u>	<u>REVISED BUDGET</u>	<u>Variance</u>
<u>OPERATING EXPENSES *</u>			
<u>Salaries</u>			
Full-Time Administrative Salaries	19,591,528	19,591,528	
Less: Projected Lapsed Salaries	<u>(1,000,000)</u>	<u>(1,400,000)</u>	
Net Full-Time Administrative Salaries	18,591,528	18,191,528	(400,000)
Full-Time Faculty Salaries	28,247,458	28,247,458	
Less: Projected Lapsed Salaries	<u>(200,000)</u>	<u>(575,000)</u>	
Net Full-Time Faculty Salaries	28,047,458	27,672,458	(375,000)
Full-Time Classified Salaries	10,677,611	10,677,611	
Less: Projected Lapsed Salaries	<u>(700,000)</u>	<u>(1,200,000)</u>	
Net Full-Time Classified Salaries	9,977,611	9,477,611	(500,000)
Full-Time Salaries	56,616,597	55,341,597	(1,275,000)
Part-Time & Overload Credit Salaries	10,366,248	10,183,248	(183,000)
Summer Credit Instruction	4,040,036	3,946,020	(94,016)
All Other Salaries	4,932,260	4,852,260	(80,000)
Early Retirement Incentive Payments	<u>769,875</u>	<u>1,000,000</u>	<u>230,125</u>
Other than Full-Time Salaries	<u>20,108,419</u>	<u>19,981,528</u>	<u>(126,891)</u>
Total Salaries	76,725,016	75,323,125	(1,401,891)
<u>Staff Benefits</u>			
Medical Program	21,208,200	22,208,200	1,000,000
Retirement Contributions	6,365,500	6,270,018	(95,483)
FICA	3,203,000	3,154,955	(48,045)
All Other Benefits	<u>2,224,300</u>	<u>2,074,300</u>	<u>(150,000)</u>
Total Fringe Benefits	33,001,000	33,707,473	706,473

**Community College of Philadelphia
Operating Budget Projection
Fiscal Year 2019-2020**

	<u>ORIGINAL BUDGET</u>	<u>REVISED BUDGET</u>	<u>Variance</u>
<u>Facility Expenses</u>			
Utilities	2,027,170	1,930,817	(96,353)
Contracted Security	2,085,145	2,117,145	32,000
Contracted Cleaning	1,560,696	1,560,696	-
All Other Facility Expenses	<u>2,533,811</u>	<u>2,624,311</u>	<u>90,500</u>
Total Facility Expenses	8,206,822	8,232,969	26,147
<u>All Other Expenses</u>			
Leased Equipment & Software	4,226,810	4,278,000	51,190
Contracted Services	2,088,203	2,338,203	250,000
Catalogs and Advertising	1,795,250	1,914,000	118,750
Supplies-Pool	1,329,758	1,294,000	(35,758)
Institutional & Departmental Contingency	782,221	361,400	(420,821)
Insurance	735,400	733,000	(2,400)
Legal Fees	411,000	565,000	154,000
Other Expenses	<u>3,056,255</u>	<u>2,915,428</u>	<u>(140,827)</u>
Total All Other Expenses	14,424,897	14,399,031	(25,866)
PowerUp Your Business	800,000	800,000	-
TOTAL OPERATING EXPENSES	<u>133,157,735</u>	<u>132,462,597</u>	<u>(695,138)</u>
Excess Revenues (Expenses)		(273,480)	

* Prior to impact of GASB 75 & 68

**MEETING *via* CONFERENCE CALL
 BUSINESS AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES
 Community College of Philadelphia
 Wednesday, March 18, 2020– 9:00 A.M.**

**Dial-In Number: 1-888-675-6779
 Participant Passcode: 2050590#
 Moderator: 2693081# (Moderator: Jacob Eapen)**

Present: Lydia Hernández Vélez, Esq. (Chair); Mr. Harold Epps, Mr. Steve Herzog, Mr. Rob Dubow, Mr. Jeremiah White, Dr. Donald Guy Generals, Mr. Jacob Eapen, Mr. Gim Lim, Mr. Derrick Sawyer, Mr. James P. Spiewak, Victoria Zellers, Esq., and Ms. Sarah de Wolf, Deputy Budget Director for Program Evaluation, City of Philadelphia

PUBLIC SESSION

(1) Cisco Equipment for IT End-of-Life Replacements (RFP 10108)

Information: Mr. Eapen stated the College conducted an RFP process utilizing PennBid for the procuring critical Cisco replacement IT infrastructure equipment. The equipment being procured are replacing end of life and end of support core switches which provide all routing, policy and core connectivity for the College’s network. Of the seven bidders for the project, Graybar submitted the lowest bid at a total of \$551,053. Graybar is an authorized Cisco reseller and local vendor and can fulfill the needs as requested. This was a capital-approved project for fiscal year 2020-21.

Graybar	CNI Sales Inc.	En-Net Services	SHI	HighPoint	Mola Group Corporation	mvation
\$551,053.50	\$563,640.00	\$572,527.86	\$599,780.76	\$611,852.74	\$662,264.12	\$721,359.16

Mr. Eapen stated that the staff is requesting that the Committee recommend to the full Board that the commodity bid for the replacement of critical IT infrastructure switches and end-of-life equipment in support of the College network be granted to Graybar in the amount of \$551,053.

Action: Mr Epps moved and Mr. Dubow seconded the motion that the Committee recommend to the full Board that the commodity bid for the replacement of critical IT infrastructure switches and end--of-life equipment in support of the College network be granted to Graybar in the amount of \$551,053. The motion passed unanimously.

(2) Update on COVID-19 (Information Item):

Ms. Zellers provided an update on COVID-19. She stated that as public health concerns surrounding COVID-19 continue to grow, the College has made the careful decision to move coursework to online or other remote alternatives, beginning March 30th through the end of the

spring semester, and to keep the Main Campus and its Regional Centers closed through at least until May 6th. She stated that, at this time, the commencement ceremony for spring 2020 is postponed.

(3) Other

Mr. Eapen noted that the College recently conducted an RFP for online tutoring services and that another meeting may be required during the month to approve a contract. In response to a question, he stated that the cost is based upon usage for College students.

A discussion took place concerning technology tools that students might need to better achieve success at the College and the percentage of incoming students without such tools. Committee members and staff discussed strategies to be employed once the Spring 2020 semester is restarted.

(4) Next Meeting

The next regularly scheduled meeting of the Committee will be held on **Wednesday, April 22nd at 9:00 A.M.** in the Isadore A. Shrager Boardroom, M2-1.

Executive Session

An Executive Session followed the Public Session.

MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Thursday, March 26, 2020 – 12:00 noon Conference Call

Present: Mr. Anthony J. Simonetta, Mr. Jeremiah White, Donald Generals, Ed.D., Ms. Victoria Zellers, Esq., Mr. Jacob Eapen, Ms. Lydia Hernández Vélez, Esq., Mr. Gim Lim, Mr. Robert Lucas; and representing Grant Thornton: Ms. Angelica Roiz, and Mr. Alex Ney.

Not Present: Mr. Anthony B. Scott representing The Meridian Group

AGENDA – PUBLIC SESSION

(1) Approve Minutes of Audit Committee Meeting on September 25, 2019 (Action Item):

Mr. Anthony Simonetta commented using conference call format was not the ideal way of conducting the audit committee meeting but current circumstances forced us into the situation. He wished everyone is well and safe. Mr. Simonetta then asked for any edits or suggested corrections to the September 25, 2019 Audit Committee meeting minutes. There were none.

Action: Mr. Simonetta then asked for a motion to recommend approval of the September 25, 2019 Audit Committee meeting minutes (Attachment A). Ms. Lydia Hernández Vélez made the motion. Mr. Jeremiah White seconded the motion. The motion passed unanimously.

(2) 2018-2019 Uniform Guidance Report (Action Item):

Ms. Angelica Roiz and Mr. Alex Ney reviewed the results of the 2018-2019 Uniform Guidance Audit using the draft report and supplementary information in Attachment B to these minutes. The Uniform Guidance draft report is provided in Attachment C. The Uniform Guidance Report begins on page 72. Pages 1 to 71 contain the Financial Statements that were reviewed and accepted by the Board of Trustees on November 7, 2019. Ms. Roiz explained that the approved audit report has to be submitted to the Federal Audit Clearinghouse before March 31, 2020. Ms. Roiz provided an overview of materiality and the major programs covered in the audit. She explained that the Career and Technical Education grant is required to be audited every three years. Mr. Ney explained there were 11 compliance requirements for each major program. They reviewed the details of the schedule of expenditures of federal awards on pages 73 and 74. The College had \$70 million in federal expenditures of which \$67 million was in Student Financial Aid.

Ms. Roiz reported that the College continues to have no material weaknesses or significant deficiencies as well as no issues of non-compliance as indicated on page 80. The College continues to be a low-risk auditee.

There was a brief discussion on the unprecedented impact of the Covid-19 virus on colleges, Pell grant, student withdrawals and compliance with federal student financial aid rules. Ms. Roiz indicated she will forward us the link to monitor any updates from the U.S. Department of Education.

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2019 Uniform Guidance Audit Report. Mr. White made the motion. Ms. Hernández Vélez seconded the motion. The motion passed unanimously.

(3) Internal Audit Plan/Internal Audit Committee Update (Information Item):

Mr. Lucas provided an update on the 2018-2020 Internal Audit Plan. He provided a summary report of activities since the last Audit Committee meeting (Attachment D). Mr. Lucas stated that two audits reports were finalized, two draft audit reports were issued to management, and five other audits are in progress. An updated copy of the status of the biennial Internal Audit Plan was also distributed in advance to Audit Committee members which details the status of each planned audit for the period.

Mr. Lucas also noted that he will be developing the 2020-2022 Internal Audit Plan over the next several months. As done previously, he will be soliciting input from senior management for functions and areas to be considered as possible audit subjects in the next internal audit period based on risks perceived by those managers.

Mr. Lucas stated that he had provided the Audit Committee members with an updated Internal Audit Follow Up Matrix on which the audit comments and management's action plans are tracked. He stated the matrix now includes the comments and action plans from the recently finalized audit reports.

Mr. Lucas provided the Committee with an overview of Internal Audit's involvement in the College's Disaster Recovery planning efforts. He stated that the division managers had selected leads for developing recovery plans for areas in divisions and departments which they deemed critical for recovering after a business interruption or other significant event. Internal Audit provided the leads with a questionnaire and template for developing their own plans. The leads were offered individual sessions with Mr. Lucas and he also held group meetings for all of the leads to provide guidance and to answer questions as they drafted their own plans. The draft plans were completed and provided to Internal Audit before the College closed its doors on March 13. Dr. Gay noted that the Internal Audit Committee members had asked that she, as Chief of Staff, and the Internal Auditor take on this assignment to help ensure all critical divisions had recovery plans in place in short timeframe. This process began in the fall before the current coronavirus was even identified in China.

Mr. Lucas was asked what the Internal Audit Committee had been working on. He noted that the two audit reports that had been issued had comments and responses which had been discussed and concerns resolved in order that they could be finalized. He also stated that they had discussed the Internal Audit Follow Up Matrix to understand the color coding and other factors for clearing items from the matrix. Dr. Gay added that the Committee had also reviewed a College policy in an effort to understand what external reviews were covered by the policy.

(4) Next Meeting:

The next meeting of the Committee will be in June 2020 at which time Grant Thornton will discuss their proposed Audit Plan for the 2019-2020 Fiscal Year.

EXECUTIVE SESSION

During any audit committee meeting; Management, The Independent Auditors or the Internal Auditor may request an Executive Session to meet privately with the Audit Committee.

GSL/lmh
Attachments

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

ATTACHMENT A

**Minutes from September 25, 2019
Audit Committee Meeting**

**MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Wednesday, September 25, 2019 – 12:00 noon.**

Present: Mr. Anthony J. Simonetta, Mr. Jeremiah White (via telephone), Donald General, Ed.D., Ms. Victoria Zellers, Esq., Ms. Lydia Hernández Vélez, Esq., Mr. James P. Spiewak, Mr. Gim Lim, Mr. Robert Lucas; and representing Grant Thornton: Ms. Angelica Roiz, Ms. Dianne Arsenault and Mr. Alex Ney.

Not Present: Mr. Steve Herzog and Mr. Anthony B. Scott representing The Meridian Group

AGENDA – PUBLIC SESSION

Mr. Simonetta welcomed Ms. Lydia Hernández Vélez to the Audit Committee. Ms. Hernández Vélez was recently appointed Chair of the Business Affairs Committee, which also includes an appointment to the Audit Committee. Mr. Simonetta mentioned that he had shared the Audit Committee Charter with Ms. Lydia Hernández Vélez and reviewed some of the Committee's roles and responsibilities.

1. Approve Minutes of Audit Committee Meeting on June 5, 2019 (Action Item):

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 5, 2019 Audit Committee meeting minutes (Attachment A). Ms. Hernández Vélez made the motion. Mr. White seconded the motion. The motion passed unanimously.

2. 2018-19 Fiscal Year Audit Report (Action Item):

Ms. Roiz, Engagement Partner introduced her team, consisting of Ms. Dianne Arsenault, Senior Manager and Mr. Alex Ney, Manager. Attachment B contained the 2019 Audit Wrap-Up Presentation and Discussion and Attachment C contained the draft June 30, 2019 Financial Statements.

Ms. Roiz announced that the audit was completed with full cooperation from management consistent with the timeline shared with the Audit Committee at its June 2019 meeting. The goal was to have the audited report submitted to the City by the September 30, 2019 deadline. Mr. Simonetta asked whether Grant Thornton had to perform any subsequent events procedures for the City. Ms. Roiz explained that if the City Controller's Department needed that, they would contact her directly. Ms. Roiz then proceeded to discuss the concept of materiality. Grant Thornton considers total revenues as the appropriate benchmark for financial statement reporting. Mr. Ney then discussed the areas of significant risk and other areas of focus. Areas of significant risks included Tuition Revenues, State and Federal Grants and Contracts. Areas of focus included valuation of investments, State and City appropriations, GASB 75, accounting estimates and disclosures. For each area, Mr. Ney discussed the audit procedures, reviews and tests performed.

For GASB 75, Grant Thornton engaged their internal actuarial service group to review the assumptions, discount rates and the general work performed by SageView, the actuaries engaged by the College. Ms. Roiz reminded the Committee of the large jump in OPEB liability last year when GASB 75 was first implemented. For financial disclosures, Ms. Arsenault mentioned they use a checklist to ensure completeness. Ms. Roiz informed the Committee of the two new GASB statements. GASB 83 addressed asset retirements and the need to book significant liabilities. Mr. Simonetta asked whether GASB 83 pertains to retirement of capital assets. Ms. Roiz explained it does include retirement of older buildings and facilities. Grant Thornton was comfortable nothing relating to GASB 83 exist and the College should continue inventorying its assets. GASB 88 addressed certain disclosures related to debt, including direct borrowings and direct placements. No significant changes were required since the College already provides adequate disclosures.

Ms. Arsenault informed the Committee that no misstatements were observed and no adjusting entries were proposed. From the control finding perspective, Ms. Roiz concluded that they were comfortable with related party disclosures and there were no significant deficiencies or material weaknesses to report.

Ms. Roiz then provided a technical update on selected GASB pronouncements effective for subsequent periods. They included GASB 84, 87, 89, 90 and 91. GASB 84 requires the College to disclose any fiduciary activities, e.g., money held on behalf of alumni clubs and student activities that are material. Mr. Simonetta asked how materiality would be determined. Ms. Roiz explained that they would work with management to understand the dollar value in relation to the statement of operations and Grant Thornton's concept of materiality for the audit.

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2019 Financial Statement Audit. Ms. Hernández Vélez made a motion to accept the June 30, 2019 Financial Statement Audit. Mr. White seconded. The motion passed unanimously.

3. Internal Audit Committee/Internal Audit Plan 2018-2020 (Information Item):

Mr. Lucas provided an update on the 2018-2020 Internal Audit Plan. He provided a summary report of activities since the last Audit Committee meeting. Mr. Lucas stated that three audit reports were finalized, three draft audit reports were issued to management, and four other audits are in progress. An updated copy of the status of the biennial Internal Audit Plan was also distributed in advance to Audit Committee members, which details the status of each planned audit for the period.

Mr. Lucas was asked if the new Internal Audit Committee had helped in getting audit reports finalized since the last Audit Committee meeting. He stated that there had been four meetings of the Internal Audit Committee over the summer. The members discussed the audit findings and the related risks, which needed to be addressed in two audit reports. Mr. Lucas stated that the members of the Internal Audit Committee had worked together during the meetings to identify actions, which had been, or should be, taken to eliminate or reduce the identified risks. The members' work resulted in being able to finalize the two audit reports with some actions plan already completed and others with actions plans to be completed by stated target dates.

Lastly, Mr. Lucas stated that he had provided the Audit Committee members with an updated Internal Audit Follow Matrix on which the audit comments and management's action plans are tracked. He also stated the matrix now includes the Comments and action plans from the recently finalized audit reports.

4. March 2020 Meeting Date (Information Item):

The next meeting will be to discuss the results of the College's Uniform Guidance Audit. Typically, this meeting is scheduled for the month of March, since the deadline to submit the results to the Department of Education is March 31st of each year.

EXECUTIVE SESSION

An Executive session of the Audit Committee was held with the College staff. The Committee also met separately with the Internal Auditor and separately with the independent auditors.

GSL/lh
Attachments

cc: Dr. Donald Generals, Jr.
Mr. Jacob Eapen
Ms. Victoria Zellers, Esq.
Mr. Robert Lucas
Mr. Jim Spiewak
Representing Grant Thornton: Ms. Angelica Roiz
Representing Grant Thornton: Ms. Dianne Arsenault
Representing Grant Thornton: Mr. Alex Ney

ATTACHMENT A

**Minutes from September 25, 2019
Audit Committee Meeting**

**MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Wednesday, September 25, 2019 – 12:00 noon.**

Present: Mr. Anthony J. Simonetta, Mr. Jeremiah White (via telephone), Donald General, Ed.D., Ms. Victoria Zellers, Esq., Ms. Lydia Hernández Vélez, Esq., Mr. James P. Spiewak, Mr. Gim Lim, Mr. Robert Lucas; and representing Grant Thornton: Ms. Angelica Roiz, Ms. Dianne Arsenault and Mr. Alex Ney.

Not Present: Mr. Steve Herzog and Mr. Anthony B. Scott representing The Meridian Group

AGENDA – PUBLIC SESSION

Mr. Simonetta welcomed Ms. Lydia Hernández Vélez to the Audit Committee. Ms. Hernández Vélez was recently appointed Chair of the Business Affairs Committee, which also includes an appointment to the Audit Committee. Mr. Simonetta mentioned that he had shared the Audit Committee Charter with Ms. Lydia Hernández Vélez and reviewed some of the Committee's roles and responsibilities.

5. Approve Minutes of Audit Committee Meeting on June 5, 2019 (Action Item):

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 5, 2019 Audit Committee meeting minutes (Attachment A). Ms. Hernández Vélez made the motion. Mr. White seconded the motion. The motion passed unanimously.

6. 2018-19 Fiscal Year Audit Report (Action Item):

Ms. Roiz, Engagement Partner introduced her team, consisting of Ms. Dianne Arsenault, Senior Manager and Mr. Alex Ney, Manager. Attachment B contained the 2019 Audit Wrap-Up Presentation and Discussion and Attachment C contained the draft June 30, 2019 Financial Statements.

Ms. Roiz announced that the audit was completed with full cooperation from management consistent with the timeline shared with the Audit Committee at its June 2019 meeting. The goal was to have the audited report submitted to the City by the September 30, 2019 deadline. Mr. Simonetta asked whether Grant Thornton had to perform any subsequent events procedures for the City. Ms. Roiz explained that if the City Controller's Department needed that, they would contact her directly. Ms. Roiz then proceeded to discuss the concept of materiality. Grant Thornton considers total revenues as the appropriate benchmark for financial statement reporting. Mr. Ney then discussed the areas of significant risk and other areas of focus. Areas of significant risks included Tuition Revenues, State and Federal Grants and Contracts. Areas of focus included valuation of investments, State and City appropriations, GASB 75, accounting estimates and disclosures. For each area, Mr. Ney discussed the audit procedures, reviews and tests performed.

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Ms. Roiz then provided a technical update on selected GASB pronouncements effective for subsequent periods. They included GASB 84, 87, 89, 90 and 91. GASB 84 requires the College to disclose any fiduciary activities, e.g., money held on behalf of alumni clubs and student activities that are material. Mr. Simonetta asked how materiality would be determined. Ms. Roiz explained that they would work with management to understand the dollar value in relation to the statement of operations and Grant Thornton's concept of materiality for the audit.

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2019 Financial Statement Audit. Ms. Hernández Vélez made a motion to accept the June 30, 2019 Financial Statement Audit. Mr. White seconded. The motion passed unanimously.

7. Internal Audit Committee/Internal Audit Plan 2018-2020 (Information Item):

Mr. Lucas provided an update on the 2018-2020 Internal Audit Plan. He provided a summary report of activities since the last Audit Committee meeting. Mr. Lucas stated that three audit reports were finalized, three draft audit reports were issued to management, and four other audits are in progress. An updated copy of the status of the biennial Internal Audit Plan was also distributed in advance to Audit Committee members, which details the status of each planned audit for the period.

Mr. Lucas was asked if the new Internal Audit Committee had helped in getting audit reports finalized since the last Audit Committee meeting. He stated that there had been four meetings of the Internal Audit Committee over the summer. The members discussed the audit findings and the related risks, which needed to be addressed in two audit reports. Mr. Lucas stated that the members of the Internal Audit Committee had worked together during the meetings to identify actions, which had been, or should be, taken to eliminate or reduce the identified risks. The members' work resulted in being able to finalize the two audit reports with some actions plan already completed and others with actions plans to be completed by stated target dates.

Lastly, Mr. Lucas stated that he had provided the Audit Committee members with an updated Internal Audit Follow Matrix on which the audit comments and management's action plans are tracked. He also stated the matrix now includes the Comments and action plans from the recently finalized audit reports.

8. March 2020 Meeting Date (Information Item):

The next meeting will be to discuss the results of the College's Uniform Guidance Audit. Typically, this meeting is scheduled for the month of March, since the deadline to submit the results to the Department of Education is March 31st of each year.

EXECUTIVE SESSION

An Executive session of the Audit Committee was held with the College staff. The Committee also met separately with the Internal Auditor and separately with the independent auditors.

GSL/lh
Attachments

cc: Dr. Donald Generals, Jr.
Mr. Jacob Eapen
Ms. Victoria Zellers, Esq.
Mr. Robert Lucas
Mr. Jim Spiewak
Representing Grant Thornton: Ms. Angelica Roiz
Representing Grant Thornton: Ms. Dianne Arsenault
Representing Grant Thornton: Mr. Alex Ney



2019 Audit Presentation and Discussion

**Community College of
Philadelphia**

March 26, 2020



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 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).

Areas of Focus for Single Audit

The following provides an overview of the major programs tested this year.

Major program	2019	2018	2017
Student Financial Aid Cluster	X	X	X
Career & technical education – basic grants to states (CFDA 84.048)	X		



Significant risks and areas of focus

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

Area of focus	Results
<p>Compliance with Uniform Guidance</p>	<p>Performed compliance and controls procedures in accordance with the Uniform Guidance Requirements, including:</p> <ul style="list-style-type: none"> • Planning, identification of major federal programs and risk assessment. • Reviewing the respective federal compliance supplements and, as applicable, the specific grant/award agreements and documenting the applicable compliance requirements. • Documenting/updating internal controls over compliance for each of the respective major federal programs or clusters. • 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"> • There are 11 compliance requirements for each major program. Of these, typically 6-8 have been direct and material to each major program or cluster. • Consistent with prior years, we audited compliance associated with the federal Student Financial Assistance (SFA) Cluster. • In the current year, we also audited compliance associated with the Career & Technical Education program which is required to be audited every three years and was last audited in 2016. • 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 was employed whenever possible. • Testing the reconciliation of the schedule of expenditures of federal awards to the respective amounts included within the basic financial statements.



Significant risks and areas of focus - continued

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

Area of focus	Results
Compliance with Uniform Guidance (continued)	<ul style="list-style-type: none">• Assessing completeness of disclosures related to the federal schedule of expenditures.• Rendering respective independent auditor opinions.• Preparing the appropriate sections of the federal Data Collection Form submitted to the Federal Audit Clearinghouse.

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



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ATTACHMENT D

Internal Audit – Plan Status

COMMUNITY COLLEGE OF PHILADELPHIA

Date: March 20, 2020
To: Audit Committee Members
From: Robert Lucas, Internal Auditor
Subject: Internal Audit – Plan Status and Other Information
Copies: Donald Generals, Judith Gay, Jacob Eapen, Victoria Zellers

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

- Audit reports finalized:
 - FERPA
 - Clery Act
- Draft reports issued to management:
 - 50th Anniversary Scholars Program
 - Residency Verification
- Audits in progress:
 - Part-Time Faculty Medical Benefits
 - Employee Check Requests
 - Vendor Check Requests
 - 403(b) Administration
 - 403(b) Transactions
- Updated the Internal Audit Follow Up Matrix
- Internal Audit Committee meetings held
- Facilitated Disaster Recovery Planning meetings for divisions and departments

* * * * *

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) 5/31/19 (Status Update) 5/31/20 (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. An RFP is expected to be distributed for the purchase of the COD database by May 31.
59	5/25/2016 ITS Physical Security Michael Fohner	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) 8/31/21	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. The college will be building the Career And Advanced Technology Center @ the WRC campus . An IT closet will be in the new building and all equipment will be moved from the current closet to the new closet. The projected completion for the new building will be August 2021.

Community College of Philadelphia

Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
63	5/25/2016	ITS Physical Security Michael Fohner	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) 5/31/19 NO UPDATE RECEIVED	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. RFPs have been issued. Work is expected to be performed over the summer 2018 and completed by the start of the fall semester. Fire Suppression will be installed for MG-6A and W1-E1 and work will be done on ceiling installations to support the fire suppression equipment. B2-39 no longer needs this upgrade as critical equipment housed in that space has been moved to a protected room.
75	5/24/2018	Disaster Recovery and Response Plan Jacob Eapen	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 NO UPDATE RECEIVED	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).
77	5/24/2018	Disaster Recovery and Response Plan Jacob Eapen	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 NO UPDATE RECEIVED	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.
80	5/24/2018	ITS Physical Security Michael Fohner	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 5/31/19 NO UPDATE RECEIVED	See Management Response / Follow Up for item # 63 above.
84A	6/19/2018	Emergency Operations Plan Randolph Merced	In order to enhance the value of the Send Word Now program to the College, Internal Audit recommends the following: Send College-wide test messages within one week of the start of each semester including summer sessions.	05/15/20	Test messages will be sent in the third or fourth week of the fall and spring semesters to help ensure that ten-week term students also receive the test messages. The target date for the revised timing of test messages is September 30, 2019. Test will also be conducted the first week of each summer session with a target date for the first test by May 15, 2020.
84B	6/19/2018	Emergency Operations Plan Randolph Merced	In order to enhance the value of the Send Word Now program to the College, Internal Audit recommends the following: Test all created groups including the Emergency Management Team and the Executive Policy Group.	11/30/19	The EMT and EPG groups will each receive a separate test message at least on an annual basis. The Target for the first test message to these groups is November 30, 2019.

Community College of Philadelphia

Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
84C	6/19/2018 Emergency Operations Plan Randolph Merced	In order to enhance the value of the Send Word Now program to the College, Internal Audit recommends the following: Verify that all members of the emergency related groups received the test messages due to the importance of these groups receiving real emergency messages.	11/30/19	Receipt of the test message will be confirmed with each member of these groups. The target date for confirming all have received a test message is November 30, 2019.
84D	6/19/2018 Emergency Operations Plan Randolph Merced	In order to enhance the value of the Send Word Now program to the College, Internal Audit recommends the following: Retain sufficient records to be able to determine what messages were sent, when they were sent, how they were sent, and to whom they were sent. These records should be retained for an appropriate period determined by the College's general Counsel.	09/30/19	The College's management concurs that a record of all Emergency Mass communications Text Messages (Full messages including dates and times) should be retained for a period of seven years in accordance with the college's records management and retention policy for Emergency Response Team Records. We will ensure this occurs beginning with the test message for the fall semester of 2019.
85	6/19/2018 Emergency Operations Plan Randolph Merced	In order to help ensure that students are aware of the EOP and other posted safety information, Internal Audit recommends that staff from the Public Safety Department participate in all student orientations to help ensure that appropriate safety information is provided to attending students including references to the College's EOP on the website.	01/21/20	It is envisioned by the orientation planners that producing videos may be a way to effectively maximize its communication with new students. Public Safety is available to speak at the student orientation as desired by Student Affairs. Public Safety will produce several safety-related videos for new students as a means to help promote a safety culture as well as give valuable information to students on emergency preparedness. The target date to make videos available for the public January 21, 2020.
86	6/19/2018 Emergency Operations Plan Randolph Merced	Internal Audit recommends that the EOP be amended to include appropriate references to the DRRP. During an actual event, ITS management should be informed of all updates to help them prepare and respond in a timely manner to scenarios which will impact IT operations.	01/20/20	The DRRP mentions and points to the EOP in its preamble statement. Further, the crafters of the DRRP and EOP have worked together to ensure cohesion in processes and protocols in the event of an emergency. A review of both documents will be added to the EOP agenda as a standing item going forward with respect to incursions which both plans may be called into service. This bifurcated model will ensure there is no overlap, duplication or obstructive response from the Emergency response administrators. The Target date for a comprehensive review of these documents is January 20, 2020.
87	6/19/2018 Emergency Operations Plan Randolph Merced	Internal Audit understands that the Director of Public Safety is initiating a process for the EOP to be reviewed, and updated as necessary, in the near future. Please confirm this understanding and provide the date of expected completion. Future reviews should be scheduled at least annually.	09/30/19	The EOP is reviewed by the members of the Emergency Management Team throughout the year and, on an annual basis, the EMT chair reviews the agenda, recommendations, notes and commentary throughout the year and does a comprehensive review of the plan. The updated plan and its revisions are placed in the Public Safety Website for public consumption. The target date for completion of the current revision of the EOP is September 30, 2019.
88	6/19/2018 Emergency Operations Plan Randolph Merced	Internal Audit recommends recovery activities should be prioritized as approved by senior management with outlines of specific actions and activities. In addition, a list of current vendors, and vendors whose services may be needed (e.g. hazardous materials clean up, water and smoke damage services, etc.) should be maintained within the EOP for quick reference.	05/15/20	The Chief of Staff will recommend that the Cabinet direct all divisions to review existing, or develop new, disaster response and recovery plans that comply with the decentralization of recovery activities and detailed in the EOP. The target date for verifying that all divisions have such plans in place is May 15, 2020. The Cabinet will direct management to review and update these division plans on an annual basis
91	6/19/2018 Emergency Operations Plan Randolph Merced	Internal Audit recommends that minutes of all EOP-related meetings are recorded and stored as appropriate. Documentation of any actions taken such as evacuation drills and table top exercises should also be maintained.		College management agrees that minutes of the EMT meetings should be recorded and retained for a period of seven years in accordance with the College's Records Management and Retention policy. We will ensure this occurs and we will begin recording minutes at each meeting in the summer of 2019
92A	6/19/2018 Emergency Operations Plan Randolph Merced	Internal Audit recommends that media contacts be designated and documented in the EOP and they should be the same persons designated in the DRRP.	09/30/19	The Media Contacts will be included in the EOP which is currently undergoing the 2019 review and update process. The target revisions date for the 2019 update of the EOP is September 30, 2019 which will include the designated media contacts.

Community College of Philadelphia

Internal Audit Follow Up Matrix

Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
92B	6/19/2018 Emergency Operations Plan Shannon Rooney	Internal Audit recommends that media contacts be designated and documented in the EOP and they should be the same persons designated in the DRRP.	12/31/19	The Critical Communications Plan is being revised and will be distributed to appropriate College managers. Target date for revision is December 31, 2019.
93A	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit recommends that the Cyber Breach Group establish goals and timetables to address education of department owners related to PII, as well as the security of PII within the College's physical areas and systems.	TBD	A search for a new AVP of Information & Technology is in progress. As facilitator of the Cyber Breach Group, that person will be responsible for following up on any information still needed from the users departments of the SaaS programs based on the most recent survey. The new AVP will schedule another meeting of the Cyber Breach Group within 90 of his/her start date to review progress and next steps for this action.
93B	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit recommends that the Cyber Breach Group establish goals and timetables to address education of department owners related to PII, as well as the security of PII within the College's physical areas and systems.	10/31/19	The Office of the General Counsel is also expected to recommend procedures related to paper documents with PII held by various departments throughout the College. The target date for these recommendations to be made to Division management is October 31, 2019.
94	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit recommends that the CIO and/or Purchasing Department management determine what contracts reference data storage in the cloud by vendors which may be evergreen or automatic renewal terms which may prevent the new review control from occurring. Such contracts should be reviewed against the new questionnaire and management should consider executing amendments to these contracts which address any cloud-related risks or internal control weaknesses of the vendor.	TBD	The new AVP of Information & Technology, when hired, will be tasked with developing a plan to identify existing contracts which could bypass new controls related to cloud storage due to auto-renewal or extension options. This person will work with management to take appropriate actions to ensure cloud controls for new contracts are implemented by the next renewal or extension. The target date for identifying contracts which have not completed a cloud questionnaire is 120 days after the start date of the new AVP.
95	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit recommends that each program owner be required to designate a backup administrator. The CIO should follow up on the current PII survey and obtain such designated persons for each program.	TBD	The new AVP, when hired, will review the latest SaaS survey at the next Cyber Breach Group meeting and develop recommendations to Division management or the Cabinet to help ensure all user department have designated such backup administrators. The target date for developing the recommendations is 90 days after the start date of the new AVP.
96	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit recommends that ITS review the programs listed in the PII survey and determine if there are time sensitive programs for which downtime for any reason could interfere with the functionality required by staff to perform their duties and provide services to both staff, faculty and students. Since ITS is well versed in continuity planning for the programs they manage, it would be prudent for ITS to assist departments with time sensitive programs in developing procedures related to such downtime.	TBD	The new AVP, when hired, will solicit management's input for each of the programs to determine if any are considered critical to the mission and work of the College, both academic and as a business, such that downtime will quickly be problematic. For any such programs, ITS will offer to consult with management to help ensure that the department and/or vendor is sufficiently prepared to address interrupted access promptly. The target date to solicit this information from management is 120 days after the start date of the new AVP.
97	9/7/2018 Non-ITS Administered Programs Jacob Eapen	Internal Audit requests that ITS confirm that it has access right to each program currently in use throughout the College.	TBD	The new AVP, when hired, will be tasked with developing recommendations to senior management related to the decentralization of these SaaS programs throughout the College and whether the AVP of Information & Technology should have access to these programs as well. The target date for making these recommendations to management is 90 days after the start date of the new AVP.

Community College of Philadelphia

Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
106	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Purchasing should also ensure all P cardholders have a signed agreement on file.	11/01/19	AVP Facilities and Managers with P-Cards were notified, via email week of 04/30/19, that cards would be cancelled and issued in specific names. Application was sent for completion. Once applications are received new cards will be requested from Bank. Target date for obtaining new cards is November 1, 2019.
107C	1/18/2019	Purchasing Cards Gim Lim James Spiewak	The P card administrator should make an effort to coordinate with Amazon to ensure that all College P cards are covered by the same tax exemption.	11/01/19	P-Card Administrator will work with Amazon to have College Card Holders added to our Business Account which is tax exempt. Correspondence regarding the invitation and instructions were emailed to P-Card holders on 5/1/19. P-Cardholders received invitation to join the Amazon Business Account on 5/6/19. Users who have not yet signed up for the Amazon corporate account will be sent a reminder. Target date November 1, 2019.
110	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that Facilities Management, Public Safety and Business Services develop and implement procedures to ensure appropriate use of the WEX cards within each department.	11/01/19	A new procedure to ensure appropriate use of the WEX cards has been developed. Please see attached Vehicle Checkout Form. Target date to begin using the form is November 1, 2019.
111	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Monthly fuel tax savings appear to be in the range of \$50 to \$75 per month. Consequently, any month for which there is a finance charge and/or a reactivation fee negates any fuel tax savings from the WEX program. Internal Audit believes this is another reason there should be a change in the administration of program so invoices are paid promptly and billing adjustments are questioned and reversed as appropriate.		The new procedure in place will improve controls and mitigate any finance charges. We have also canceled 30 WEX cards.
113A	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that the monthly WEX reports be distributed to all user departments	11/01/19	Please see attached Vehicle Checkout/Return Procedure and Vehicle Use and Checkout/Return Form. Target date to begin using the form is November 1, 2019.
113B	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that management in each user department ensure each driver has their own PIN number	11/01/19	Please see attached Vehicle Checkout/Return Procedure and Vehicle Use and Checkout/Return Form. Target date to begin using the form is November 1, 2019.
113C	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that management in each user department ensure documented procedures are provided to staff prohibit the sharing of PIN numbers	11/01/19	Please see attached Vehicle Checkout/Return Procedure and Vehicle Use and Checkout/Return Form. Target date to begin using the form is November 1, 2019.
113D	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that management in each user department initial the WEX reports with miles per gallon and fuel amounts and types	11/01/19	Please see attached Vehicle Checkout/Return Procedure and Vehicle Use and Checkout/Return Form. Target date to begin using the form is November 1, 2019.
113E	1/18/2019	Purchasing Cards Gim Lim James Spiewak	Internal Audit recommends that management in each user department initial the WEX exception reports as evidence of their review and note any issues investigated and what steps were taken.	11/01/19	Please see attached Vehicle Checkout/Return Procedure and Vehicle Use and Checkout/Return Form. Target date to begin using the form is November 1, 2019.
116	2/26/2020	Clery Act Randy Merced	Internal Audit recommends that the areas for which crime statistics are requested, be expanded and the related request letters updated.	09/30/20	Management agrees to update the letter that goes out to the Police Department to clarify that the statistics requested include the edge of the sidewalk on the opposite side of the street.

Community College of Philadelphia

Internal Audit Follow Up Matrix

	<i>Report Date</i>	<i>Area/ Responsible Party</i>	<i>Recommendation</i>	<i>Target Date</i>	<i>Management Response / Follow up</i>
117	2/26/2020	Clery Act Randy Merced	Internal Audit recommends management have a formal method to be informed of crime and fire instances at the 1500 Annex which may require inclusion in the College's crime log, or may require a timely warning or emergency notification as defined in the act.		The Director, Public Safety receives reports from the Annex regarding crimes occurring at 1500 Spring Garden, and includes reportable crimes in the Annual Security Report. Public Safety has issued letters to appropriate individuals at the Hamilton and 1500 Spring Garden to confirm these reporting requirements. The Director, Public Safety will issue timely warnings and emergency notifications for incidents occurring at the Annex or the Hamilton to the extent a warning or emergency notification is appropriate under the Clery Act.
118	2/26/2020	Clery Act Randy Merced	Internal Audit recommends that Public Safety management consult with the Legal Department to obtain guidance on the applicability of the Clery Act to off campus locations which the College repeatedly uses for activities described above.	04/30/20	Management agrees to consult with the Office of General Counsel to evaluate off-campus activities and update the Annual Security Report as necessary. The Director, Public Safety will meet with the Assistant General Counsel each spring semester.
119	2/26/2020	Clery Act Randy Merced	In order to provide continuity and ensure the timely reporting required by the Clery Act, Internal Audit recommends that additional staff be trained by the Director of Public Safety and actively participate in the processes to develop and file the annual report.	09/30/20	In addition to the Director, Public Safety, the Public Safety Operations Coordinator Office of General Counsel in compiling the Annual Security Report. Management agrees that going forward Public Safety Managers will be trained in the process of gathering and submitting crime statistics data required by the Clery Act.

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

Actions plans are in progress

Action plans are over 1 year past the original target date; limited progress has been made; and/or no update was received

Actions plans are expected to be reviewed with the new Internal Audit Committee

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

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage	Planned Quarter
Financial Audits					
Colonial One Card	L	Determine controls over prepaid card program	2020		4
Check Requests - Vendors	L	Verify controls for payments to vendors	2019	3	4
Check Requests - Employees	L	Verify controls for reimbursements to employees	2019	3	4
Purchasing Cards	M	Determine compliance with purchasing card policies	2019	7	2
403(b) Transactions *	L	Determine controls over payments to retirement savings vendors	2020	4	2
Operational Audits					
403(b) Administration *	L	Determine controls over employee requests related to retirement savings	2020	4	2
Part-Time Faculty Medical Benefits	L	Determine controls and accuracy of medical coverage paid by staff	2019	4	3
Pell Grants - Appeal Process for Academic Progress	M	Determine compliance with requirements	2019	7	1
Veterans' Resource Center	M	Compliance with Veterans' Education Benefits Laws	2020		3
Compliance					
50th Anniversary Scholars Program	M	Determine compliance with requirements	2019	5	3
Family Educational Rights and Privacy Act	M	Compliance with FERPA regulations	2019	7	1
State Recruiting Regulations	M	Determine compliance with regulations / restrictions	2020		3
Family Medical Leave Act	L	Determine compliance with policies, procedures and regulations	2020		3
Residency Verification	L	Compliance with procedures and controls to pay tuition based on residency	2020	5	1

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

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage	Planned Quarter
Forgivable Loans	L	Compliance with procedures and controls for such loans	2020		4
Clery Act	M	Compliance with law and required disclosures	2019	7	2
IT Audits					
Non-ITS Administered Software Programs	M	Determine adequacy of administration controls	2019	7	1
Network Security	L	Determine adequacy of controls for systems access	2020		1
Administrative					
Follow Up on Prior Issues			Ongoing		Ongoing
Committee Meetings (Grants, Data Breach, EMT, external audits/reviews)			Ongoing		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

Risk Ratings are Low (L), Medium (M), or High (H) based on a compilation of individually-rated risk factors including: financial statement impact; transaction volume; public relations/reputation; student satisfaction; legal/regulatory compliance; corporative initiatives; significant changes; known problems/issues; staff/faculty satisfaction; and executive override.

**MEETING OF THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Friday, March 27, 2020 – 4:30 P.M.**

***Dial-In Number: 1-888-675-6779
Participant Passcode: 2050590#
Moderator: 2693081# (Jacob Eapen)***

Present (all via teleconference): Mr. Jeremiah J. White, Jr., presiding; Lydia Hernández Vélez, Esq., Mr. Harold Epps, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Ms. Chekemma Townsend, Dr. Donald Guy General, Mr. Jacob Eapen, Dr. Samuel Hirsch, Victoria Zellers, Esq., Mr. James P. Spiewak and Mr. William Bromley

AGENDA

(1) Authorization to Enter into a Contract with TUTOR.COM (Action Item):

Action: Staff stated that the College recently conducted an RFP for online tutoring services. Dr. Hirsch stated that there is a clear need for CCP students to be able to receive tutoring at hours that fit their needs. Often students need tutoring at hours when tutors in the Learning Lab are not available. In addition, there have been challenges to recruit tutors in high level math courses and physics courses. Virtual tutoring is a support that CCP students need and deserve and the global pandemic we are currently living through highlights the need for virtual services. He noted that an online tutoring platform is one of the best services the College can offer to support students academically.

Dr. Hirsch stated that there were three responses received and the evaluation committee was recommending TUTOR.COM. Among the features they offered were:

- Access to tutors is 24/7, 365 days a year.
- CCP college level courses will be mapped to the subject topics in TUTOR.COM. It is important that CCP courses are aligned accurately, to maintain consistency in tutoring services.
- All tutoring sessions have audio included; this is especially important for students to articulate to the tutor what they are struggling with, so the tutor has the most accurate information to assist the student.
- Video will be an added feature to all tutoring sessions beginning this summer; this would only enhance the interaction between students and tutors.
- Turnaround time for asynchronous submittals to the writing lab is 12 hours thus providing timely feedback to students.
- For synchronous tutoring, the average wait time is under 2 minutes. This quick response will greatly help students and give them access to tutoring when it is needed.
- Since quality control is paramount, the vetting of tutors and the ongoing reviews of tutoring sessions, as well as ongoing professional development, is impressive.

- The student interface with the online platform is intuitive. This feature is important for students to be able to seamlessly navigate so they can get the tutoring they need.
- The tools (i.e. whiteboard) for tutoring would be available to CCP tutors for tutoring sessions. This feature would be beneficial to CCP tutors.
- TUTOR.COM is integrated through CANVAS. This integration affords all students the ability to access online tutoring as a seamless process. All CCP courses are in CANVAS.
- TUTOR.COM has the capability to integrate with STARFISH. STARFISH can be updated on a nightly basis through a nightly download of all session activity or in real time through an API.

In regards to costs, Dr. Hirsch stated that the cost of TUTOR.COM is \$25.50 per hour, which is discounted from the standard rate of \$28 per hour. The initial contract is for three years with two, 1-year optional renewal years. The annual contract amount is \$127,500 based upon 5000 hours of tutoring services. Over a forty-five week period, this equates to an average of 111 hours per week and the College is only charged per time connected.

Mr. Epps inquired about the demographics of the workforce noting that he expected this information to always be included when contract recommendations are brought to the Board for action. Mr. Spiewak noted that on TUTOR.COM's EEO report, it lists the executives of TUTOR.COM as two Asian males and one white female. As a follow-up to additional questions related to the workforce, Mr. Spiewak provided the information from the EEO report which is now attached as Attachment A. Board members discussed with staff the importance of communicating to its vendors the importance of having a diverse workforce. Mr. White asked what the termination provision in the contract would be if the College was dissatisfied with the service. Ms. Zellers responded that the College included in its RFP terms that the College had the right to terminate anytime upon thirty days' written notice.

The Trustees directed the staff to inform TUTOR.COM that there is a need for diversity in their staff.

Mr. Eapen stated that staff requests that the Executive Committee of the Board of Trustees authorize the College to enter into a 3- year contract with TUTOR.COM at an annual estimated cost of \$127,500 with two, 1-year renewals.

Action: Mr. Epps moved and Ms. Townsend seconded the motion that the Executive Committee authorize TUTOR.COM as the choice for online tutoring at CCP, thereby allowing the College to enter into a 3- year contract with TUTOR.COM at an annual estimated cost of \$127,500 with two, 1-year renewals. The motion passed with Ms. McPherson abstaining.

(2) Contract with Wayne Moving & Storage Co., Inc. in the amount of \$106,258 for Relocating Automotive Technology Program Equipment (Action Item):

Discussion: Mr. Eapen stated that the Automotive Technology program will be temporarily relocated to the Center for Business and Industry Building during the construction period of the new Center for Advanced Technology building at the West Regional Center. He noted that staff have inventoried all equipment and identified the equipment that needs to be relocated. An RFP was issued and posted on PennBid and a mandatory pre-bid meeting was held on February 28, 2020 at the West Regional Center. Three vendors attended the meeting and they were provided with the move schedule, site maps for the current automotive

technology site and Center for Business and Industry Building, and an itemized list of, and location of, equipment to be moved. Vendors had to provide evidence of their ability to provide all necessary equipment and manpower to complete the moves.

Mr. Eapen noted that Wayne Moving & Storage Co., Inc. was the only vendor to provide a bid as follows:

Move from Automotive Technology Center to Center for Business and Industry Building - \$53,000

Move from Center for Business and Industry Building to new Center for Advanced Technology Building - \$53,258

Attachment B contains the ownership and demographics form for Wayne Moving & Storage Co., Inc.

Mr. Eapen stated staff requests that the Executive Committee of the Board of Trustees authorize the College to enter into a contract with Wayne Moving & Storage Co., Inc. in the amount of \$106,258 for relocating the Automotive Technology Program equipment.

Action: Mr. Epps moved and Ms. Hernandez-Velez seconded the motion that the Executive Committee of the Board of Trustees authorize the College to enter into a contract with Wayne Moving & Storage Co., Inc. in the amount of \$106,258 for relocating the Automotive Technology Program equipment. The motion passed unanimously.

(3) Purchase of 500 Dell Latitude 3400 Laptops at a Cost of \$254,710 (Action Item):

Discussion: Mr. Eapen stated, due to the COVID-19 situation, a student survey was conducted to determine student need for technology that they could use at home. College staff reviewed a variety of technology options to purchase in order to support students' learning. In reviewing options, cost, unit capabilities and availability were the primary considerations. After several discussions with vendors and distributors, it has been determined that the Dell Latitude 3400 I3 model with 8G of RAM, 256GB SSD drive and 14-inch monitor with integrated webcam at a unit cost of \$509.42 is the best option. These laptops will be offered as loaners to students enrolled in spring and summer classes subject to their signing a Loan Agreement. At the conclusion of the summer semester, students will have the option to return or purchase at a slightly discounted rate utilizing Fall financial aid funds or personal funds. Laptops returned will be loaned to students enrolled in the fall semester who have a need. This order is expected to be delivered to the College by mid-April.

Mr. Eapen stated that the staff requests that the Executive Committee of the Board of Trustees authorize the College to purchase 500 Dell Latitude 3400 Laptops at a cost of \$254,710.

Action: Mr. Epps moved and Ms. Townsend seconded the motion that the Executive Committee of the Board of Trustees authorize the College to purchase 500 Dell Latitude 3400 Laptops at a cost of \$254,710. The motion passed unanimously.

ATTACHMENT A
TUTOR.COM: EEO Report

CO= BV39294

U= BV39294

EQUAL EMPLOYMENT OPPORTUNITY
2018 EMPLOYER INFORMATION REPORT
CONSOLIDATED REPORT - TYPE 2

SECTION B - COMPANY IDENTIFICATION

1. TPR EDUCATION LLC
110 EAST 42ND STREET
7TH FLOOR
NEW YORK, NY 10017

2.a. TPR EDUCATION LLC
110 EAST 42ND STREET
7TH FLOOR
NEW YORK, NY 10017
NEW YORK COUNTY

c.

SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-N 3-Y DUNS NO.:000000000 EIN :454924149

SECTION E - ESTABLISHMENT INFORMATION

NAICS: 611710 Educational Support Services

SECTION D - EMPLOYMENT DATA

Table with columns for Job Categories, Hispanic or Latino (Male/Female), Not-Hispanic or Latino (Male/Female), and Overall Totals. Rows include Executive/Sr Officials & Mgrs, First/Mid Officials & Mgrs, Professionals, Technicians, Sales Workers, Administrative Support, Craft Workers, Operatives, Laborers & Helpers, Service Workers, and a Total row.

SECTION F - REMARKS

DATES OF PAYROLL PERIOD: 10/06/2018 THRU 10/19/2018

SECTION G - CERTIFICATION

CERTIFYING OFFICIAL: ANDREW SCHECHTER
EEO-1 REPORT CONTACT PERSON: andrew.schechter
EMAIL: ANDREW.SCHECHTER@REVIEW.COM

TITLE: Director of Human resources
TITLE: director of human resources
TELEPHONE NO: 6466198230

CERTIFIED DATE[EST]: 05/31/2019 02:51 PM

ATTACHMENT B

Ownership & Demographics Wayne Moving & Storage Co., Inc.

STATEMENT OF AFFIRMATIVE ACTION COMPLIANCE FORM

(Company Name)	Wayne Moving and Storage Company, Inc.
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States that:

- A.** My company is required to file an EEO-1 Form. Copies of the two most recent annual federal EEO-1 forms are attached herewith.

Authorized Signature	
Date	

OR

- B.** My company is not required to file an EEO-1 Form. Instead, my company has submitted a Workforce Demographics/Company Ownership Report in the form below. On behalf of my Company, I certify that the Report is complete and accurate.

Authorized Signature	<i>Chris D. Swanson</i>
Date	3/18/2020

Workforce Demographics/Company Ownership Report Template

Company Ownership	African American or Black	Asian/Pacific Islander	Hispanic	Native Hawaiian/Pacific Islander	Multi-Racial	White	Other/Unknown	Total	Male	Female	Total
Number	0	0	0	0	0	2	0	2	2		2
Percentage of Total Owners	0	0	0	0	0	100	0	100	100	0	100

The College created this form to be completed by companies that have less than 100 employees.

[Project]
Community College of Philadelphia

Workforce Demographics	African American or Black	Asian/Pacific Islander	Hispanic	Native Hawaiian /Pacific Islander	Multi-Racial	White	Other/Unknown	Total	Male	Female	Total
Number	10	0	2	0	0	68	0	80	80	0	80
Percentage of Total Workforce	12.5%	0	2.5%	0	0	85%	0	100%	100%	0	100%
Management Employees	0	0	0	0	0	2	0	2	2	0	2
Non-Management Employees	10	0	0	0	0	66	0	78	78	0	78

The College created this form to be completed by companies that have less than 100 employees.