

MEEETING OF THE BOARD OF TRUSTEES  
Thursday, February 4, 2021 – 3:00 p.m.

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**Zoom Meeting**

<https://ccp.zoom.us/j/92414752930?pwd=WHZDVUdBZVBPTnNPY1NiY0Y4WCtUQT09>

Meeting ID: 924 1475 2930

**Passcode: CCPBOT**

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**MEETING OF THE BOARD OF TRUSTEES  
Thursday, February 4, 2021 – 3:00 p.m.  
Zoom Meeting**

**AGENDA**

**The Goals for the February meeting in addition to routine matters are:**

- Get a deeper understanding of the student experience during the COVID-19 pandemic.
- Reflect on the broader political context based on a new administration.
- Get an update on the Spring Semester 2021.
- Get an update on Stimulus II.

- (1) Meeting Called to Order
- (2) Public Comment
- (3) President's Report
  - (a) Spring Semester 2021
  - (b) The Student Experience
  - (c) Government Relations Report
  - (d) Foundation Report
- (4) Report of the Business Affairs Committee
- (5) Report of the Workforce Subcommittee
- (6) Report of the Student Outcomes Committee

(7) Consent Agenda

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of January 7, 2021
- (b) Gifts and Grants
- (c) Academic Program Review: Religious Studies (A.A. Degree)
- (d) Academic Program Review Follow-Up Report: International Studies (A.A. Degree)
- (e) Approval of Contract with The Riff Group
- (f) Approval of New Age Development Group Change Order for the Library & Learning Commons Project

(8) Report of the Chair

- (a) Board Nomination Conversations with Mayor Kenney
- (b) Nominating Committee for Board Officers
- (c) Board Contributions

(9) New Business

(10) Next Meeting: Thursday, March 4, 2021, 3:00 p.m.

(11) Executive Session

Future Committee Meetings:

Business Affairs	Wednesday, February 17, 2021 9:00 a.m.
Student Outcomes	Thursday, March 4, 2021 1:00 p.m.
Audit Committee	Tuesday, March 23, 2021 10:00 a.m.
Workforce Subcommittee	Friday, March 26, 2021 10:00 a.m.

Upcoming Events

Association of Community College  
Trustees Virtual Legislative Summit

February 8-10, 2021

Annual Virtual Law and Society Week February 22-25, 2021

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Community College of Philadelphia  
Proceedings of the Meeting of the Board of Trustees  
Thursday, January 7, 2021 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Clancy, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend, Ms. Gamble, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Mayor Kenney, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order and welcomed members of the Board to the first Board meeting of 2021. He stated that the Board was honored to have Mayor James Kenney join the meeting. Mr. White welcomed Mayor Kenney.

(2) Report of the President

Dr. Generals stated that we cannot stand on the sidelines about what happened at the Capitol in Washington, DC on January 6, 2021. As the world around unravels, higher education is a beacon of light. Community College of Philadelphia's role is crucial in fighting social injustice and institutional racism. It is important that we continue to do the work that we are doing to achieve the changes that we seek.

Dr. Generals reported that for spring 2021, the College is offering some in-person classes in health and non-credit areas. He stated that the College continues to monitor CDC and local guidance for compliance and safety. Dr. Generals noted that fall enrollment was down 12% and that the winter term was up.

Dr. Generals reported that the College has learned that the College will receive about \$32 million from the new stimulus legislation compared to \$16 million received last year. The guidelines for distribution will be a little more

liberal as the allocation is based on headcount, and community colleges may fare better.

Regarding the Catto Scholarship, Dr. Generals stated that staff are busy recruiting students. He stated that Dr. Thomas and Mr. Hackney speak on a regular basis. Dr. Generals stated that a great administrative staff is in place, and that about 500 students are in the pipeline processing financial aid or other requirements for the Scholarship. Dr. Generals noted that to date, 35 students have registered for spring.

Dr. Generals introduced two Catto students who are scheduled to begin their studies at the College on January 19, 2021: Ms. Chelsea Howard and Ms. Irada Sanchez.

Ms. Howard and Ms. Sanchez thanked Mayor Kenney for making the Catto Scholarship possible. They expressed their gratitude for the Scholarship noting that it was a turning point in their lives to move forward and to be able to complete a college degree.

Dr. Generals reported that the College broke ground on the Career and Advanced Technology Center (CATC) in which the Mayor participated; appointed the Board for the New Market Tax Credit (NMTC); and that 60% of the cost for the project has been covered. Dr. Generals noted that the CATC is an augmentation of workforce opportunities for students.

Dr. Generals reported that Professional Development Week is scheduled for January 11-15, 2021. The theme for the week is Middle States. The opening session is scheduled on Monday, January 15, 2021. Dr. Generals stated that week is packed with sessions on the Middle States Self-Study and assessment. He noted that it was important to understand the importance of assessment in the reaccreditation process. Dr. Generals stated Michael Soileau is scheduled to deliver greetings on behalf of the Board of Trustees at the opening session.

Dr. Generals thanked Mayor Kenney for his continued support of the College and our students and for funding the Catto Scholarship. He stated that the scholarship is a significant augmentation to the College as the cost of education is a barrier to attending.

(3) Retirement of Dr. Judith Gay

Dr. Generals reported that Dr. Gay is retiring from the College at the end of the month, and that this was Dr. Gay's last Board meeting. Dr. Generals stated that for 20 years, Dr. Gay has been an integral leader in moving the College forward. Dr. Generals stated that Dr. Gay is moving on to the next chapter of her life, and that he was sure that she will be busier than ever. On behalf of Community College of Philadelphia, the Board of Trustees, and the City of Philadelphia, Dr. Generals thanked Dr. Gay for all her contributions to the College.

Mr. Epps thanked Dr. Generals for an excellent report.

(4) Introduction of Mayor Kenney

Mr. White introduced Mayor Kenney. He thanked the Mayor for his appointment of a talented and experienced group of Board members who have demonstrated a strong commitment to the College and our students.

Mayor Kenney thanked Mr. White and members of the Board for their service. He stated that Community College of Philadelphia is critical to educating the residents of Philadelphia. Mayor Kenney stated that the City has increased its investment in the College. He noted that the City's investment did not stop because of COVID-19 as funding was increased for the College because Community College of Philadelphia is important to the City, and plays a critical role in the economy of the City.

Mayor Kenney discussed his admiration and respect for Octavius Catto and the contributions that he had made to education, economic freedom, and independence. Mayor Kenney stated that Octavius Catto is a hero and that was the impetus for him to begin to develop plans to erect a statue of Octavius Catto so that residents of Philadelphia could learn about the sacrifices that Catto made for the City and our country. Mayor Kenney stated that there are always visitors around the Catto memorial. He stated that he wanted people to read about Catto and understand his contributions. Mayor Kenney stated that Ms. McPherson worked with him on the project, and that the statue is the only statue on public land in the country. Mayor Kenney stated that he realized the financial hardship many students face to stay in school. He noted that he is enthusiastic and

confident that the Catto Scholarship will make a big difference in the lives of many students, and that the College and the City will see the fruits of our efforts.

Ms. McPherson stated that she was pleased to have had the opportunity to work with Mayor Kenny on the Catto project.

Ms. Fulmore-Townsend expressed gratitude to Mayor Kenney on behalf of the Student Outcomes Committee acknowledging that this investment will help the College close the equity and achievement gap.

Mr. White stated that the College needs stronger relationships with the business community, and that the College must be embraced by the business community. The College must be the leading workforce provider in the City.

Mr. White asked Mayor Kenney how can Community College of Philadelphia be supportive of his efforts. Mayor Kenny urged that the College continue to provide quality education to the citizens of Philadelphia.

Mayor Kenney thanked the Board for the opportunity to be part of the meeting, and that he looked forward to working with the College.

On behalf of the Board, Mr. White thanked Mayor Kenny for taking the time to attend the Board meeting, and for his interest and support in funding the Catto Scholarship to help Community College of Philadelphia turn the equity gap and seek better outcomes for those students in the region.

At the request of Mr. White, Dr. Waller thanked Mayor Kenney for his continued trust and support of the College, and for the establishment of the Catto Scholarship. Dr. Waller also thanked the Mayor for his participation in the Foundation Virtual Trivia night held on December 17, 2020.

Dr. Generals thanked Mayor Kenny for his support. He stated that Community College of Philadelphia embodies who we are--the City's College.



(5) Report of the Executive Committee

Mr. White reported that the Executive Committee had met on December 10, 2020. He asked Dr. Gay to review the items discussed at the meeting:

Dr. Gay reported that the Committee had reviewed and discussed the following items:

- The responses to the survey regarding the Committee of the Whole from Board members and staff. Dr. Gay noted that several Board members felt that the Wednesday evening and Thursday schedule of meetings should begin earlier;
- The need to increase the meeting time of the Workforce Subcommittee;
- The need to create a secure Board portal for Board information. Dr. Gay stated that the Board portal will be in place March, 2021;
- The need to centralize the emailing of zoom information for the Committee of the Whole meetings; and
- To clarify the role of Board members who are not appointed members of Board Committees.

Dr. Gay informed the Board that Ms. Ireland will chair the Workforce Subcommittee, and that Ms. Jean-Baptiste will represent the Board on the Middle States Self-Study Steering Committee.

(6) Report of the Business Affairs Committee

Ms. Hernández Vélez reported that the Business Affairs Committee met on January 6, 2021. The Committee discussed the financial health of the College which is in “good shape” in spite of significant challenges. Ms. Hernández Vélez stated that the Committee also discussed and approved items which are part of the Consent Agenda.

(7) Report of the Workforce Subcommittee

Mr. White reported that the Workforce Subcommittee met on December 14, 2020. He stated that the meeting was productive. Mr. White stated three items emerged from the meeting, namely how to present workforce data to the Board to inform policy decisions; how to make the College's workforce programs important to the businesses in the City; and the College's role in entrepreneurial development.

(8) Report of the Student Outcomes Committee

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on November 5, 2020. She stated that at that meeting, the Committee had reviewed the Liberals Arts: Honors Option (A.A. Degree) Program and the Behavioral Health and Human Services (A.A.S. Degree) Program in terms of equitable outcomes. Ms. Fulmore-Townsend stated that there was a lengthy discussion with faculty regarding the outcomes for the programs. Ms. Fulmore-Townsend stated that no action was taken on the programs, and that the Committee had requested additional information relative to program direction and enrollment. Ms. Fulmore-Townsend stated that the Committee had spent most of the time discussing the above and not had the time to review data about the student experience in summer 2020.

Ms. Fulmore-Townsend stated that the Committee met on January 7, 2021 and reviewed and discussed outcomes data for summer 2019 and summer 2020 including enrollment, grades, persistence, race, and gender. She stated that the data show a glaring reality that students of color are lagging behind. Ms. Fulmore-Townsend stated that what is needed is augmented support services, proactive outreach to students, and more training of faculty and students for online learning. Ms. Fulmore-Townsend stated that staff are building action plans to help close the gap.

Ms. Ireland gave kudos to Ms. Fulmore-Townsend for making progress toward focusing on issues related to closing the achievement gap.

(9) Consent Agenda

Mr. White requested approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of November 5, 2020
- (b) Gifts and Grants
- (c) Appointment of Board of Directors and Officers for CCP Career and Advanced Technology Center, Inc.
- (d) Migration of Oracle Internet Application Server from a Campus License to a Processor-based License
- (e) Contract with Atlas Electrostatic Refinishing Inc. for Auditorium Seating Project
- (f) Contract with PT Mechanical for Conversion of Oil to Gas/Oil Dual Burner at the Northwest Regional Center
- (g) Approval of New Age Development Group (Fire Protection) Change Order One for the Library and Learning Commons

Ms. Epps, moved with Ms. Ireland seconding, that the Board approve the Consent Agenda. The motion carried with one abstention.

(10) Report of the Chair

Mr. White read the following Resolution of Appreciation for Dr. Judith Gay, Vice President for Strategic Initiatives and Chief Staff, who is retiring from the College at the end of January:

WHEREAS, in recognition of distinguished service to Community College of Philadelphia and the broader community, the College wishes to honor Dr. Judith Gay, Vice President for Strategic Initiatives and Chief of Staff;

WHEREAS, Dr. Gay joined the College in June 2000 as Vice President for Academic Affairs; and for 14 years, worked with faculty, administrators and staff to create the College's first academic master plans; developed the first proficiency certificates for stackable credentials; revised general education requirements;

expanded online learning; increased articulation agreements; developed a model leadership program for employees; revitalized the College's cable station; and facilitated implementation of the Goldman Sachs *10,000 Small Businesses* program, among other achievements;

WHEREAS, Dr. Gay served as Interim President of the College from September 2013 through June 2014 and was responsible for leadership and oversight of the College; supported the College mission, goals and core values; advocated for the College; and, in collaboration with faculty, administrators and staff, exceeded fundraising goals; created a new scholarship; and conferred degrees on 1,996 students, among other achievements;

WHEREAS, Dr. Gay was appointed the College's first Vice President for Strategic Initiatives and Chief of Staff in 2015 and served as co-lead for the College's Strategic Plan; worked with colleagues to implement a new Institutional Effectiveness Committee; implemented the first annual diversity reports; launched the Institute for Community Engagement and Civic Leadership; launched the first middle college of the Commonwealth; increased online enrollment to more than 12,500; increased dual enrollment by 81%; and worked with City colleagues on the Catto Scholarship, among other achievements;

WHEREAS, Dr. Gay, in collaboration with administrators, faculty, staff and students, provided leadership for the creation of a COVID-19 plan;

WHEREAS, Dr. Gay has provided service and leadership to organizations, including the Middle States Commission on Higher Education; the American Council on Education Leadership Commission; PA ACE Women's Network; Interim House, Inc.; Philadelphia Academies, Inc.; Philadelphia Education Fund; Public Health Management Corporation; Running Start Committee; and

Delaware Valley Association of Black Psychologists among others;

WHEREAS, Dr. Gay has been recognized with an Honorary Doctor of Laws degree from Chestnut Hill College, a Brighter Futures Award from the City, Accomplished Graduate recognition from Bowling Green State University, Sears Roebuck Foundation Teaching Excellence and Campus Leadership Award, and the Christian R. and Mary F. Lindback Award for Distinguished Teaching, among other recognition;

WHEREAS, Dr. Gay has contributed to academic discourse through peer-reviewed publications, presentations at professional events and speaking at professional symposia;

BE IT RESOLVED, that the President and Board of Trustees extend their deepest appreciation to Dr. Judith Gay for her dedication and exemplary service to Community College of Philadelphia, the City of Philadelphia, and to the surrounding communities;

BE IT FURTHER RESOLVED, that in honor of Dr. Gay's significant contributions during her 20 years as a senior executive for Community College of Philadelphia, the Board of Trustees of Community College of Philadelphia bestows the title of Vice President Emerita to include all rights and perquisites thereunto.

Mr. White stated that Dr. Gay has been an important part of the College. She is a visionary in higher education, both locally and nationally. Mr. White stated that Dr. Gay guided the College as interim president during a very difficult time. He thanked Dr. Gay for all her contributions to the College and wished her the best in her new endeavors.

Members of the Board expressed their thanks and appreciation to Dr. Gay for her work and commitment to the College, noting that they were deeply appreciative of the work that she has done at the College and for the Board of Trustees.

Dr. Gay thanked Mr. White and members of the Board for the Resolution and for their kind words. She stated that it had been an honor and privilege to work at the College for the past 20 years. Dr. Gay stated that it had been a pleasure to work with members of the Board.

(11) New Business

There was no new business discussed at the meeting.

(12) Next Meeting

Mr. White stated that the next meeting of the Board of Trustees is scheduled for February 3- 4, 2021 in a Committee of the Whole format.

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

(13) Executive Committee

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

(14) Resolution on One-Time Retirement Incentive

At the request of Ms. Hernández Vélez, Ms. Zellers reviewed the Resolution for a One-Time Retirement Incentive. She stated that if approved, a one-time retirement incentive will be offered to full-time faculty who as of August 31, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age. Ms. Zellers pointed out that this retirement incentive is different than the one in the existing Collective Bargaining Agreements, and that faculty and staff may only choose one retirement incentive for which they are eligible.

Ms. Zellers further explained that to participate in the incentive the administrators, confidential, and classified staff must give notice by March 12, 2021 that they will retire no later than June 30, 2021 (provided however, the

employee must attain sixty-five (65) years of age and fifteen years of continuous full-time service by his/her effective retirement date) and the full-time faculty must give notice by March 12, 2021 that they will retire on August 31, 2021; (b) the Board will pay a retirement incentive to all such employees who elect the option; (c) the incentive will be 25% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 14, 2021; (d) the College may request a postponement of an employee's retirement under the terms of this provision until December 31, 2021 if the retirement would unreasonably interfere with a specific College program. Ms. Zellers also stated that the benefit has been discussed with the Faculty and Staff Federation and the College will enter Side Agreements with the Federation for the One-Time Retirement Incentive if the Board approves it.

Ms. Hernández Vélez stated that staff was recommending the approval of the One-Time Retirement Incentive.

Mr. Epps moved, with Ms. Ireland seconding, that the Board approve the the One-Time Retirement Incentive as outlined above. The motion carried unanimously.

The meeting adjourned at 5:03 p.m.

Community College of Philadelphia  
Meeting of the Board of Trustees  
Thursday, January 7, 2021 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Clancy, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend, Ms. Gamble, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Mayor Kenney, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, and Ms. Zellers

(1) Meeting Called to Order

Mr. White called the meeting to order and welcomed Mayor Kenney.

(2) Report of the President

Dr. Generals commented on the attack at the Capitol in Washington, DC on January 6, 2021.

Dr. Generals provided an update to the Board on enrollment for spring 2021, fall 2020, and the winter term.

Dr. Generals provided an update on the Catto Scholarship and introduced two Catto students who were scheduled to begin their studies on January 19, 2021.

Dr. Generals reported that the College broke ground on the Career and Advanced Technology Center (CATC).

Dr. Generals reported that Professional Development Week is scheduled for January 11-15, 2021.



(3) Retirement of Dr. Judith Gay

Dr. Gay will be retiring from the College at the end of January 2021.

(4) Introduction of Mayor Kenney

Mr. White introduced Mayor Kenney. Mayor Kenney thanked members of the Board for their service. He stated that Community College of Philadelphia is critical to educating the residents of Philadelphia. Mayor Kenney stated that the City has increased its investment in the College. The establishment of the Catto Scholarship will help many students who are facing financial hardship stay in school. Mayor Kenney stated that the Catto Scholarship will make a big difference in the lives of many students, and that the College and the City will see the fruits of our efforts. Mayor Kenney thanked the Board for the opportunity to be part of the meeting, and that he looked forward to working with the College.

(5) Report of the Executive Committee

The Executive Committee met on December 10, 2020. Dr. Gay provided an overview of discussions held at the meeting.

(6) Report of the Business Affairs Committee

The Business Affairs Committee met on January 6, 2021. The Committee reviewed and approved items which are part of the Consent Agenda.

(7) Report of the Workforce Subcommittee

The Workforce Subcommittee met on December 14, 2020. The Committee discussed how to present workforce data to the Board to inform policy decisions; how to make the College's workforce programs important to the businesses in the City; and the College's role in entrepreneurial development.

(8) Report of the Student Outcomes Committee

Ms. Fulmore-Townsend stated that the Committee met immediately prior to the Board meeting and reviewed and discussed outcomes data for summer 2019 and summer 2020 including enrollment, grades, persistence, race, and gender.

(9) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of November 5, 2020
- (b) Gifts and Grants
- (c) Appointment of Board of Directors and Officers for CCP Career and Advanced Technology Center, Inc.
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- (g) Approval of New Age Development Group (Fire Protection) Change Order One for the Library and Learning Commons

(10) Report of the Chair

Mr. White read a Resolution of Appreciation for Dr. Judith Gay, Vice President for Strategic Initiatives and Chief Staff, who is retiring from the College at the end of January.

(11) New Business

There was no new business discussed at the meeting.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for February 3- 4, 2021 in a Committee of the Whole format.

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

(13) Executive Committee

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

(14) Resolution on One-Time Retirement Incentive

The Board approved the One-Time Retirement Incentive Resolution.

The meeting adjourned at 5:03 p.m.

**Community College of Philadelphia  
Office of Institutional Advancement  
Record of Grants and Major Gifts  
February 4, 2020 Meeting of the Board of Trustees**

**GRANTS and MAJOR GIFTS**

**Summary by Source:**

Public Grants to College	FY 2021		FY2020
	12/15/20 - 1/24/21	7/1/20 – 1/24/21	7/1/19 – 1/24/20
Federal	\$ -	\$ 3,021,185	\$ 414,475
State	\$ -	\$ 4,200,696	\$ 2,225,920
Local	\$ -	\$ 29,800	\$ -
<b>Public Total</b>	<b>\$ -</b>	<b>\$ 7,251,681</b>	<b>\$ 2,640,395</b>
Private Grants/Gifts to Foundation	12/15/20 - 1/24/21	7/1/20 – 1/24/21	7/1/19 – 1/24/20
Corporation	\$ 50,000	\$ 140,000	\$ 22,500
Foundation	\$ 70,472	\$ 310,916	\$ 519,681
Individual	\$ -	\$ 30,000	\$ 328,000
Organization	\$ -	\$ -	\$ -
<b>Private Total</b>	<b>\$ 120,472</b>	<b>\$ 480,916</b>	<b>\$ 870,181</b>
<b>TOTAL</b>	<b>\$ 120,472</b>	<b>\$ 7,732,597</b>	<b>\$ 3,510,576</b>

• Major Gifts are donations of \$10,000 and above and are the only private gifts reported in the table.

**PRIVATE GRANTS**

The Helen D. Groome Beatty Trust, administered by BNY Mellon, awarded \$25,000 to support the Single Stop program. Single Stop is a one-stop shop that combats poverty by connecting students and their families with essential services to eliminate basic needs insecurity which often has a negative impact on degree attainment. This grant funds up to \$200 per student for urgent food needs, up to \$500 per student to secure housing and to prevent evictions, up to \$100 per student for clothing and personal care items, and up to \$100 for other essential items.

Independence Foundation awarded \$25,000 to support the 19130 Zip Code Project and Data Collection from 12/09/2020 to 12/31/2021. Through this project, the College will provide health promotion and disease prevention services to vulnerable populations and maintain demographic and service data. The proposed activities will build on previous Independence Foundation-funded community-based projects with a focus on prioritized needs of Philadelphians, including a targeted focus on mental health and substance use needs as well as supports specific to the challenges resulting from the COVID-19 pandemic.

**ZOOM MEETING OF THE BUSINESS AFFAIRS  
COMMITTEE OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, January 6, 2021– 9:00 A.M.**

**Present for the Business Affairs Committee:** Lydia Hernández Vélez, Esq., presiding, Mr. Rob Dubow, Mr. Harold Epps, Mr. Steve Herzog, Mr. Michael Soileau, and Mr. Jeremiah J. White, Jr.

**Present for the Administration:** Dr. Donald Guy General, Mr. Jacob Eapen, Ms. Marsia Henley, Dr. Samuel Hirsch, Mr. Gim Lim, Mr. Derrick Sawyer, Mr. John T. Wiggins, and Victoria L. Zellers, Esq.

**Guests:** Mr. Andre Allen, Principal, Phoenix Capital Partners, LLP  
Ms. Sabrina Maynard, City of Philadelphia, Office of the Director of Finance

**PUBLIC SESSION**

**AGENDA**

Ms. Hernández Vélez called the meeting to order at 9:00 A.M.

**(1) College Bonds and New Market Tax Credit Closing (Information Item)**

Mr. Eapen stated that when reviewing the sources of funds, approximately 60 percent of the \$33,500,000 project costs are coming from outside the College and approximately 40 percent is using College bonds. He stated that with the support of the City, the College received an additional \$1M of RACP fund which brings the total in RACP funds to \$5,250,000. Mr. Eapen stated that the NMTC transaction was successfully completed and thanked College staff, Mr. Andre Allen, Mr. George Nagel, and the College's Bond Counsel.

Mr. Allen reviewed the charts in Attachment A, starting with the Cost Benefit Analysis. He stated that the College issued \$14,580,000 of taxable bonds. Mr. Allen pointed out that the College brought in new investors and invested in bond insurance which produced additional savings. He reported that the yield on the 2020 bonds was close to 3.15% and that the total debt service equaled approximately \$20.8M. The total debt service benefit was approximately \$3.7M. Mr. Allen stated that the College is in the process of setting up a sinking fund account that will be used to pay principal resulting in an average annual debt service of \$1.07M. He mentioned that \$431,057 was added into the savings. The NMTC team and the College negotiated with the Community Development Entities and set up a \$250,000 charitable reserve that can be used for scholarships from URP; \$130,000 will be used to pay debt service; and another \$50,000 scholarship fund was provided by US Bank. The total benefit for the NMTC is approximately \$4.1M. Mr. Allen stated that it was a successful financing. He stated that the bonds were closed on December 8<sup>th</sup> and the NMTC was closed on December 9<sup>th</sup>. Mr. Eapen clarified that the College received \$300,000 in scholarships: \$250,000 from URP (Urban Research

Park) and \$50,000 from US Bank.

Mr. Allen then reviewed the bond issuance and NMTC additional fees and the investors associated with the 2020 bonds, five of which were new investors. He pointed out that Nuveen (\$6,465,000) and Bellehaven (\$3,935,000) put in for the entire bond issue. However, the other investors interested in the bonds reduced the amounts for Nuveen and Bellehaven, and the total allotment can be found in the Historical Allotments chart. Mr. Allen stated that the new investors were highlighted in red in the chart.

The Committee congratulated Mr. Allen and the staff on doing a great job.

**(2) Migration of Oracle Internet Application Server from a Campus License to a Processor-based License (Action Item):**

Mr. Eapen stated that currently CCP uses Ellucian Banner solution that works as an institution-wide solution to manage all aspects of our student management, human resources and financials. This system is supported by an Oracle database and related software products. In order to protect our investments and help us expand or adopt new solutions as priorities shift, we are looking to lay a foundation to move away from a proprietary Oracle Internet Application Server by migrating to an Open Source application server. This migration will eventually support improved functionality, better integration, more agile development, expanded points of access for users, and innovative delivery methods.

Current Costs

CCP Campus License (CL) Annual Maintenance = \$486,161/ Yr. (renewed annually with a 4% COLA).

Investment: - \$381, 595 (\$168,000 IAS License, 1yr + \$213,595 Migrate to Processor licenses)

Savings

Migration plan to a processor license provides an annual net savings of \$579,000 over a 5-year period. Please refer to Attachment B.

Mr. Sonty, the College's new Associate Vice President for Information Technology, discussed the savings. He stated that this action item has two components. The first component is that the College currently has a campus wide license; and by moving it to a processor-based license, the College will be saving money. The second component is that by doing the migration, this would allow us to move to a LAMP (Linux, Apache, MySQL, PHP/Perl/Python) web services stack that will enable building dynamic web sites and web applications. This would also lead to possible additional savings by eliminating the license and maintenance costs for Oracle Internet Application Server.

Mr. Dubow stated, for clarification purposes, it looks like in year one there will be additional costs and in subsequent years, there will be additional savings. Mr. Dubow asked if the first year costs will be covered in the budget. Mr. Eapen answered in the affirmative.

Mr. Herzog moved and Mr. Dubow seconded the motion that the Committee recommend

to the full Board that the College invest \$381,595 for the Oracle Processing License. The motion passed unanimously.

**(3) Contract with Atlas Electrostatic Refinishing Inc. for Auditorium Seating Project - \$120,000 (Action Item)**

Mr. Eapen stated that the Auditorium is used by the College community and nearby K-12 schools and other institutions in the City. The seating needed to be refreshed. The ADA seating count ratio was below the recommended ADA amount and needed to increase. The Auditorium Refresh includes: seat count maximization, ADA accommodation and stage extension storage. This refresh of existing seating is an economical way to achieve re-purposing well-made architecture and furnishings for another 20-25 years of use.

The Summary of Project Tasks are attached in Attachment B.

A competitive RFP #10110 was issued on October 22, 2020 with a bid due date of November 17, 2020 on the electronic bid site PennBid. This process yielded 2 responsible bids, one from Corporate Interiors at \$217,310; the other from Atlas Electrostatic Refinishing, Inc. at \$120,000.

Ms. Henley discussed the demographics of Atlas Electrostatic Refinishing, Inc. She stated that it has two owners: one is Asian and one is White; and one is male and one is female. Atlas's workforce demographics are as follows: 10.5% African Americans, 31.6% Asians and 57.9% Whites. 42% male; 58% female. Mr. Epps asked where Atlas was located. Ms. Henley stated in Southeastern Pennsylvania. Mr. Dubow asked if this was a capital item. Mr. Eapen answered in the affirmative.

Mr. Epps moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board that the project be awarded to the lowest responsible bidder, Atlas Electrostatic Refinishing Inc. for the Auditorium Seating Project, at a project cost of \$120,000. The motion passed unanimously.

Prior to discussing the fourth agenda item, Mr. Eapen pointed out that Mr. Michael Fohner resigned as Associate Vice President for Facilities and Construction Management. He returned to the Navy as a civilian. With Dr. General's approval, Mr. John T. Wiggins is serving as Interim AVP. The Committee welcomed Mr. Wiggins.

**(4) Contract with PT Mechanical for Conversion of Oil to Gas/Oil Dual Burner at the Northwest Regional Center for \$116,300 (Action Item):**

Mr. Eapen stated that with the failure of the oil tank, it was determined that the burner element has been compromised when trying to fire the burners. The burner is about 50 years old and is beyond its useful life. Furthermore, this old burner was only set up to burn oil.

After investigating the capacity of the gas running through the building and the cost comparison of replacing oil burner, we chose to install a dual fuel burner which will give us the capacity to run the system on gas or oil. Gas being cheaper and readily available along with a higher efficiency unit will result in some cost savings over time. We have solicited bids for this replacement from Dewitt Mechanical and PT Mechanical. Dewitt's proposal was non-inclusive. PT Mechanical responsive bid was at \$116,300.

Mr. Eapen stated that because this occurred in December during the Holiday Break, staff had to proceed with Dr. General's approval. Additionally, Mr. White was informed of the situation. Staff had to proceed quickly due to minimum heat in the building while using space heaters.

Mr. Epps moved and Mr. Dubow seconded the motion that the Committee recommend to the full Board the ratification of the contract with PT Mechanical for the conversion of oil to gas/oil dual burner in the amount of \$116,300. The motion passed unanimously.

Mr. Epps pointed out that he would like to elevate facility utilization; and that the Board members should be educated about each of the College's Regional Centers. Ms. Hernández Vélez stated that roughly two plus years ago, the Board meetings were held at the College's Regional Centers. Mr. Soileau asked Mr. Eapen if he was working on a facility master plan. Mr. Eapen clarified that the College has to update the space utilization. An outside firm will be utilized to do the space utilization study.

**(5) Approval of New Age Development Group (Fire Protection) Change Order One for the Library & Learning Commons Project - \$175,000 (Action Item):**

Mr. Eapen introduced this item by stating that The Fire Protection contract with the New Age Development Group (NADG) in the amount of \$199,038, has encountered major changes in Phases 1,2 and 3 of the LLC project construction.

Mr. Wiggins reported that Phase 1 work, completed in March 2020, was in Bonnell Building which is a 30-year-old building. Phases 2 and 3 are now working concurrently in the Mint Building which is a 120-year-old building. The change order consists of eight (8) line items (Attachment C). The change order predominantly consists of unforeseen condition and design omission changes. When Mint walls and ceilings were removed, there were conditions behind these walls that had to be dealt with for the renovations to comply with the existing building codes. The existing pipes were in locations that conflicted with ductwork. The larger of these changes includes relocation of main branch lines to accommodate new ductwork and ceiling transitions. The College requested isolation valves to make system shutdowns by zones and not by the building entirely.

Mr. Eapen pointed out that the College lost three months in the process. Due to COVID,



construction had to be shut down for a period of time. The shutdown was based on the directives from the Governor's Office and the City. Additionally, there was also a demolition issue with a subcontractor. He stated that the goal was to have this project accomplished by the end of February and the punch list done by March.

Mr. Herzog moved and Mr. Epps seconded the motion that the Committee recommend to the full Board the approval of the New Age Development Group (Fire Protection) Change Order One for the Library & Learning Commons Project in the amount of \$175,000. The motion passed unanimously.

### **EXECUTIVE SESSION**

The Committee went into Executive Session at 9:30 A.M.

### **PUBLIC SESSION**

The Committee returned to Public Session at 9:55 A.M.

#### **(6) Resolution for a One-Time Retirement Incentive (Action Item):**

Ms. Zellers reviewed the Resolution for a One-Time Retirement Incentive found in Attachment E. She stated that if approved, a one-time retirement incentive will be offered to full-time faculty who as of August 31, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age. Ms. Zellers pointed out that this retirement incentive is different than the one in the existing College Bargaining Agreements, and that staff may only choose one retirement incentive for which they are eligible. Ms. Zellers further explained that to participate in the incentive the staff must give notice by March 12, 2021 that they will retire no later than June 30, 2021 (provided however, the employee must attain sixty-five (65) years of age and fifteen years of full-time service by his/her effective retirement date) and the full-time faculty must give notice by March 12, 2021 that they will retire on August 31, 2021; (b) the Board will pay a retirement incentive to all such employees who elect the option; (c) the incentive will be 25% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 14, 2021; (d) the College may request a postponement of an Employee's retirement under the terms of this provision until December 31, 2021 if the retirement would unreasonably interfere with a specific College program. Ms. Zellers also stated that the benefit has been discussed with the Faculty & Staff Federation and the College will enter Side Agreements with the Federation for the One-Time Retirement Incentive if the Board approves it. Staff recommended the approval of the One-Time Retirement Incentive.

Mr. Epps moved and Mr. Soileau seconded the motion that the Committee recommend to the full Board for the approval of the Resolution on the One-Time Retirement Incentive, as outlined in Attachment E, be offered to full-time faculty who as of August 31, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2021 will have attained fifteen

years of continuous full-time service and sixty-five (65) years of age. The motion passed unanimously.

**(7) New Topic**

Dr. Generals discussed the latest \$22-billion-dollar higher education stimulus package. He stated that the College has not yet received the regulations but is anticipating receiving more funds than the last time which was \$16 million. He stated that the College will receive additional dollars as a predominantly black institution. Dr. Generals stated that this allocation appears to allow the use of funds toward loss revenue due to COVID-19. He stated that the last stimulus package was based on FTE students, but this stimulus allotment will be based on headcount which will make it beneficial for community colleges. Ms. Zellers stated that there is a broader group of students who will be eligible to receive the stimulus. Dr. Hirsch explained that the latest stimulus regulations improved the FASFA application process. He stated that this would benefit the College as well in terms of more students being Pell-eligible.

The meeting adjourned at 10:05 A.M.

**JE/Im**  
**Attachments**

**ATTACHMENT A**

**Financial Overview  
College Bonds & NMTC Closing**

Community College of Philadelphia  
Career and Advanced Technology Center

**COST BENEFIT ANALYSIS**

December 8, 2020

	<b>OPTION A</b> <b>Traditional</b> <b>Tax-Exempt</b>	<b>OPTION B</b> <b>NMTC</b> <b>Taxable</b>
<b>SOURCES OF FUNDS</b>		
2020 Taxable Proceeds	\$ -	\$ 14,580,000
2020 Tax-Exempt Proceeds	\$ 19,696,457	\$ -
2019 Tax-Exempt Proceeds	10,000,000	10,000,000
RACP	4,250,000	4,250,000
NMTC Equity	-	6,064,557
<b>Total Sources</b>	<b>\$ 33,946,457</b>	<b>\$ 34,894,557</b>
<b>USES OF FUNDS</b>		
Project Costs	\$ 33,500,314	\$ 33,500,314
Bond Insurance	127,792	108,528
Reserves	-	381,057
Costs of Issuance	318,350	904,658
<b>Total Uses</b>	<b>\$ 33,946,457</b>	<b>\$ 34,894,557</b>
Average Annual Debt Service	\$ 1,259,023	\$ 1,069,234
Total Debt Service (Level)	\$ 24,575,431	\$ 20,870,851
Final Maturity	6/15/2040	6/15/2040
Yield on the 2020 Bonds	1.796%	3.148%
<b>DEBT SERVICE BENEFIT</b>		<b>\$ (3,704,580)</b>
PLUS: CDE Contribution		<b>\$ (431,057)</b>
<b>TOTAL BENEFIT</b>		<b>\$ (4,135,637)</b>

\* Additional \$1 million of RACP funds awarded.

Community College of Philadelphia  
 Series 2020 Bonds and New Market Tax Credit  
**Costs of Issuance and Closing Costs**

<b>Bond Issuance Fees</b>
---------------------------

<u>Role</u>	<u>Amount</u>
Bond Counsel	\$ 85,000
Financial Advisor	60,000
Authority Counsel	5,000
Trustee	6,000
Printer	2,000
Rating Agency	27,500
Underwriters Counsel	45,000
Auditor	15,750
Misc	10,750
<b>Total Bond Fees</b>	<b>\$ 257,000</b>
Bond Insurance	\$ 108,528
Underwriter's Discount	60,944
Rounding	4,323
<b>Other Bond Costs</b>	<b>\$ 173,796</b>

<b>NMTC Closing Costs</b>
---------------------------

<u>Role</u>	<u>Amount</u>
Tax Model / Resnick	\$ 25,000
Legal URP	60,000
Legal RF	60,000
Legal Investor	70,000
Legal CCP Sponsor	55,000
3rd Party Construction Review	20,000
Title Insurance	-
NMTC Consultant (2% of Gross Equity)	148,044
Closing Cost Contingency	40,000
Recording Filing Fees	10,000
CDE Fees at back end	25,000
Misc	1,956
<b>Total Closing Costs</b>	<b>\$ 515,000</b>

<b>NMTC Additional Fees</b>
-----------------------------

<u>Role</u>	<u>Amount</u>
USB CDE Operating Exp	\$ 5,000
TRF NMTC Audit and Tax Fee	26,390
URP CDE Operating Exp	26,000
Initial Year Accounting Exp	10,000
<b>Total additional fees</b>	<b>\$ 67,390</b>
<b>TOTAL Bond Fees</b>	<b>\$ 430,796</b>
<b>TOTAL NMTC Fees</b>	<b>582,390</b>
<b>TOTAL</b>	<b>\$ 1,013,186</b>

Community College of Philadelphia  
Series 2020 Bonds  
**Investors**

<u>Name</u>	<u>Amount</u>
Nuveen	\$ 6,465,000
Bellehaven	3,935,000
CL King	1,200,000
Old Orchard	1,080,000
Huntington	955,000
Burke-Lawton, Brewer	450,000
Ameriserv	295,000
Hefron	200,000
Total	<u>\$ 14,580,000</u>

CCP Historical Allotments			
	PNCCM		RBCCM
2020	2019	2018	2015
Bellehaven	PNCI	PNCI	Wells Capital
Burke-Lawton	JPM	RSW Inv	JPM
Ameriserv	Cleary Gull	Apex	DWS Inv Mgmt
Hefren	Wells Trust	Ameriprise	MacKay Shields
Nuveen	Janney AM	CFG CM	Ross Sinclair
Huntington	Bellehaven	US Trust	Mixed Mutual Funds
CL King	First NY	Vanguard	(Blackrock, T. Rowe Price, Fidelity)
Old Orchard	One Oak	Alliance Bernstein	
	Susquehanna	Allstate Insurance	
	Hopewood	Maritime Capital	
	Ameriprise	Hefren	
	Maritime Capital	Midland National	
	RayJay Arb	Multibank	
	Spring Creek	Franklin Property NJ	
	Bluefin		
	CL King Arb		

*Holder in red represent new holders to the College for the 2020 issuance*

**ATTACHMENT B**

**Oracle Processing License - Summary**



# CCP - Oracle Processor Licensing TCO/ROI Analysis – Summary

<b>CCP MIGRATION TO 48 x IASEE PROCESSOR LICENSE</b>							
<b>BAU - CCP CAMPUS LICENSE</b>							<b>TOTAL</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	
Campus License Support	\$486,161	\$505,607	\$505,607	\$505,607	\$525,832	\$525,832	<b>\$3,054,647</b>
<b>TOTAL</b>	<b>\$486,161</b>	<b>\$505,607</b>	<b>\$505,607</b>	<b>\$505,607</b>	<b>\$525,832</b>	<b>\$525,832</b>	<b>\$3,054,647</b>
							<b>\$3,054,647</b>
<b>PROPOSAL - IASEE MIGRATION</b>							<b>TOTAL</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	
Campus License Support-Minus IASEE	\$357,461	\$326,653	\$326,653	\$326,653	\$339,719	\$339,719	<b>\$2,016,858</b>
IASEE Migration Fee & 1 Yr Support	\$452,310	\$0	\$0	\$0	\$0	\$0	<b>\$452,310</b>
<b>TOTAL</b>	<b>\$809,771</b>	<b>\$326,653</b>	<b>\$326,653</b>	<b>\$326,653</b>	<b>\$339,719</b>	<b>\$339,719</b>	<b>\$2,469,168</b>
							<b>\$2,469,168</b>
<b>CASH FLOW SAVINGS</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>SAVINGS</b>
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
<b>TOTAL 6 YEAR SAVINGS</b>	-\$323,610	\$178,954	\$178,954	\$178,954	\$186,113	\$186,113	<b>\$585,479</b>
							<b>\$585,479</b>

**ATTACHMENT C**  
**Summary of Project Tasks**  
**Auditorium Seating Project**

The Summary of Project Tasks are:

- Remove/Reinstall Stage Extension Panels
- Remove/Transport/Store Seating
- Auditorium Seats & Backs (reupholster, all new foam)
- Chair Frames/Seat Pans/Light Covers (electrostatic refinishing)
- Auditorium Wooden Arm Rests (re-lacquer)
- 2–6-Seat Sections; ADA Accommodation (remove, patch floor, relocate end-panels)
- End-Panels (re-laminate)
- Deliver & Install Seating, Re-Drill New Holes for Mounting

## **ATTACHMENT D**

### **Change Order Details**

Remove / Replace Sprinklers in Plaster Ceiling	\$14,339.31
Relocate Extinguishing sprinkler branch lines ROOM L1-17	\$2,383.08
Relocate Extinguishing sprinkler branch lines Corridor L1-05A	\$1,858.45
Isolation valves for Phase 3 - 1 valve and install	\$5,083.55
Removal and replacement of pipe mains per response to NADG RFI 100	\$8,019.85
Raise and relocate existing main pipe over Mezzanine	\$27,707.87
Area A Sprinkler main and branch relocations	\$33,323.56
FP - Sprinkler System Isolation Valves - 3 valves	\$6,547.14
Bundled CORs Move Lines , Mint freight Line move	\$75,721.04
<b>Total</b>	<b>\$174,983.85</b>

**ATTACHMENT E**

**Resolution on One-Time Resolution Incentive**

**Resolution on One-Time Retirement Incentive**

**WHEREAS**, on January 6, 2021, the Business Affairs Committee of the Board of Trustees approved on a one-time basis a retirement incentive to be offered to full-time faculty who as of August 31, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2021 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age;

**NOW THEREFORE**, on this 7th day of January, 2021, the Board of Trustees hereby resolves and approves the College offering the following one-time retirement incentive:

The College will offer the following, on a one-time basis, separate and distinct from the retirement incentive provided in Article XIII, A., (11) (a) in the Full-time Faculty Collective Bargaining Agreement: (a) full-time faculty who, by the end of the 2020-21 academic year (i.e. August 31, 2021), will reach sixty-five (65) years of age, with fifteen (15) years of full-time service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on unpaid leave or on long-term disability), may give notice by March 12, 2021 to retire effective August 31, 2021; (b) the Board agrees to pay a retirement incentive to all such full-time faculty who elect this option; (c) the incentive will be 25% of the faculty member's full annual base salary, with an additional bonus of \$2,500 if the option is selected by February 14, 2021; (d) the College may request a postponement of a full-time faculty's retirement under the terms of this provision until after the end of the Fall 2021 semester if the retirement would unreasonably interfere with a specific College program;

and

the College will offer, on a one-time basis, separate and distinct from the retirement incentive provided in Article XV, 5. (a). in the Classified Unit Collective Bargaining Agreement and/or any other retirement incentive available to administrators and confidential employees: (a) a full-time administrator, full-time confidential employee, or full-time classified employee who, by June 30, 2021 will reach sixty-five (65) years of age, with fifteen (15) years of full-time continuous service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on unpaid leave or on long-term disability), may give notice by March 12, 2021 to retire no later than June 30, 2021 (provided however, the employee must attain sixty-five (65) years of age and fifteen years of full-time service by his/her effective retirement date); (b) the Board agrees to pay a retirement incentive to all such employees who elect the option; (c) the incentive will be 25% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 14, 2021; (d) the College may request a postponement of an Employee's retirement under the terms of this provision until December 31, 2021 if the retirement would unreasonably interfere with a specific College program.

Be it further resolved that all employees are only eligible for one retirement incentive offer from the College and may not elect this One-Time Retirement Incentive if they have already elected or intend to elect any other retirement incentive offered by the College under the Collective Bargaining Agreements or otherwise.

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

**MINUTES**

**Thursday, January 7, 2021**

**1:00 p.m.**

**Zoom**

**Presiding:** Ms. Fulmore-Townsend

**Committee**

**Members:** Mr. Clancy, Ms. Ireland, Ms. McPherson, Ms. Posoff

**College**

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

**Cabinet**

**Members:** Ms. Zellers

**Guests:** Mr. Acosta-Morales, Ms. Gordon, Dr. Kahn, Mr. Musumeci, Mr. Prejsnar,  
Dr. Sweet

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of November 5, 2020**

The minutes were approved unanimously.

**(b) Academic Program Review: Religious Studies (A.A. Degree)**

Ms. Gordon (Office of Assessment and Evaluation) noted the following for the Religious Studies program: it was previously called Liberal Arts: Religious Studies option; it became an independent degree program in 2014; and enrollment has been shrinking. Detailed assessments are clearly taking place, but there is a lack of documentation regarding actions taken based on assessment data. Recommendations for this Academic Program Review replicate those from the review five years ago. This indicates that the program continues to face the same challenges. As such, it is being recommended that the program be discontinued, that Religious Studies courses still be offered, and that a Religious Studies proficiency certificate be an option for Liberal Arts students. If the program is not discontinued, then it needs to address the recommendations which mirror those in the last report regarding enrollments, transfer rates, assessments, etc.

Dr. Sweet (Dean of the Liberal Studies Division) said that low enrollments were not a result of the program's efforts, which have been extensive but had limited effect. Mr. Prejsnar (Program Coordinator and Assistant Professor) highlighted the program's outreach efforts (including with the Presbyterian Historical Society) and the development of a new course and proficiency certificate. In regard to the Presbyterian Historical Society, a student recently had a paid internship with them and wrote a series of articles for their website. The Committee expressed its appreciation for Mr. Prejsnar's efforts and dedication. With discontinuing the Program, the College will use established protocols for a discontinued program which include contacting students to alert them and offer options such as completing the program or moving to a different program.

**Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees discontinue the Religious Studies AA. program.**

**(c) Academic Program Review Follow-Up Report: International Studies (A.A. Degree)**

Dr. Sweet explained that there was a full audit of the program two years ago and since then the program has been working on recommendations from the review and implementing changes. Dr. Khan (Program Coordinator and Assistant Professor) described how one central recommendation was to establish an identity for the program to distinguish it from other Liberal Studies programs. To those ends, the program has created a course which introduces students to the field of global studies, Introduction to Global Studies 101, and is considering a second Global Studies course. The second recommendation was to revise the program learning outcomes, which the program has done. Dr. Kahn has developed a listserv to easily reach out to students. The program is also considering partnering up with 4-year institutions; for example, Drexel and CCP have decided to apply for a grant together. Regarding the recommendation to expand and build relationships with businesses, Dr. Kahn has spoken with the director of the College's Power Up Your Business program who provided several useful suggestions. By increasing these relationships with businesses, students who want to enter the workforce have more options. The program is showing the community how it is preparing students for the global market that exists in Philadelphia. With the recent program developments, students with this degree who transfer to a 4-year institution will have been properly trained for the field.

**Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review follow-up report for the International Studies A.A. program with approval for five years.**

**(d) Student Outcome Data**

The student outcome data presented is a continuation of the review from the summer. The demographic data shows the number of students who took online courses in

Summer 2019 and those in Summer 2020. The number of students for Summer 2019 is smaller than for 2020 because the data is for online courses only and most courses in 2019 were in person. The data is disaggregated for race/ethnicity and for gender. An analysis of grades for online courses was also completed, looking at passing grades (A/B/C/P), lower or non-passing grades (MP/D/F/FS) and for incompletes and withdrawals, with data disaggregated by race/ethnicity. For the most part, students did at least as well in Summer 2020 as they did in 2019 and there was a decrease in MP/D/F/FS grades. Disparities still exist between African American and Hispanic students and White students. Strategies continue to be put in place to address these gaps. In Summer 2020, there was more personalized outreach to students. Virtual support services were also in place for Summer 2020. The College closely monitored flags and communications raised by faculty in Starfish, which resulted in more follow-up with students. The College provided in-depth training for faculty who had not taught online before and for students to help them prepare for online learning.

**(e) Requested Information**

**Career Program Advisory Committee Membership**

Dr. Hirsch presented information on career program advisory committees. The list of advisory committee members provides an overview of the business partnerships programs have. Diversity, equity, and inclusion have been a focus for the last two years, including in regards to breadth of businesses and representation. There should be active engagement among the advisory committees, including mentoring students, providing contacts for jobs, and offering work-based learning opportunities for students during their studies. Being on an advisory committee can benefit businesses; Allied Health advisory committees have members looking for future employees. Faculty also participate in the advisory committee meetings, further strengthening relations between businesses and programs. Department heads work with faculty to develop meeting agendas and determine what should be discussed. Dr. Hirsch stated that a goal is to develop a website for advisory committees so that this information is available to everyone.

**Career Connections Employers by Program Map**

The handout shows the relationships with employers by Academic Pathway. Career Connections has this information in a database with program connections; the database allows them to find gaps. Since a wide variety of programs need support, Career Connections works with the deans and the Vice President to determine what the Career Coordinators should prioritize. The handout has the number of employers with whom the College is already working, the number of prospective employers, and the number of students by program. The committee noted that information about the size and diversity of the employers would be helpful. Ms. Fulmore-Townsend requested that committee members consider what guidance and insights they can offer.

**(f) New Business**



There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for February 4, 2021 at 1:00 p.m. via Zoom.

**Attachments:**

Minutes of November 5, 2020

APR Executive Summary: Religious Studies

APR Executive Summary and Follow-up Report: International Studies

PowerPoint Online 7 Week

Career Programs Advisory Committees 2020

Career Connections Employers by Program Map

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

**MINUTES**

**Thursday, November 5, 2020**

**1:15 p.m.**

**Zoom**

**Presiding:** Ms. Fulmore-Townsend

**Committee**

**Members:** Mr. Clancy, Ms. Ireland, Ms. McPherson, Ms. Posoff

**Board**

**Participants:** Mr. Dubow, Mr. Epps, Ms. Hernández Vélez, Mr. White

**College**

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

**Cabinet**

**Members:** Ms. Rooney, Ms. Witherspoon, Dr. Zanjani, Ms. Zellers

**Guests:** Mr. Acosta-Morales, Ms. Barber, Dr. DiRosa, Dr. Seymour, Dr. Sweet

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of October 8, 2020**

The minutes were approved unanimously.

**(b) Academic Program Review: Liberal Arts: Honors Option (A.A. Degree)**

Dr. Gay highlighted points from the executive summary: the fall in enrollment, the increase in part-time students, in Black students and in female students, and the retention and graduation rates. Significant improvement is needed for assessment of student learning. While the program has been assessed at the course level, this has not been done at the program level, and the assessment methods have not been of high quality in terms of student learning outcomes. The program does have innovative partnerships, including with the Philadelphia Museum of Art. Recommendations in the academic program review relate to improving enrollment, increasing diversity, and improving assessments. Dr. Sweet, the division dean, concurred with the overall findings. The program has had innovative initiatives and projects to strengthen

outcomes in graduation and transfer rates, but has missed opportunities to assess and evaluate what the program has done and to improve on that. One example of this is the change to allow a new part-time block and its possible effect on enrollment and graduation. The program should also address equity and the notable differences in enrollment for Black and for female students.

In response to various questions from committee members, Mr. Acosta-Morales, the department chair, explained that the drop in enrollment was an intentional move on the part of program to provide more opportunities for part-time students by decreasing the number of full-time sections. In regards to diversity of students, Mr. Acosta-Morales explained that the program is addressing the lack of diversity in Honors faculty and described its recent efforts to counter this. The program has also taken steps to more directly support students of color, including collaborating with the Center for Male Engagement. Having an option for part-time students opens up the possibility for dual enrollment students to take Honors courses. Dr. Seymour, the program's curriculum coordinator, added that the program welcomes using data for improvements. Regarding strengthening assessments, Mr. Acosta-Morales said that the program has made progress in this area and continues to do so, including mapping learning outcomes from the course level to the program level and making the learning outcomes more specific.

**Action: The Student Outcomes Committee unanimously recommends that no action take place until the following documented evidence in three categories is submitted by the designated due dates for the Committee to determine the future of the program:**

- **Assessment**
  - **A fully developed systemic assessment plan – Due January 25, 2021**
  - **Perform full cycle of assessment based on assessment plan and report detailing cycle's results and next steps – Due June 7, 2021**
- **Program Development**
  - **Perform environmental scan, assessment of need and market analysis – Due February 26, 2021**
- **Develop program revision design – Due April 2, 2021**
- **Develop revised program – Due September 30, 2021**
- **Enrollment Growth Plan**
  - **Develop and launch enrollment growth plan with emphasis on recruitment, enrollment, retention, and completion based on analysis due in February and revision design – Due June 30, 2021**

**(c) Academic Program Review: Behavioral Health and Human Services (A.A.S. Degree)**

Dr. Gay stated that the Behavioral Health and Human Services (BHHS) program is a long-standing program at the College and while large, it has seen decreases in enrollment over time. It has a higher percentage of part-time students than the College

overall, but also a higher proportion of students with 24+ credits. It enrolls significantly more Black students than the College (70% vs. 46%) and more female students, which might reflect the field to some extent. The program has been able to retain and graduate students at rates comparable to the College; about 20% of A.A.S. degrees awarded in 2019 came from this program. Many students also transfer, even though this is a career program; the program has agreements with multiple four-year institutions. The advisory committee usually meets annually (though not this year with the pandemic). The program does need to improve its assessments; the focus has been too much on course level as opposed to the program level. It also needs to focus on documenting how they close the loop, per Middle States standards. Recommendations from the review include focusing on enrollment and the unique needs of its students, and on improving assessments. Dr. Sweet, the division dean, agrees with the points made by the audit, including the need for greater evaluation of student learning outcomes and increasing new students.

In response to questions from the committee, Ms. Barber (the program's curriculum coordinator) said there is growth in and demand for the field in the City and corresponding increases in salaries, especially when students earn their bachelor's degree. Dr. Gay noted that it is difficult to get data from students after they graduate, but the College is examining possible vendors and means to do so. Dr. DiRosa, the department chair, provided as an example addiction counselors, who can earn a certificate at the College, immediately enter the field, and move their way up with a four-year degree while in the workforce. Dr. Sweet explained there is a need for addiction specialists in the City and program staff have been examining how to prepare students for that field; the program is catching up on meeting demand. Ms. Barber described how the program's curriculum coordinator traditionally works with the Workforce unit of the College to foster outreach to the community, to offer BHHS courses at community sites, and to bring students into the BHHS program. The advisory committee and individual faculty active in the City also contribute to outreach efforts. Dr. DiRosa and Ms. Barber agreed that outreach needs to be expanded and it needs to be more intentional. The program has developed new courses and already has practicum courses which contribute to this. The program is also working with the Marketing department to better brand and promote itself.

**Action: The Student Outcomes Committee unanimously recommends that no action take place until the following documented evidence in three categories is submitted by the designated due dates for the Committee to determine the future of the program:**

- **Assessment**
  - **A fully developed systemic assessment plan – Due January 25, 2021**
  - **Perform full cycle of assessment based on assessment plan and report detailing cycle's results and next steps – Due June 7, 2021**
- **Program Development**
  - **Perform environmental scan, assessment of need and market analysis – Due February 26, 2021**

- **Develop program revision design – Due April 2, 2021**
- **Develop revised program – Due September 30, 2021**
- **Enrollment Growth Plan**
  - **Develop and launch enrollment growth plan with emphasis on recruitment, enrollment, retention, and completion based on analysis due in February and revision design – Due June 30, 2021**

Due to time constraint, remaining agenda items were deferred to future meetings.

**(d) New Business**

There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for January 7, 2020 at 1:15 p.m. via Zoom.

**Attachments:**

Minutes of October 8, 2020

APR Executive Summary Liberal Arts Honors Option

APR Executive Summary for Behavioral Health and Human Services

PowerPoint Online 7 Week

Credit Momentum KPIs

Careers Programs Advisory Committee 2020

Career Connections Employers by Program Map

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
<b>Architecture</b>		
Karen Blanchard, AIA	Architect	WRT
George Claflen, AIA	Architect	Claflen Associates Architects
Nicole Dress, AIA	Architect	BLTA
Bob McConnell, AIA	Architect	EwingCole
Dan McCoubrey, AIA	Architect	VSBA
George Wilson, AIA	Architect	Meyer Design
Jim Doerfler, AIA	Professor of Architecture	Philadelphia University
Rashida Ng, R.A.	Professor & Department Head, Architecture	Tyler School of Art, Temple University
	Program Director, Architecture; Associate Teaching	Westphal College of Media Arts and
Rachel Schade, AIA	Professor; Associate Director for Student Placement	Design, Drexel University
Hala Abdeljaber	CCP Alumnus / Student	Temple University
Christopher Chan	CCP Alumnus / Student	Temple University
Molly Pace	CCP Alumnus / Student	Philadelphia University
<b>ASL-English Interpreting</b>		
Denise Brown	Director	Northeast Regional Office for the Deaf and Hard of Hearing
		Office of Specialized Services - School
Adam Buck	Hearing Support Coordinator	District of Philadelphia
Twyan Cropper	President	Philadelphia Black Deaf Advocates
Jo Ann Madden	Manager	Sorensen Communication
Brandice Mazick	Interpreter	Freelance/Community
Neil McDevitt	Executive Director	Deaf Hearing Communication Centre
Laurena Mundy Mott	Interpreter	Freelance/Community
Julie Marothy	Interpreter/Owner	Deaf-Hearing Interface
Amanda Moyer	Director of Interpreting Services	PA Scool for the Deaf
Emily Claveau	Certified Deaf Interpreter	Community/School District of Phila
<b>Automotive Technology</b>		
Ben Yelowitz	President	Crest Auto Stores / POJA
Ed Giacomucci	Technical Author	SPX
Doug Roseberry	Industrial Account Manager	Snap-On Tools
Jamie Haberle	Service Director	Central City Toyota

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Mary Lynn Alvarino	Director of Operations	Automobile Dealers Association (ADAGP)
Patrice Banks	Owner	Girls Auto Clinic
David Down	General Manager	Chapman Nissan
Marc Bear	Service Manager	Chapman Nissan
Steve Herring	Transportation Career Coordinator	School District of Philadelphia
Mike Mills	Technical Instructor	SEPTA
Kafi Birch	Manager and CCP Alumnus	SEPTA
	Executive Director (Philadelphia)	Keystone Development Partnership
Stu Bass	Consultant	Transportation Workers Union
Drew Hogan (Joe Duffy, Alternate)	President	Tools & Equipment Solutions
Calvin Jones	Regional Business Development Manager	MATCO Tools
Kimberle Helme	Talent Acquisition Specialist	Enterprise Holdings
Brian Vetter	Technical Instructor	SEPTA
Michael Westerfer	Technical Instructor	SEPTA
Hector Guzman	Field Director	Automobile Dealers Association (ADAGP)
John Ryder	Territory Manager	AAA Midatlantic
Carmelo Robles	Shop Foreman	Central City Toyota
Mark Harrington	General Manager	Infiniti of Ardmore
Rich Torchia	Technical Education Sales Manager	Cornwell Tools
<b>Automotive Technology - Nissan</b>		
Michelle Johnson	Technician Development and Recruiting	Nissan Group of North America
Billy Haines	Aftersales Division	Nissan Group of North America
Brooke Cicale	Fixed Operation Manager	Southern NJ/DE Nissan
Gary Cross	Senior Supervisor, Dealer Technology	Nissan Motor Corporation
Rafael Cordero	Sr. Fixed Operation Manager	Greater NYC - Nissan Motor Corp
		Greater Philadelphia Area - Nissan
Tim Beam	Service Development Manager	Motor Corp
Ricardo Gomez	Dealer Tech Specialist	Nissan North America
Nicholas Flamini	Dealer Tech Specialist	Nissan North America

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Willard Jones	Area General Manager	Greater Philadelphia Area - Nissan Motor Corp
Marc Bear	Service Manager	Chapman Nissan
Tom Olkowski	Service Manager	O'Neil Nissan
Tom Taylor	Service Manager	Faulkner Nissan or Jenkintown
Bob Bollinger	Service Manager	Concordeville Nissan
Timothy Blanchette	Service Manager	Sheridan Nissan
<b>Behavioral Health and Human Services</b>		
Fred Martin	Consultant	PRO-ACT, 444 N. 3rd. Street
Albert Meyer	Consultant	Gaudenzia, Inc.
Thomas Shae	Consultant	Corporation for the Aging
Mary Harper	Consultant	Office of Addictive Service
Paul Sachs	Executive Director	Merakey (Philadelphia)
Kelly Smack	Philadelphia Center Manager	CleanSlate Centers
Brooke Feldman	Assistant Director for Recruitment in Philadelphia	West Chester University
Janine Mariscotti	Program Director and Chair, Department of Social Work	LaSalle University
Jerry Howard	Consultant	Horizon House, Inc.
Derrick Ford	Consultant	Behavioral Health Special Initiative
Elaine Green	Dean of the School of Continuing and Professional Studies	Chestnut Hill College
Julieta Thomas	Consultant	1036 Rising Sun Avenue
<b>Biomedical Equipment Technology</b>		
Karen Topping	Projects Manager, Biomedical Engineering	Children's Hospital of Philadelphia
Scott M. Leshner	Technical Services Manager	CES Operations-Northeast - Agiliti
Rich Sable	Product Manager	EQ2
Jim Marsalla	Director of Clinical Engineering	Holy Redeemer Health System
Jeff Goldstein	Program Coordinator	Thomas Jefferson University Hospital
Edward Snyder	Director Healthcare Technology Management	Cooper University Hospital
		Biomedical Instrumentation Main Line
Chuck Rodgers	Biomedical Coordinator	Health Riddle Hospital
Michael Soltys	Director, Medical Technology Management	University of Pennsylvania Health System
Dr. Vladimir Genis	Professor & Program Director, Engineering Technology	Drexel University



# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Eric Legget	Director of Clinical Education	Nemours A.I.DuPont Hospital for Children
Tom Hediger	Clinical Engineering Director	Phillips Healthcare
Michelle Armstrong	Director, CTE	School District of Philadelphia
Gary Shipman	Director of Biomedical Engineering	Inspira Health Network
Thomas J. Runkle	Vice President-Supply Chain Management	Cooper University Hospital
Salim Kai	Senior Director	Children's Hospital of Philadelphia
Barry Gould		St. Francis Medical Center
Roscoe C. Bowen	Chief, Healthcare Technology Management	U.S. Department of Veterans Affairs
Randolph Creamer	Director, Biomedical Engineering	Deborah Heart and Lung Center
<b>Building Science</b>		
Alex Dews	Executive Director	Delaware Valley Green Building Council
Tom DiCampli	Project Manager	Talson Solutions
Julie Hancher	Co-Founder and Editor-in-Chief	Green Philly Blog
Steve Luxton	Executive Director	Energy Coordinating Agency
Dominic McGraw	Energy Project Coordinator	City of Philadelphia, Energy Office
Marco Ricca	Senior Energy Advisor	CLEAResult
Emily Schapira	Executive Director	Philadelphia Energy Authority
Nick Skari	Quality Control	CMC Energy Services, Inc.
Matt Walker	Community Outreach Director	Clean Air Council
Leah Wirgau	Education and Engagement Manager	Delaware Valley Green Building Council
Walt Yakabosky	Director of Training	Energy Coordinating Agency
Chris Zelov	Principal Organizer	Spring Garden Eco-District
Rob Fleming	Director, MS in Sustainable Design program	Philadelphia University
<b>Business and Accounting</b>		
Allie Bassman	Manager of Talent Development	Saxbys Coffee
Grace Manning	Manager of Social Impact	Saxbys Coffee
	Performance Consultant, Human Resources &	
Nicole DiGiulio	Organizational Development	Mercy Health System
Christina Blackburn	Director of Recruiting	New York Life
Julie Hunter	Manager, Staffing and HR	WHYY
Sharon Thompson	HR Supervisor	UPS
Ted Klemmer	VP of Recruitment	Laborocity

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Dawana Holmes	Sr. Team Leader, Human Resources	Target
Andrea Jack	CEO	D&P Financial Services
Michael Cooper	Senior Vice President, Regional Director of Public Affairs	Citizens Bank
Karim Nanji	Recruiter	Comcast
Rinath Kirshner	Talent Acquisition Manager	Comcast
Chantel Carter	Senior Team Leader	Target
Stan Sienkiewicz	Vice President, Reseach Support IT	Federal Reserve Bank of Philadelphia
G. Stevens Simons	Wealth Management Advisor and CCP Alumnus	Gibraltar Wealth Management, LLC
Stephanie McMullen	HR Business Control Officer	Santander Bank
Sandra Valencia-Perez	HR Director	KEHE Distributors
<b>Computer Technologies</b>		
Brian Finnegan	Information Technology Faculty Chair	Peirce College
Michelle Rogers, Ph.D.	Associate Professor, Information Science	Drexel University
James Gist	Information Technology, CTE	School District of Philadelphia, Office of Career and Technical Education
Matt Tinney	CEO	Windows Mgmt Experts, Inc.
Chris Querubin	IT Consultant	Windows Mgmt Experts, Inc.
Tom Boutell	Chief Software Architect	Apostrophe Technologies
Shaquay Selby	Tech Recruiter	Tek Systems
Edison Freire	Director of Gateway Initiatives	JEVS Human Services
<b>Construction Management</b>		
Kenneth Balch, PE	Project Manager	CVMNEXT Construction
Edward Keeter	Associate Professor and Director, Construction Management	Philadelphia University
Donald Ashton	Director of Safety Services	General Building Contractors Association
Kevin Cooke	Vice President, Interiors and Special Projects Division Manager	Turner Construction
Charles Brock	Director	Carpenters Apprentice School of Philadelphia & Vicinity

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Angela Louro	Director of Education and Professional Development	General Building Contractors Association
Angela McCaffrey	Chief Operating Officer	Bittenbender Construction, LP
Ralf DiPietro	Deputy Commissioner, Operations Division	City of Philadelphia
Kevin Fields	Operations Manager	Turner Construction
Christine Fiori	Clinical Professor & Program Director, Construction Management Program	Drexel University
Philip D. Udo-Inyang, Ph.D., P.E.	Civil Engineering & Environmental Engineering Dept.	Temple University College of Engineering
Raymond Welte	Vice President, Field Operations Dept.	Philadelphia Gas Works
Nazariy Danylyshyn	CCP Alumnus / Subcontractor	Self-employed
Kiara Rivera	CCP Alumnus / Soldier	PA National Guard
Christopher Mullen	CCP Alumnus / Soldier	GENCARP
Eric Frisbie	Manager of Cost Engineering	SEPTA
David Tinley	Architect	
Jennifer Williams	CCP Alumnus	Bittenbender Construction
Sean Dorrman	CCP Alumnus	Bittenbender Construction
Tom DiCampli	CCP Alumnus / Project Manager	P Agnes
<b>Criminal Justice</b>		
Tracey Livingston	Investigator	Federal Public Defender
Rich McSorley	Deputy Trial Commissioner	Criminal Justice Center
Brian Sprowal	Captain	Philadelphia Police Department
Stanley Sheppard	Probation Officer	Adult Probation and Parole
Tamyra Tutt	Juvenile Probation and Parole Supervisor	Juvenile Probation and Parole
Alexander Figueroa	Trooper	PA State Troopers
Jerrold Bates	Staff Inspector	Philadelphia Police Department
Jack Fleming	Inspector	Philadelphia Police Department
Gina Kozlowski	Juvenile Probation and Parole Supervisor	Court of Common Pleas, Family Division
Andre Norwood	Attorney	Law Offices of Andre Norwood
<b>Culinary Arts</b>		
Heather Rodkey	General Manager	Rex1516
Waydia Moore	Chef	Capital Grille

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Scott Clarke	Owner and Executive Chef	Blue Monkey Catering
Randy Bain	Executive Director	Aramark Leisure
Sonny Ingui	Executive Chef	The Logan Hotel
Chef Benjamin Burger	Executive Chef	Philadelphia Cricket Club
Alyssa Termini	Associate Program Director	C-CAP
Chef Michael Maronski	Executive Chef	A La Peg Brasserie
John Thomas	Chef	Sabrina's Café
Chef Benjamin Wurst	Chef Rotisseur	Wild Blue Catering
Eric Johnson	HR Manager	Cambria Hotel
Chef Drew Smalbach	Executive Chef	Whitemarsh Country Club
Matt Rossi	General Manager	Nick's Roast Beef
Rosemary Trout, MS	Instructor, Culinary Science	Drexel University, Center for Hospitality and Sport Management
Jennifer Williams	Employment and Retention Specialist	Philabundance Community Kitchen
<b>Dental Hygiene</b>		
Anabela Amado, RDH	Manager and CCP Alumnus	Health Link Medical Center
Angela Barnes	CCP Alumnus	
Annette Cassidy, RDH	CCP Alumnus	
Laura DeHennis	Past President	Pennsylvania Dental Hygienists Association
Devona Dunn	CCP Alumnus	
Dr. Philip Giarraputo	Dentist	
Sue Giorgio, RDH	Co-Chair, Government Relations	Pennsylvania Dental Hygienists Association
Jaclyn M. Gleber, RDH, Ed.D.	Director of Continuing Education	Thomas Jefferson University
Angela Hall, RDH	CCP Alumnus	
Ahn N. Ly, CDA, RDH, DMD	Dentist and CCP Alumnus	Self-employed
Kathy McAdoo	Past Trustee	Pennsylvania Dental Hygienists Association
Dr. Erin McGrath	Dentist and CCP Alumnus	

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Jean Rath	Director	St. Christopher's Foundation for Children
Helen Raykhman	Owner	Community Oral Health Initiatives
Emily Rudick	Clinical Instructor and CCP Alumnus	R&H Dental Power
Cynthia Sheehan	CCP Alumnus	Temple University Kornberg School of Dentistry
Hope Waller, RN, CNS		Kensington High School
LaVerna Wilson	Past President and CCP Alumnus	Tri-State Dental Hygienists Society
Dr. Barry Stein	Dentist	
<b>Diagnostic Medical Imaging</b>		
Kathleen Friel, RT		Jefferson Frankford Hospital
Jennifer Kelly, R.T.		Jefferson Frankford Hospital
Kimberly Donnelly, RT		Jefferson Torresdale Hospital
Colleen Jacoby, B.S., R.T.		Jefferson Torresdale Hospital
Lindsay Kelly, RT		Jefferson Torresdale Hospital
Chris Bloh, RT		Children's Hospital of Philadelphia
Kristen Carmany, RT		Children's Hospital of Philadelphia
Kate Madera, RT		Children's Hospital of Philadelphia
Brian Marshall Jr., RT		Children's Hospital of Philadelphia
Anthony Nicholson, RT		Children's Hospital of Philadelphia
Marianna Schultz, RT		Children's Hospital of Philadelphia
Regina Smith, RT		Children's Hospital of Philadelphia
Mark Burrows, RT		Corporal Michael J. Crescenz VAMC
Georgianna Pander, RT		Corporal Michael J. Crescenz VAMC
Nyaquio Dolopei, RT		Corporal Michael J. Crescenz VAMC
Gail McCrae, RT		Corporal Michael J. Crescenz VAMC
Marcella Coleman, RT		Mercy Philadelphia Hospital
Margie Briggs, R.T.		Methodist Hospital
Twanna Cannady, RT		Methodist Hospital
Natalie Coppola, R.T.		Methodist Hospital
Hernando Mongelos, R.T.		Penn Presbyterian Medical Center
Kelly Unger, B.S., R.T.		Penn Presbyterian Medical Center

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Mark Byrd, RT		Penn Presbyterian Medical Center
Karen Cippoloni, RT		Penn Presbyterian Medical Center
Melissa Iorio, RT		Penn Presbyterian Medical Center
Corey Woods, RT		Penn Presbyterian Medical Center
Leah Griffin, FT		Pennsylvania Hospital
Richard Merschen, EdS, RT	Lead Technologist - Cardiac Cath Lab	Pennsylvania Hospital
Barbara O'Grady, RT		Pennsylvania Hospital
Sonja Payne, RT		Pennsylvania Hospital
Jason Rafferty, RT	Manager, Diagnostic Radiology	Pennsylvania Hospital
Betsy Smith, RT		Pennsylvania Hospital
Andrew Upham		Pennsylvania Hospital
Shannon Curry-Bradly, RT		Pennsylvania Hospital
Michael Dolan, A.A.S., R.T.	Chief Technologist	Lourdes Medical Center of Burlington County
Thomas Coen	Student - Class of 2020	Community College of Philadelphia
Lache Marcus	Student - Class of 2021	Community College of Philadelphia
Education, Birth - Grade 4		
Mary Graham	Executive Director	Childrens Village
Deb Green	Executive Director	Parent Infant Center
Yael Johnson	Student Representative , Community College of Philadelphia	Bala House Child Care
Carol Austin	Executive Director	First Up
Kendra Thomas	Adjunct Instructor , Program Manager	First Up
Emmanuel Harris	Alum of Community College of Philadelphia	Parent Infant Center
Carol Wong	Executive Director	Chinatown Learning Center
Deb Lawrence	Assistant Professor, Early Childhood Education	Delaware County Community College
Essence Allen	Graduate SPED Faculty	Widener University
James Cupit	Early Childhood Administrator	School District of Philadelphia
Engineering Science		
Dr. Berk Ayranci	Instructor, Civil and Environmental Engineering	Temple University, College of Engineering

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Dr. Kenneth A. Barbee	Associate Professor Professor of Mechanical Engineering and Director of Undergraduate Affairs	Drexel University, School of Biomedical Engineering
Dr. David Brookstein	Engineering Advisor Assistant Professor, Dept. of Mechanical Engineering and Mechanics	Temple University Temple University, College of Engineering
Dr. Shawn Fagan	Department Head and Professor, Dept. of Materials Engineering	Drexel University
Dr. Antonios Kontsos	Associate Director, Laboratory for Research on the Structure of Matter	Drexel University
Dr. Michele Marcolongo	Director of Engineering Outreach	University of Pennsylvania Widener University, School of Engineering
Dr. Andrew R. McGhie	Assistant Director of Transfer Advising Laboratory Manager, Laboratory for Research on the Structure of Matter	Drexel University, College of Engineering
Dr. Ronald Mersky	College of Engineering	University of Pennsylvania Temple University
Ms. Noelle Palladino	Assistant Professor, Electrical and Computer Engineering	Drexel University, School of Biomedical Engineering
Dr. Alex Radin	Senior Mechanical Engineer	Piasecki Aircraft Corporation
Dr. David Reiser	Assistant Dean, Department of Engineering and Textiles A. W. Grosvenor Professor, Department of Materials Science and Engineering	Philadelphia University
Dr. Gail Rosen	Assistant to the Dean, College of Engineering	Drexel University
Dr. Janusz W. Romansky	Director, Engineering Program	Drexel University
Dr. Mark Sunderland	Mechanical Systems Manager	Thomas Jefferson University
Dr. Antonios Zavaliangos	<b>Facility Management</b>	
Dr. Ian Marcus	Consultant	The Boeing Company
Dr. Jonathan Spindel	Director of Facilities	AFD Facility Planning
Christine J. Vasko		Mennonite Home Communities

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Karla Hill, MS, SPHR, SCP	HR Director	City of Philadelphia, Office of Housing and Urban Development
Zahra Khaku	Facilities Space Management Specialist	Comcast
Marc Liciardello	Vice President Global Corporate Services	Aramark Corporation
Mohnie Mangat	Director of Operations	SMG
Christopher Newman	Deputy Commissioner for Administration	City of Philadelphia, Streets Department
Kevin O'Toole, CFM, NCARB	Senior Manager Corporate Real Estate & Facilities Management Professor and Coordinator, Facility Management Program	Vanguard
Clifton Fordham	Program	Tyler School of Art, Temple University
Rashida Ng	Chair, Architecture Program	Tyler School of Art, Temple University
Christopher Chan	CCP Alumnus / Student	Temple University
Ashjam Abdeljaber	CCP Alumnus / Student	Temple University
Admir Sabljic	CCP Alumnus / Student	Temple University
Andre Alexander	CCP Student, FM-Construction Option	Community College of Philadelphia
Martha Santos	CCP Student, FM-Design Option	Community College of Philadelphia
Bianca Ware	CCP Student, FM-Design Option	Community College of Philadelphia
Matheus Cruz	CCP Alumnus / Student	Community College of Philadelphia
Beatriz Silva	CCP Alumnus / Student	Community College of Philadelphia
Jeffrey Thomas	Senior Project Manager	Vanguard   Global Workplace Experience
Fashion Merchandising and Marketing		
Chantel Cupid	Sales Supervisor	GUCCI
Tuesday Gordon	Manager/Buyer	Joan Shepp
Joe Hancock	Program Director, MS Retail & Merchandising	Drexel
Jenea Robinson	Owner	March + Mane
Katherine Scilien	Owner	Stone Cooper
Fire Science		
Robert Drennen	Retired Battalion Chief	Philadelphia Fire Department
Olivia Myers	Firefighter - Administrative	Philadelphia Fire Department
Carl Randolph	Deputy Fire Chief, Special Operations Commander	Philadelphia Fire Department
Robert Jeter	Fire Captain, Operation - Philadelphia Fire Academy	Philadelphia Fire Department



# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
<b>Interior Design</b>		
Colleen Harrington	Senior Project Interior Designer at HOK	HOK
Christine Kepko	President / Department Head, Interior Design	CC Design, Inc. / Arcadia University
Lauren Baumbach	Director, Interior Design and Associate Professor, Architecture	Philadelphia University Westphal College of Media Arts and Design, Drexel University
Rena Cumby, IDEC	Associate Professor, Interior Design Chair, Interior Design, Graphic Design and Illustration	Moore College of Art
Kathryn Dethier	and Professor, Interior Design	Princeton University
Amy Hartzell	Senior Interior Designer	Drexel University
Alex DeHaven	CCP Alumnus / Student	Moore College of Art
Lujain Hamed	CCP Alumnus / Student	Philadelphia University
Caitlin Neal	CCP Alumnus / Student	Community College of Philadelphia
Martha Santos	Student, Interior Design	Community College of Philadelphia
Matilda Markovic	Student, Interior Design	Community College of Philadelphia
<b>Medical Laboratory Technology</b>		
Vijal Patel	Blood Bank Supervisor	Corporal Michael J. Crescenz VA Medical Center
Terri Wallowitch	Administrative Director of Laboratory Services	Deborah Heart and Lung Center
Valerie Lanzetta	Instructor and CCP Alumnus	Jefferson Hospital
Shyqirie Kupa	Assistant Laboratory Director	Our Lady of Lourdes
Caroline Burke	JNE Administrative Director	Jefferson Health Northeast
Jadine Chow	Laboratory Supervisor	Atlantic Diagnostic Laboratories
Stephanie Colfer	Operations Manager, Clinical	Atlantic Diagnostic Laboratories
Barbara Snyderman	Senior Laboratory Specialist	Ortho Clinical Diagnostics
Thomas Rhein	Field Application Specialist, Clinical Microbiology	Biomerieux
Noreen Miller	Laboratory Operations Manager	Jefferson Health Northeast
Samantha Skea	CCP Alumnus	
Dr. Darshana Jhala	Chief Pathology and Laboratory Medicine Service	Corporal Michael J. Crescenz VAMC
Sahil Patel	Lab Manager	Corporal Michael J. Crescenz VAMC
Laureen Nearey	Lab Supervisor Outpatient Lab	Lankenau Medical Center
Danielle Wertz		MLHS
Raquel Deleon-Gonsalves	Microbiology Supervisor	Temple Hospital

# COMMUNITY COLLEGE OF PHILADELPHIA

## Advisory Committees - Membership Lists

Member Name	Position	Organization
Dianne Marsango	Laboratory Director	Cooper University Hospital
Rosemarie Francis		Mercy Health System
<b>Nursing</b>		
Dr. Linda M. Celia, DrNP, RN, BC	Assistant Clinical Professor	Drexel University College of Nursing and Health Professions
Shannon Smith, MSN, RN	School Health Services Coordinator	School District of Philadelphia, Office of Specialized Services
Dr. Al Rundio	Associate Dean for Nursing and CNE	Drexel University College of Nursing and Health Professions
Dr. Cheryl Monturo	Professor, Department of Nursing	West Chester University
Dr. Elizabeth Speakman, EdD, RN, ANEF, FNAP	Nursing Education Consultant	
Claire Kean, MSN, RN	Professor, Nursing	Bucks County Community College
Dr. Loretta Sweet	Vice President for Health and Equity and Professor,	Drexel University College of Nursing and Health Professions
Jemmott, PhD, RN	Nursing	
Jennifer Tapner, RN	Executive Director	Watermark Community
<b>Paralegal Studies</b>		
Helen Howlett	Senior Litigation Paralegal	Endo Pharmaceuticals
Nancy Garner	Assistant Director for Knowledge Services	Jenkins Law Library
Michael Furman	Human Resources Consultant (Public representative)	Self-employed
Christine Flynn	Litigation Paralegal and CCP Alumnus	Haggerty, Goldberg, Schleifer & Kupersmith, P.C.
Stephanie Ristvey	Principal	Ristvey Legal Search, LLC
Jamie Gullen	Attorney	Community Legal Services
Johanna Noonan	CCP Alumnus	
Marilyn Howard Cox	Paralegal Manager	Janney Montgomery Scott
Alfred Flowers	Employment Specialist and CCP Alumnus	Connection Training Services
Linda Barron	Administrative Director and Director of Paralegal Services	Marshall Dennehey Warner Coleman & Goggin
Steven Ludwig	Partner	Fox Rothschild
Jamerra Cherry	Paralegal	Joseph, Greenwald & Laake
Linda Sherman	Legal Specialist	WES Health System
Lynette Lazarus	(Public representative)	Retired Social Studies Teacher

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Carol Lydon	Paralegal	Clark Hill PLC
Ken Johnson	CCP Alumnus and Parlegal	GSK
<b>Photographic Imaging and Digital Video Production</b>		
Harris Fogel	Photography Critic	freelance
Jessica Griffin	Photojournalist	freelance
Justin Chan	Owner	freelance
Christine Foster	Professional Photographer	freelance
John Webb	Owner	freelance
Michael Mercanti	Photo Editor	freelance
Andrea Korff	TV Video Producer	WHYY
Amanda Stevenson	Professional Photographer	freelance
Mark Stehle	Professional Photographer	freelance
Jay Hartigan	Audio Producer	freelance
Felicia Perretti	Professional Photographer	freelance
John Welsh	Video Filmmaker	freelance
Addison Geary	Professional Photographer	freelance
<b>Respiratory Care Technology</b>		
John Mullarkey	RESP Educational Coordinator	Temple University Hospital Hospital of the University of Pennsylvania
Margaret Pierce	Department Head, Respiratory	Methodist Hospital
Laura Fantazzi	Department Head, Respiratory	Presbyterian Medical Center
Roseann Rapa	Department Head, Respiratory	Temple University Hospital
Paul Samuels	Respiratory Supervisory	Episcopal Hospital
Hernan Alvarado	RESP Research Coordinator	Aria Torresdale Jefferson Hospital
Lauren Diduch	RESP Department Head	Children's Hospital of Philadelphia
Lisa Tyler	RESP Clinical Coordinator	Children's Hospital of Philadelphia
Honey Pezzimenti	RESP Supervisor	Temple University Health System
Anoop George	RESP Supervisor	Thomas Jefferson University Hospital
Jerin Juby	Supervisor	Penn Presbyterian Medical Center
Guilbert Eusebio	Respiratory Therapist and CCP Alumnus	Thomas Jefferson University Hospital
Jamile Jacobi	Respiratory Therapist and CCP Alumnus	Community College of Philadelphia
Demetrius Fountain	Student, RESP program	Community College of Philadelphia
Vincent Rao	Student, RESP program	Community College of Philadelphia

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Jennifer Hill, RRT	Respiratory Therapist and CCP Alumnus	Einstein Medical Center Hospital of the University of Pennsylvania
Anthony Jackominic	Lead Therapist	
Kellie Joseph, RRT	CCP Alumnus	
Dr. Paul Karlin, DO	Pulmonologist - Medical Advisor, RESP Program	Jeanes Hospital
Monica Purcell, RRT	Respiratory Coordinator	Thomas Jefferson University Hospital Hospital of the University of Pennsylvania
Edward Tollock, RRT	Educational Coordinator, Respiratory Care Service	Albert Einstein Medical Center
Terry Vizak, RRT	RESP Department Head	Cooper Hospital
Dhuraa Collaku	RESP Department Head	Aria Torresdale Jefferson Hospital
Michelle Cole	RESP Department Head	Jeanes Hospital
Sibi Thomas	RESP Department Head	
Sound Recording and Music Technology		
Shani Aviram	Programming Director	MEGAPOLIS Audio Festival
	Assistant Shop Supervisor and Digital Audio Specialist in	
Eric Carbonara	Sound Technology, Media Arts Dept	University of the Arts
Rick Hall	Sound Recording Engineer	Stylograph Records
Joe Hannigan	Recording Engineer and Sound Design	Weston Sound
		Temple University, Boyer College of Music and Dance
Sandy James	System Support Specialist and Webmaster	University of Pennsylvania
Eugene Lew	Instructional Technology Specialist, Dept. of Music	Weathervane Music / Miner Street Recordings
Brian McTear	Studio Owner	Self-employed
Bill Moriarty	Music recording and sound design	Weathervane Music / Miner Street Recordings
Matt Poirier	Engineer	Township Line Music School
James Sauppe	Instructor / Music Producer	Westphal College of Media Arts and Design, Drexel University
Ryan Schwabe	Assistant Teaching Professor	Kawari Sound
Zach Goldstein	Studio Manager	University of the Arts
Kevin Hanson	Faculty	Temple University
Sean Bailey	Faculty	University of the Arts
Michael Johnson	Faculty	

## COMMUNITY COLLEGE OF PHILADELPHIA

### Advisory Committees - Membership Lists

Member Name	Position	Organization
Tourism and Hospitality Management		
Andrew Lovell, MLA	Associate Director of Industry Relations, STHM	Temple University
Corvette Kittrell	Program Facilitator, HRTT	Philadelphia Academies, Inc. Philadelphia Convention and Visitors Bureau
Greg DeShields	Executive Director Multicultural Affairs Congress	Cheyney University of Pennsylvania
Dr. Ivan B. Turnipseed	Chair, Hospitality and Recreation Management	Drexel University Center for Hospitality and Sports Management
Michael Traud	Program Director Hospitality and Tourism	Widener University
Dr. Jeffrey Lolli	Associate Professor School of Hospitality Management	Urban Air Willow Grove
Cicely Reece	Franchise Owner	Sojourn Philly
Qamara Edwards	Business and Events Director	Cambria Hotel
Eric Johnson	HR Manager	Philly Pretzel Factory
Tommy Guest	Owner Operator	Holiday Inn Express Midtown
Marney Cronin	Director of Sales	Sugarhouse Casino
Maryann Warrington	Licensing Specialist	Drexel University Center for Hospitality and Sports Management
Rosemary Trout, MS	Instructor, Culinary Science	Greater Philadelphia Hotel Association
Suzanne Geyer	Associate Executive Director	

# Community College *of* Philadelphia

## Academic Program Review: AA in Religious Studies

Authors: David Prejsnar, Elizabeth Gordon

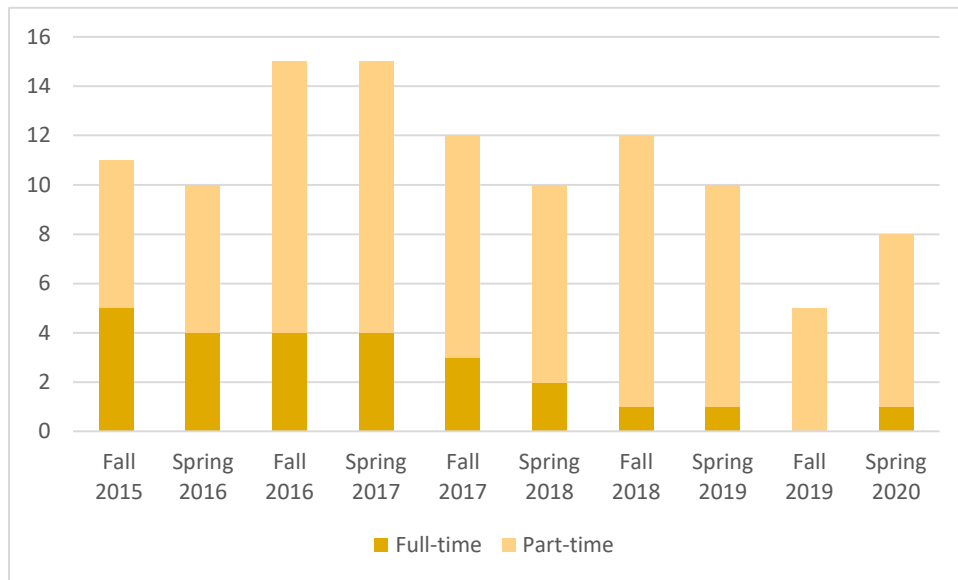
Fall 2020

# 1. Executive Summary

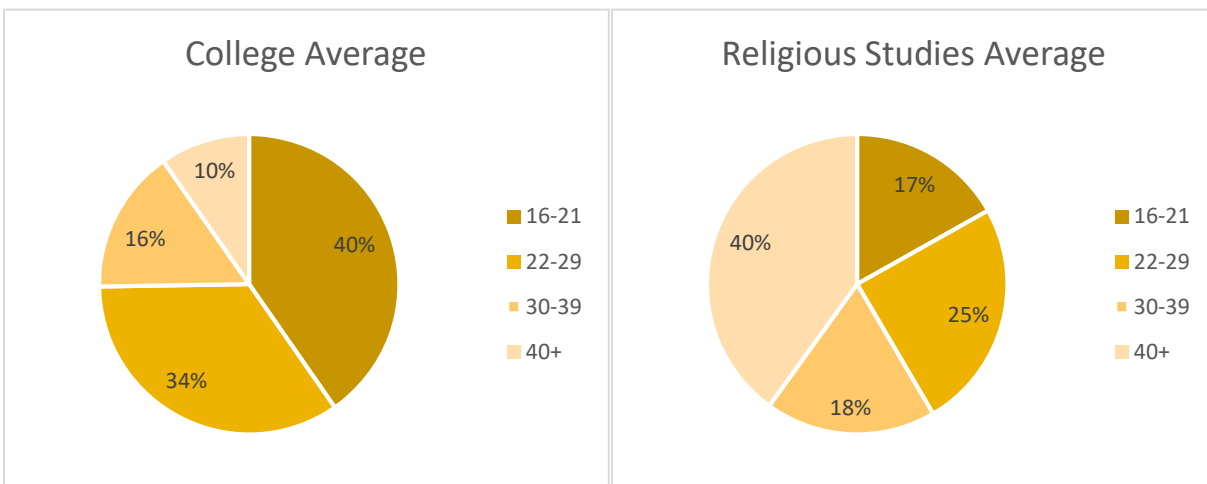
## A. Key Findings

### Enrollment and Demographics

1. Program headcount has declined from a peak of 15 students in Fall 2016 to 5 students in Fall 2019.



2. The Program averaged 19 percentage points more people who identified as Male (56%) than did the College overall (37%).
3. The Program’s age composition was older, on average, than that of the College, with a larger proportion of students over the age of 30 (60%) than the College’s overall proportion (25.2%).



### Retention

4. Fall to Spring, the Program mirrored the College proportionally on all measures of persistence.
5. Fall to Fall, the Program averaged a larger proportion of students who did not persist (73%) than did the College (48.6%), and smaller proportions of students who returned to the same program (18%) and graduated (4%) than the College overall (33.4% and 9.6%, respectively).

### **Success and Graduation**

6. The Program awarded a total of 5 AA degrees during the period studied.
7. The Program is part of a collaborative partnership with The Presbyterian Historical Society that includes archive access for student research, internships, and exhibiting student work.

### **Transfer**

8. Over the period studied, six students transferred to another institution.
9. One graduate of the Program transferred; that student graduated from their transfer institution.

### **Assessment**

10. All four PLOs were assessed at least once during the period studied; most were assessed each semester.
11. Program benchmarks for all PLOs are that at least 75% of students will receive scores of 2 or better on a 4-point scale. All benchmarks were met each semester.
12. According to the Program, assessment results are used by faculty in advising or intervening with individual students.
13. The degree to which results are discussed among Program faculty, or to which action plans have been implemented or re-assessed, is unclear from available documentation.
14. Assessment data collection was robust, but there was no documentation of analysis or application of data for continuous improvement since 2018.

## **B. Prior Audit (Fall 2014)**

Recommendations from Prior Audit and Program Response:

### ***1. Create Action Plan for Improving Program Management***

The program has yet to meet the enrollment goals projected in the Program proposal. Like other small programs that have few full-time associated faculty, there are challenges with completing all the tasks associated with program management (recruitment, retention, audits, program SLOs, advising, (see recommendations below) etc.). The department faculty have recently recommitted to the degree and have begun to initiate program management initiatives. A full plan for program management including: recruitment, advising, marketing, and course options (and ordering in the curriculum map) for students should be developed to grow and sustain the program.

Timeline: Plan Completed Fall 2015



Persons Responsible: Program Faculty, Department Head, Division Dean

Program Response: Following the last Program Audit the Program Faculty met and decided on an action plan for improving program management. The main components of the plan were to improve outreach and advising to students in the program, increase marketing of the Program through Program events, improve course sequencing of program courses including revising the Curriculum Map in conjunction with the new Guided Pathways initiative, and better integrate Program Courses into the College's General Education requirements.

In order to improve outreach to students, the Coordinator for the program has sent an email to students in the program each semester at the beginning of the advising period for the coming semester. Also, since many of the students in the program were taking Religious Studies courses taught by the Program faculty, students have been asked to schedule advising appointments with the Coordinator. These advising sessions usually discuss which courses needed to be taken in the future, as well as transfer and career plans. Also, Advisors and Counselors are asked to direct students in Religious Studies or interested in Religious Studies to the Coordinator. A sheet listing all the upcoming courses is supplied and made available each semester.

The plan to better market the program has involved a number of components. Beginning in 2016 the Religious Studies Program began to offer a Religious Studies lecture each semester. These lectures were open to the Philadelphia community as well as the entire College community. The average attendance at these talks varies but usually is in the range of 80-120 people. The talks and the Religious Studies Program are advertised on other college and university campuses and have attracted students and faculty from other institutions. At each lecture the audience is given brochures on the Religious Studies Program and the courses in Religion. The Coordinator gives a short presentation overview of the Program before the talk. Each semester, the Program sponsored a Meet and Greet event for students with refreshments. These events discuss current issues relating to religion, why religious studies might make sense, and transfer/career opportunities in Religious Studies. Finally, for the past two years during the fall and spring Religious Studies Week the Program has sponsored workshops given by College counselors, staff from Career Connections, and outside speakers on career decisions and internship possibilities related to Religious Studies.

The Religious Studies Program has made changes to improve the course sequence in the Program and improve the course options in order to grow the Program. Some of these changes are also addressed in Recommendation 2. First, the course sequencing was improved in order to ensure that majors in Religious Studies would be able to complete the course sequence in two years. This sequencing is being further refined and improved in the Course Revision that will go to the Academic and Student Success Council by the end of Fall 2020. Second, online sections of RS 101 and RS 170/HIST 170 were developed, allowing students to complete the degree online. These online sections have run successfully with almost full enrollments. Third, through the Guided Pathways initiative the course selection and sequences were improved and student options made more concise. Fourth, a new Religious Studies course, RS 160: Death and Dying, was written. This course will address transfer and career needs of students in the program and should also be attractive to students in programs such as Allied Health and Behavioral Health and Human Sciences. This course is in the final stages of approval, and will become a Program Core Course in the upcoming Program Revision. Fifth, a new Proficiency

Certificate in Religious Studies is being developed and is in the final stages of approval. While separate from the Program it may also be an entry point into the Program for some students, as well as a stackable certificate. Finally, in order to make the Religious Studies courses better reflect the skills addressed in the courses, more attractive to students and allow for students in the program to seamlessly complete the Program, a number of program core courses (RS 101, RS 175 and RS 180) were revised to meet General Education requirements. Currently, RS courses are in the final stages of approval for the new General Education requirements.

## *2. Improve Efficiency of Course Offerings*

The Program must revise its course schedule in order to improve course efficiency. The Program must evaluate their course offerings and offer courses based on enrollment figures. The online courses provide flexibility to the students and should enable the Program to offer fewer courses at regional campuses. This should also include determining if current courses that have not run recently should stay within the course catalog.

Timeline: Spring 2015

Persons Responsible: Department Head and Dean

Program Response: As discussed above, the schedule of Religious Studies courses was revised and the number of course offering reduced to improve course efficiency. It was decided to offer the four most popular Religious Studies courses at least once each year. Over the past five years the two required Religious Studies courses (RS 101 and RS 151/PHIL 151) have run almost every semester, often involving multiple sections. RS 170/HIST 170 has been offered in the fall term, and RS 152/PHIL 152 has been offered in the fall or spring. This sequence will allow students in the Program to complete their degree in two years or less. Online sections of RS 101 and RS 170/HIST 170 were developed, allowing students to complete the degree entirely online. These online sections have usually run successfully with healthy enrollments. Once approved, an online section of the new RS 160 will be developed. In the upcoming Program Revision, RS 160 will be a required foundational course. This will mean that in addition to RS 101, RS 151/PHIL 151 and RS 160 students will only need one more Religious Studies course.

Regarding RS 175 and RS 180, courses offered less often and ones that have not run recently, a plan was undertaken to increase their attractiveness through having them meet General Education Requirements, and to develop and offer online sections of these courses. They were both approved for the current General Education Requirement, and are in the final stages of approval for the new General Education Requirements. An online section of RS 175 has been developed. It is the hope that these changes will attract more students. If this does not happen, then the Program and Department may revisit whether RS 175 and RS 180 should stay in the course catalog.

## *3. Program Assessment*

Looking at the Program documents, it is clear that assessment is occurring. However, the assessment design (and reporting) makes it difficult to determine where specific deficiencies exist when students are not meeting Program SLOs. As a closing the loop activity, the program should develop additional measures and clarify their documentation and reporting procedures in order to better pinpoint areas of strength and weakness within courses and programs. The program faculty have already begun this process.

Timeline: Additional Assessments completed by end of Spring 2015.

Persons Responsible: Program Faculty, Department Head, Office of Academic Assessment and Evaluation

Program Response: The Program and the Department of History, Philosophy & Religious Studies developed and implemented an assessment plan and cycle. According to this plan at least one or more Program Learning Outcome was assessed in one more Program courses during the fall and spring semesters. The Department has modified and clarified the Assessment Rubric. Assessment results from the previous semester have been distributed and discussed at Program meetings. While the overall results have been positive, this assessment has identified a number of weaknesses, such as the ability of students in regard to written communication. The Program faculty have begun the process of building in greater writing and critical thinking “scaffolding” into the courses, to guide the students through writing in the discipline.

#### *4. Identify factors influencing retention, attrition and success*

The Program should identify factors influencing attrition and course completion. The Program has a large population of students over the age of forty and should be aware of methods to improve retention and course completion among this age group through bolstering academic supports.

Timeline: Completed Fall 2015.

Persons Responsible: Department Head, Program Faculty, Office of Academic Assessment and Evaluation

Program Response: Factors influencing student attrition and course completion have been identified and addressed through the responses to prior recommendations. First, students were sometimes confused by a wide range of course options in areas such as the humanities or social sciences. This has been addressed through the Guided Pathways initiative, and the development of clear program grids. Second, improved course efficiency and offerings should address the problem of students not graduating due to courses not being offered in a timely manner. Third, the greater number of online sections should also improve retention. Fourth, in the current academic year, students in the Program can now complete their General Education requirements (outside of Math and Science)

entirely within the Program Core, eliminating the need for students to apply for Course Substitutions.

The largest hurdles for students are the Math and Science requirements. Looking at the students in the Religious Studies program who are listed in My Degree Path at the end of November, 2020, only 18% of the students took and passed their Foundational Math and non-lab Science courses at the conclusion of their first nine courses attempted. Many of the students either Failed or Withdrew from their Foundational Math and/or Science courses or did not take these courses within their first nine courses. While important, these courses often present the most serious hurdle for many of our students, especially those who have not recently graduated high school. There are three changes and initiatives that may improve these causes of attrition. First, one of the features of Guided Pathways is to discourage students from delaying taking their math and science courses until their final semesters. As well, the Program is part of the Liberal Arts/Communication Academic Pathway. This Pathway is currently in the process of working with the Foundational Math Department to develop a new course for these programs that would be more appropriate than the current Foundational Math 118. This has a good potential for improving retention for students over forty.

Finally, for some students, such as those already working in a faith-based social welfare organization or seeking a non-degree credential for lay and assistant clerical leadership, the new Proficiency Certificate in Religious Studies, which does not require Math or Science, may be an attractive option. It could also be a gateway and path into an academic degree at the College or at a transfer institution.

### C. Action Items

#### **Global Recommendation**

Though the Program has clearly made improvements in line with the recommendations from the prior audit, the following areas for improvements are largely parallel to those made in 2014. Because of persistent low enrollment, transfer, and graduation rates despite Program actions, it is recommended that the Religious Studies A.A. Program be discontinued. The Program faculty should work with the Division and the Liberal Arts A.A. program to create a plan to continue offering courses, to teach out or advise students who are presently enrolled in the Program, and to embed the newly developed (Fall 2021) proficiency certificate within the Liberal Arts degree.

If the Program does continue as it is presently constituted, then the Office of Assessment and Evaluation makes the following recommendations for the Program:

#### **Enrollment and Demographics**

1. Increase Enrollment as follows:

	Fall 2018 (Benchmark)	Fall 2019	Fall 2020	Fall 2021
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Headcount	12	5	58.3% decrease in headcount*	7	40% increase in headcount	15	114.3% 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	25%			4	57.1%	9	60%
Graduated	16.7%			0	0%	0	0%
Did Not Persist	58.3%			1	14.3%	4	26.7%
Returned to Different Program	0%			2	28.6%	2	13.3%

\*From Fall 2018 headcount. 2018 column updated on July 14, 2020 to reflect most current IR data and to exclude student in an inactive program (Liberal Arts: Religious Studies Option) now being counted on a separate table. 2020 & 2021 projections adjusted accordingly.

- Investigate course enrollment patterns and other academic behaviors of community college students over 30; use this information in the development of any future program or course revisions.

### Success/Graduation

- Survey students who enroll in Religious Studies courses but do not complete the A.A. degree program to learn about their motivations, plans, and needs.
- Develop and implement plan, informed by data on behavioral patterns and educational needs of older community college students, to improve retention and graduation rates.

### Transfer

- Investigate possible reasons for low transfer rate and implement interventions as indicated.

### Assessment

- Consider revising PLO benchmarks to yield more sensitive and actionable data.
- Because there is only one full-time faculty member responsible for Program development, data-driven improvements have been made (e.g. scaffolding more writing activities and instruction throughout the Program in response to assessment data), but their effects have not been clearly documented. Program should develop a plan to regularly discuss assessment data and develop action plans for continuous improvement, and to document the same, as a Program.

### External Community Relations

- Build on existing community and academic relationships, and seek out further connections, to expand both experiential and transfer opportunities for students.

#### D. Narrative

The Religious Studies program is designed for students preparing to transfer to a baccalaureate degree-granting institution with a major in religion or theology, students contemplating a career in religion either as a scholar or a cleric, students who want to explore their own religious beliefs in relation to the beliefs of others, and students interested in the role of religion in the contemporary world.

It is the belief of scholars in the academic field of Religious Studies that the phenomenon of religion interacts with all aspects of human life and existence. Therefore, students in the program address a wide variety of intellectual questions relevant to the variety of program courses. Of course, Religious Studies at the College does not seek to promote or disprove any religious belief or tradition. In examining these questions, no religious persuasion is expected or presumed for any student. What is expected is a critical examination of the questions and problems raised, a willingness to address questions and understand each tradition on its own terms, and a continual openness to the re-evaluation of one's own beliefs.

# Community College *of* Philadelphia

## Academic Program Review: AA in International Studies Executive Summary

Authors:

Mak Khan, Teresa Frizell

Fall 2019

# 1. Executive Summary

## A. Key Findings

It is difficult to distinguish this Program from the Liberal Arts AA in terms of curriculum and assessment. The Program does not control any courses. Faculty designed Program Learning Outcomes (PLOs) according to a practice that is no longer utilized at this College, and so the PLOs should be revised and assessed. The Program has a higher rate of graduation than the College overall.

### **Enrollment and Demographics**

1. Program headcount ranged between 46 and 66. It averaged 47% full-time students, in contrast to the College's 27% full-time enrollment.
2. Program enrollment averaged 21% people who identified as Black Females, which was 10 percentage points lower than the average enrollment for the same group across the College. This difference was mainly accounted for by higher enrollment of people who identified as Hispanic.
3. Program enrollment averaged 85% students between the ages of 16-29. This is 10 points higher than the College average for the same group.

### **Retention**

4. At 22.5%, the proportion of International Studies students who returned to the Program from Fall to Spring semester in the same academic year (Fall to Spring) averaged four percentage points lower than the proportion of students who returned to the same program across the College, Fall to Spring.
5. At 38%, the proportion of International Studies students who did not return to the College from one Fall semester to the next Fall semester (Fall to Fall) averaged eight percentage points lower than the proportion of students who did not return to the College, Fall to Fall.

### **Success and Graduation**

6. At 17%, the average proportion of International Studies students who graduated each Spring was seven points higher than the College average.
7. The Program has awarded 61 AA degrees since 2014.

### **Assessment**

8. The Program does not control any courses.
9. Three out of the five PLOs are General Education requirements, which is not aligned with best assessment practice.
10. PLO Assessment only included PLO 1 and 2.
11. The Program rotated assessment of analyzing culture, speaking, listening, reading, and writing in another language across all language courses. Faculty analyzed assessment results and read and applied appropriate teaching techniques from peer-reviewed journals in response.
12. The benchmarks for PLO 1 and 2 are, respectively, a mean score of 60% on the assessment instrument across courses.



13. There were notable differences in assessment results between languages, e.g., 67.5% in French 101 and 86% in Arabic 101.

**Cost**

14. Cost is tracked by Foreign Languages, not International Studies. Foreign Languages cost averaged \$147.88 per credit hour compared to Liberal Studies average cost per credit hour of \$174.54 and the Colleges’ average of \$177.84.

B. Prior Audit - 2014

Recommendations from Prior Audit and Program Response:

1. Make a determination about the coherence of explicit curricular pathways in the program.  
**Program Response: The Program did not move forward due to concerns over viability of an introductory course. The Program courses were mapped to liberal arts courses that included an international focus specifically in order to allow students flexibility in choosing courses.**

2. Explore ways to increase program size through a program management plan.  
**Program Response: In order to grow the program, the program coordinator intends to market International Studies as follows:**

- **First, enhancing the visibility of the program within the College**
- **Second, adding an annual lecture series on International Studies**
- **Third, adding German and Urdu as language course offerings**

3. Further refine Program Student Learning Outcomes.  
**Program Response: The program did not refine its learning outcomes, now called Program Learning Outcomes.**

C. Action Items

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

**Enrollment and Demographics**

1. Increase enrollment and retention according to departmental goals listed on the table below.

	Fall 2018	Fall 2019	Fall 2020	Fall 2023	Fall 2021	Fall 2022	Fall 2023
Headcount	59	60	69	74	79	85	90
Returned to Same Program	30.8%	31%	40%	45%	50%	55%	60%
Returned to Different Program	5.8%	5.8%	4.5%	4%	3.5%	3%	2.5%
Graduated	32.7%	33%	40%	45%	50%	55%	60%

Did Not Persist		30.8%	3REMO VE	25%	20%	15%	10%	10%
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2. Implement curricular changes to distinguish an AA in International Studies from an AA in Liberal Arts.

**Transfer**

3. The office of Institutional Research will provide the Program with data on transfer students’ areas of study, time to completion, and graduation rates.

**Assessment**

4. Revise Program Learning Outcomes so they reflect current practices in International Studies and at the College.
5. Revisit 60% benchmark for Foreign Language courses using peer reviewed research or examples from other institutions to ensure best practice.
6. Analyze assessment results to formulate explanations for differences between languages in mean scores on the assessment instrument. Apply appropriate techniques to increase scores in the languages with lower scores.

D. Narrative

Although relatively new, the International Studies Program is growing and the students are performing well. At 17%, the Program’s graduation rate was seven points higher than the College average graduation rate. The program’s Fall to Fall retention is also stronger than that of the general student body at the College. The program’s outcomes assessment will be revised further to strengthen student learning and to better define the mission of the program.

Considering the shifting directions in the field of International Studies towards understanding international, translational and global affairs, the program will be focusing on key areas of development. Through in-depth conversations with colleagues and faculty here at CCP and at other institutions, and an analysis of the current trends in the labor market for IS graduates, the Program has developed the following strategy to further enhance the relevance and quality of the Program:

1. Promote a recently added feature of graduating with “Distinction in International Studies,” which offers an opportunity for students to graduate the program with “Distinction” with a General focus, or with a concentration in Latin America, Africa/Middle East, or Asia Studies.
2. Develop network with institutions of higher education and non-governmental organizations working in the field.
3. In order to develop strong, sustaining, student connections within the program, IS will institute an annual guest lecture series in which the academic community and industry professionals in the field of International Studies will be invited to speak to CCP’s IS community.
4. Design and implement an introductory course to International Studies, which will be a foundational course in the curriculum.

Academic Program Review Follow-up Report Summary - November 2020

*International Studies, Mak Khan, Coordinator*

**Action**

The Student Outcomes Committee took the following action on 11/7/2019:

The Student Outcomes Committee unanimously recommended the International Studies program should submit a follow-up report in one year providing an update on its progress. The follow-up report should address outreach to four-year institutions and the private sector; learning outcomes; relationships with businesses; labor market trends; tracking graduates; mapping the vision and mission to the curriculum and separating its curriculum from Liberal Arts; and progress on the program review's action items.

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**Audit Recommendation # 1:** Expand outreach to four-year institutions and the private sector.

Partnership with Drexel University for USFIL Grant. Drexel and International Studies are going to apply for 2021 Undergraduate International Studies and Foreign Language (UISFL) program. The tentative program is to organize a one-day symposium, speaking engagements or any kind of rotating campus visits at the beginning and/or end of the grant cycle to best promote the integration of international studies and foreign languages, as well as the promotion of international studies and language learning overall at our respective institutions.

**Audit Recommendation # 2:** **Assessment:** Revise Program Learning Outcomes so they reflect current practices in International Studies and at the College; Revisit 60% benchmark for Foreign Language courses using peer reviewed research or examples from other institutions to ensure best practice; Analyze assessment results to formulate explanations for differences between languages in mean scores on the assessment instrument. Apply appropriate techniques to increase scores in the languages with lower scores.

- The assessment benchmark is being raised from 60% to 70% effective Spring 2021.
- Different languages present different obstacles in the learning process. Assessing all skills at once will give students who are weaker in one area the opportunity to show their ability in a different area. French, for instance, is a language with many pronunciation intricacies, and many students struggle as a result with Listening and Speaking. However, in many instances those very same students do much better with writing. As a result, notable differences in assessment results between Latin and non-Latin languages is to be expected in some of the assessment areas. Assessing all five skills every semester should even out the scores.
- Teaching strategies and textbook options are being reviewed and updated to best address the learning needs of students, particularly in an online environment.
- The learning outcomes for World Languages are currently under review. The one for culture has already been revised. It reads “Analyze and discuss select aspects of target culture, such as history, traditions, resources and diversity.”

**Audit Recommendation #3:** Expand relationships with businesses.

Began a conversation with Power Up: Community Business Acceleration Program in October 2020 about the avenues of doing collaborative work in building relationship with small businesses. Next Action/Outcome: Power Up and International Studies are going to apply for Ibex and Global Solution- federal funded programs for Community College Exchange Program for the upcoming cycle.

**Audit Recommendation #4:** Consider labor market trends.

The latest market trend shows that graduates with International studies enter the labor market in a variety of sectors: schools, hospitals, courtrooms, government, and conference centers as interpreters and translators. There has been a 20% increase in these occupations. Given the bilingual and biliterate demands of the labor market, the program has started to position itself for stronger transfer and marketability by developing courses specifically offered in 4-year Global Studies programs and by keeping the foreign language focus of the curriculum as a central aspect.

**Audit Recommendation #5:** Track program graduates.

The coordinator developed a program-level group emailing system. This listserv has been in use to maintain contact through sharing information about scholarships opportunities, academic event, and avenue for participation in global events.

**Audit Recommendation #6:** Map the vision and mission of the curriculum and separate IS program from Liberal Arts.

A new course was added to the IS program, GLS 101: Introduction to Global Studies. In this required course, effective Fall 2021, students examine how different nation-systems understand, collaborate and respond to global pandemics and introduces students to the skills, methods, and perspectives that enable them to study international issues at global levels from an interdisciplinary perspective. This foundational course will distinguish International Studies program from the Liberal Arts degree. To further enhance the transferability of the graduates to a four-year degree program in Global Studies, the program will develop another required course, GLS 102: Introduction to Global Banking Systems, in the near future.

# Demographics – Online 7 Week Courses

	Summer 2019		Summer 2020	
	#	%	#	%
<b>Asian</b>	242	11.08%	536	12.00%
<b>Black Non-Hispanic</b>	896	41.01%	1711	38.32%
<b>Hispanic</b>	282	12.91%	633	14.18%
<b>Other/Unknown</b>	159	7.28%	303	6.79%
<b>White Non-Hispanic</b>	606	27.73%	1282	28.71%
<b><i>Total</i></b>	<b>2185</b>	<b>100.00%</b>	<b>4465</b>	<b>100.00%</b>
<b>Female</b>	1622	74.23%	3245	72.68%
<b>Male</b>	561	25.68%	1209	27.08%
<b>Other/Unknown</b>	2	0.09%	11	0.25%
<b><i>Total</i></b>	<b>2185</b>	<b>100.00%</b>	<b>4465</b>	<b>100.00%</b>

# Grade Breakdown – Online 7 Week Courses

	A/B/C/P		MP/D/F/FS		I/W/NR	
	<i>Summer '19</i>	<i>Summer '20</i>	<i>Summer '19</i>	<i>Summer '20</i>	<i>Summer '19</i>	<i>Summer '20</i>
<b>Asian</b>	268 (86.5%)	736 (91.8%)	25 (8.1%)	40 (5%)	17 (5.5%)	26 (3.2%)
<b>Black Non-Hispanic</b>	797 (71.7%)	1821 (77.3%)	183 (16.5%)	346 (14.7%)	131 (11.8%)	189 (8%)
<b>Hispanic</b>	303 (82.6%)	775 (85.8%)	36 (9.8%)	75 (8.3%)	28 (7.6%)	53 (5.9%)
<b>Other/Unknown</b>	179 (86.5%)	361 (84%)	20 (9.7%)	44 (10.2%)	8 (3.9%)	44 (10.2%)
<b>White Non-Hispanic</b>	661 (89.4%)	1501 (90.7%)	36 (4.9%)	75 (4.2%)	42 (5.7%)	75 (4.2%)

**Note:** Percentages in parenthesis are row percentages and frequencies are individual letter grades. For example, “Of the letter grades received by Black students in Summer ‘20, 11.8% were I’s, W’s, or NR’s.”

Academic Pathway	Major	Fall 2019 Enrollment	# of Employers	# of Prospective Employers
Business, Entrepreneurship, Law	Accounting	196	19	5
Business, Entrepreneurship, Law	Business General	1454	25	4
Business, Entrepreneurship, Law	Culinary Arts	117	14	3
Business, Entrepreneurship, Law	Digital Forensics	19	3	4
Business, Entrepreneurship, Law	Fire Science	78	1	0
Business, Entrepreneurship, Law	Hospitality Management	39	15	4
Business, Entrepreneurship, Law	Justice	276	9	3
Business, Entrepreneurship, Law	Paralegal Studies	96	13	5
Business, Entrepreneurship, Law	Technical Studies	3	1	4
Creative Arts	Arts & Design	311	3	4
Creative Arts	Digital Video Production	108	5	4
Creative Arts	Fashion	88	12	3
Creative Arts	Music Performance	23	3	4
Creative Arts	Photographic Imaging	58	3	2
Creative Arts	Sound Recording & Music Technol	105	4	2
Creative Arts	Theater	76	0	5
Design, Construction, & Trans	Architecture	89	9	1
Design, Construction, & Trans	Automotive Technology	56	15	2
Design, Construction, & Trans	Building Science	8	5	1
Design, Construction, & Trans	Construction Management	71	14	6
Design, Construction, & Trans	Facilities Management	121	10	4
Design, Construction, & Trans	Interior Design	27	6	0
Education & Human Services	Behavioral Health/Human Services	507	23	4
Education & Human Services	Education Secondary Humanities/S	41	6	1
Education & Human Services	Education Secondary Math/Scienc	16	6	1
Education & Human Services	Education, Early Childhood	502	48	1
Education & Human Services	Education, Middle Level	62	8	2
Education & Human Services	Liberal Arts-Social/Behavioral Scien	178	18	0
Education & Human Services	Psychology	594	3	0
Healthcare	Dental Hygiene	68	11	3
Healthcare	Diagnostic Medical Imaging	41	3	5
Healthcare	Health Services Management	83	10	1
Healthcare	Healthcare Studies	4168	16	1
Healthcare	Medical Laboratory Technician	39	3	2
Healthcare	Nursing	293	21	1
Healthcare	Respiratory Care Technology	54	4	1
Liberal Arts & Communication	American Sign Language/Interpret	37	4	1
Liberal Arts & Communication	Black Studies	6	0	5
Liberal Arts & Communication	Communication Studies	141	16	0
Liberal Arts & Communication	English	201	2	0
Liberal Arts & Communication	International Studies	35	4	0
Liberal Arts & Communication	Liberal Arts	1954	7	0
Liberal Arts & Communication	Liberal Arts Honor Option	35	3	1
Liberal Arts & Communication	Mass Media	105	20	1
Liberal Arts & Communication	Religious Studies	5	1	4
Science & Technology	Applied Scienc & Engineering Tech	70	7	3
Science & Technology	Biology	141	0	4
Science & Technology	Chemistry	41	0	1
Science & Technology	Computer Information Systems IT	653	8	4
Science & Technology	Computer Science	192	5	7
Science & Technology	Cybersecurity	94	3	2
Science & Technology	Engineering Science	159	13	5
Science & Technology	Mathematics	15	0	0
Science & Technology	Network Technology Management	12	2	4
		<b>13961</b>	<b>464</b>	<b>135</b>

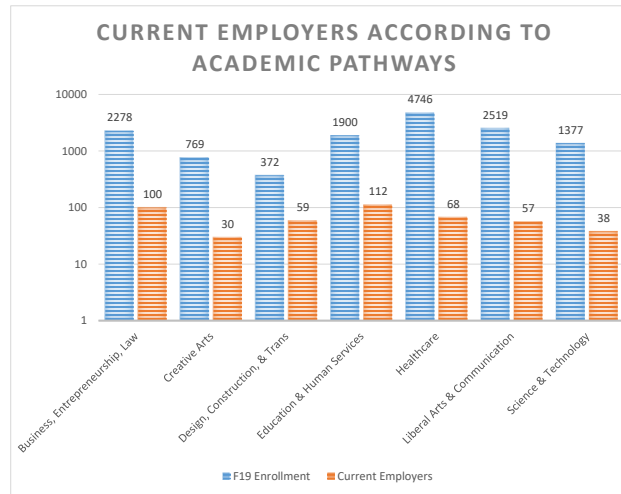
**Summary Tables & Charts**

*Enrollment By Academic Pathway*

Academic Pathway	Fall 2019 Enrollment
Business, Entrepreneurship, Law	2278
Creative Arts	769
Design, Construction, & Trans	372
Education & Human Services	1900
Healthcare	4746
Liberal Arts & Communication	2519
Science & Technology	1377
<b>Total</b>	<b>13961</b>

*Existing Employers by Academic Pathway*

Academic Pathway	Current Employers
Business, Entrepreneurship, Law	100
Creative Arts	30
Design, Construction, & Trans	59
Education & Human Services	112
Healthcare	68
Liberal Arts & Communication	57
Science & Technology	38
<b>Total</b>	<b>464</b>



Workforce Subcommittee Meeting  
Monday, January 25, 2021 (via Zoom)  
10:00 AM to 12:00 PM  
Minutes

**Presiding:** Mr. Jeremiah White

**Committee Members:** Mr. Clancy, Ms. Fulmore-Townsend, Mr. Herzog, Ms. Ireland, Ms. Posoff, Mr. Bradley

**College Members and Guests:** Dr. Generals, Dr. Gay, Dr. Hirsch, Dr. Rooney, Dr. Zanjani, Ms. Zellers, Ms. de Fries, Ms. Witherspoon, Ms. Henk, Ms. Washington, Mr. Coleman

Mr. White called the meeting to order at 10:03 AM.

The minutes of the December 14, 2020 meeting were approved.

Mr. White opened the meeting with the first agenda item, the review and discussion of workforce program enrollment metrics and trends. Dr. Hirsch provided an overview of enrollments over the last five years in the College's credit career programs. Enrollments for 20-21 Academic year are not included in the document. The document provided was an updated version due to an error he noticed in the Automotive Technology program information and will be included in the updated package sent to subcommittee members.

Mr. Clancy asked about the decrease in Automotive Technology program enrollments as we are preparing to build a new center. Dr. Hirsch indicated the decline is not steep, and the program has been impacted by space limitations, which the new facility has sought to address. The expectation is that there will be a fivefold enrollment growth in the next 5 years after the new facility is open. This growth will be due to the breath of new programs and our increased capacity in the new facility. Dr. Hirsh indicated that the board should expect that enrollment this semester will continue to decline for Automotive Technology because of the pandemic restrictions and the relocation to a temporary space with limited capacity.

Ms. Fulmore-Townsend asked if there are other programs we should be concerned about regarding enrollment capacity because of our physical capacity or equipment issues. Dr. Hirsch indicated that some of our allied health programs are limited because of physical capacity and our ability to place students in clinical settings. He also indicated that we try to have the latest technology for many of our programs so that we do not see a decline in enrollment. We also work with industry on these programs. It was noted by Dr. Hirsch that the College needs greater connection to external partners for programs like accounting, culinary, and criminal justice.

Ms. Ireland asked how we use data to make decisions regarding whether changes or shifts in programs need to be made, and what the timeframe looks like. Dr. Hirsch indicated that it's a continuous process. The College is not only reviewing programs during the Student Outcomes Committee Program Reviews every five years, but on a regular basis the Deans, Department heads, and faculty are looking at programs, the advisory committee meeting feedback, and faculty assessment information to see whether changes are needed. The College regularly submits



adjustments to programs through its Curriculum Review Committee, or makes other adjustments if they do not need a full review.

Mr. Bradley asked about the total life cycle review and whether we track if students are still in the fields they studied in one year later. He gave the gas pipeline program as an example. Dr. Hirsch indicated that this is an area where the College needs improvement and that the College is working on a solution to be able to better track that information. The conversation focused on Peco and PGW's needs for Gas Distribution program, which Mr. Bradley noted is typically only 50% remain with the company one year later. Ms. Ireland indicated that PGW's labor force is shifting to their 3<sup>rd</sup> party contractors. Mr. Bradley indicated that PECO directly hires about 135 gas mechanics, but contracts with another 400-500. This plan is good to 2035, but PECO needs more mechanics.

Dr. Generals indicated that as a school we need to look at the macro-factors that go into the overall economic movement and shifts that we are seeing. Specific to the Career and Advanced Technology Center, that is a broad field approach that looks at overall economic training needs. In addition, Ms. Fulmore-Townsend noted that even if a participant leaves a sector, that is not necessarily a failure. Staying in the sector is a business level outcome for PECO or PGW, but organizations like CCP or her organization still view being connected to the workforce one year later or moving into further education are still successes.

Dr. Hirsch also reviewed enrollments in the College's Proficiency Certificates (PC). He talked about the Biomedical Medical Equipment Technician PC. Employer partners indicated that students need more education than the PC alone, and as a result the College is creating an associate degree. Some PC's are stand alone and lead directly to employment.

Ms. De Fries began her review of Workforce and Economic Innovation (WEI) Occupational Certificate Programs. She indicated that our area has flexibility for hiring faculty for these programs, and those are based on when we meet the necessary minimum enrollments. WEI faculty are hired as adjuncts. There are no full time instructors in the WEI unit. Enrollments in some programs, for example, Dental Assistant program is limited by access to facilities. Some variability in enrollment are the result of our ability to obtain contracts to run cohorts for organizations.

There was some discussion about the WEI welding program and our capacity related to Philly Shipyard's need for welders (1,200 new jobs). It was reported that the College's access to welding labs to run its program belong to the School District of Philadelphia, and that facility was shut down with the asbestos concerns in the building, with COVID also now impacting access to the facility. The College was able to run limited welding training at Rhoads Industries training facility. Pat Clancy reported that the Rhoads Industries facility was returned to Philly Shipyard. He indicated that PWI is supporting welding training at the Shipyard through the Consortium and Delaware County Community College's instructors. Ms. de Fries noted that the College does have trained welding instructors and could be the trainer of record for that activity, and she also noted that the CATC will give WEI welding capacity.

Board discussion focused on how the institution can pivot to be the workforce model we need to be to serve the people of Philadelphia and how the College should be up to speed on who is bringing jobs to Philadelphia. The question was asked as to whether we have had discussions with Philly Shipyard and the needs of the Navy Yard. Dr. Generals indicated that he has been having conversations at the Navy Yard for 4 or 5 years. The CATC is a response to these and other

conversations to position the College to provide workforce training, specifically for the Navy Yard. Board members want to better understand the balance between some short term goals versus longer term strategy and strategic milestones.

Ms. de Fries began her review of WEI Revenue, Enrollment and Other Metrics over the last five years. An updated revenue metrics documents was presented and will be sent out with the minutes due to an error in revenue reported for FY 19-20. She noted that enrollments for WEI are different than credit enrollments as we are more focused on headcount for individuals to sign up for several of our offerings. In addition, each enrollment has different value because of the varied program costs we offer. Ms. de Fries noted that revenue reached a high point in 17/18 due to significant contracts with PWI in that fiscal year with the training activity carrying over into 18/19. Revenue in 18/19 was 22% above 15/16 benchmark. Ms. de Fries noted that 19/20 revenue was ahead of 18/19's numbers in March when COVID hit and that we were anticipating exceeding 18/19's revenue numbers based on activity booked for the remainder of the year. Ms. de Fries also provided a document that gives a comparison of revenue to enrollments for each revenue generating area of WEI. It was noted that while total revenue does appear to decrease from the high of 18/19, the revenue per enrollment has gone up overall. This is due to lower costs in Corporate College as more employers seek to mainstream their employees into classes, and due to an increased emphasis on enrollments in WEI workforce programs versus its lower cost professional development workshops.

Mr. Bradley noted that revenue seems to be on a decline. Ms. Ireland asked to see revenue metrics presented year over year. Ms. Posoff wants to better understand the obstacles causing the downward trend and if there are ways the Board help. Mr. Herzog asked if the data could be demonstrated by charts and line graphs. Mr. Clancy asked about the numbers of the employer partnerships and if they all equal revenue to the College. Ms. de Fries noted that the numbers are based on several categories: Corporate College partners, Contract Training Partners, Open Enrollment Partners, WedNet Partners, and Employment Partners.

### **Discussion and Review of CCP Employer and Client Relationships**

Mr. White indicated that he wanted the College to present our (5-7) core partnerships that drive workforce activity at the College. Ms. de Fries gave an overview of a CCP employer and client relationship document that showed key relationships. Ms. de Fries noted that there had been an extensive overview in Student Outcomes of the various ways the College works with employers, noting that the relationships go beyond revenue generating for the College, but also include curriculum partnerships, apprenticeships, employment, clinicals and internships for our programs, and even institutional advancement. She explained that the document presented tries to capture the breadth of these relationships beyond revenue generating. The document started with providing a sense of consistency in relationships with the College, and then capturing across that our activity within all areas of WEI, if they also are a partner with Career Connections, and our employer advisory or practicum/clinical.

Mr. Clancy asked what our goal is to increase employer partnerships. Ms. de Fries indicated our goal for the first three years was to increase relationships by 5% annually over 16/17, with a 15% increase by 2025. Ms. Ireland asked if we could identify employers that are revenue generating for the College and suggested some big employers were missing from the list. Ms. de Fries noted that the revenue generating areas of WEI (Corporate College, WEDnet, Open Enrollment, and Contract

Training) is the indication as to whether the employer is revenue generating. Ms. Ireland noted that the information suggests some of the newer relationships are largely generated by WEDnet.

Ms. Fulmore-Townsend is looking to better understand the strength and function of the relationships. Duration suggests some level of satisfaction, and revenue is not the only factor of strength. Ms. Posoff asked if it is possible to understand the depth of the relationship and better understanding the connectivity between revenue and programs.

Mr. Herzog asked whether Corporate College is the same for each employer. Ms. de Fries indicated the programs are different and the number of employees taking courses are different at each company. Employers may choose to run a cohort of employees for a program, or send specific employees into a specific class, or just allow their employees to select what program they want to take as part of their tuition remission program.

Mr. White summarized that for the next meeting we will look at state and local labor market data and case studies on workforce at other community colleges.

Mr. White adjourned the meeting at 12:01 PM.

Attachments: WEI and Academic & Student Success Career Enrollments 5 Year Data (Updated), WEI Revenue Metrics (Updated), College Employer & Client Relationship Overview, WEI Revenue to Enrollments 5 Year Comparison

**Enrollment Trends for Credit Degree Programs**  
**Unduplicated Annual Head Count**

<b>Program</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Accounting	403	358	312	285	244
Applied Sci & Engr Tech	75	87	86	98	86
ASL/English Interpreting	33	42	41	38	41
Automotive Technology	127	117	105	102	80
Behavioral Health/Human Serv	1084	924	829	719	620
Building Science	17	16	9	10	10
Business Leadership					28
Comp Info Sys/Information Tech	512	626	714	791	790
Construction Management	99	104	100	102	85
Criminal Justice	917	780	659	540	551
Culinary Arts	310	269	201	161	143
Cybersecurity			55	97	118
Dental Hygiene	67	57	61	66	69
Diagnostic Medical Imaging	45	48	37	38	41
Digital Video Production	122	126	135	125	132
Fashion Merchandising & Mktg					38
Fire Science	37	33	42	29	17
Medical Laboratory Technician			24	37	39
Network Tech Mgmt and Admin			17	14	19
Nursing	205	229	240	276	327
Paralegal Studies	127	103	119	115	103
Photographic Imaging	67	61	74	73	73
Respiratory Care Technology	48	40	43	58	55
Sound Recording & Music Tech	35	40	100	133	130
Technical Studies				3	3

Program	2015-16	2016-17	2017-18	2018-19	2019-20
<b><i>Proficiency Certificates</i></b>					
Acct. Paraprofessional PC	16	20	25	25	27
Architectural Visualization PC			2	6	6
ASL-INT I PC					3
Automotive Service I PC			5	10	8
Biomedical Equip Tech I PC	18	32	30	28	39
Biomedical Equip Tech II PC		1	0	1	2
Business Leadership PC					9
Computer Programming I PC					38
Corp Social Responsibility PC					1
Culinary Arts I PC			10	16	10
Cybersecurity I PC			1	8	21
Digital Image PC	5	6	5	9	9
Digital Video Production PC	3	6	9	20	21
Early Childhood Education PC			2	11	24
Electronic Discovery PC		3	0	3	2
Entrepreneurship PC				10	17
Fashion Ret Sales & Cus Svc PC					1
Med Ins Bill PC	39	48	38	45	31
Music Production PC				12	40
Network & Sys PC	23	11	24	29	28
Paralegal Studies PC	35	50	32	46	41
Post-BA Accounting PC				8	18
Recovery Leadership PC				2	7
Web Development I PC					6

	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Workforce &amp; Economic Innovation Certificate Programs:</b>					
<b>Healthcare &amp; Wellness</b>					
Dental Assistant Program	15	13	18	26	18
Pharmacy Technician with Externship	73	46	55	26	35
Certified Nursing Assisting w/Clinical	21	60	48	24	15
Phlebotomy (contract training only)			21		
Personal Trainer	50	40	20	25	17
Massage Therapy (launched 19-20)					8
	<b>159</b>	<b>159</b>	<b>162</b>	<b>101</b>	<b>93</b>
<b>Education</b>					
Child Development Associate	<b>120</b>	<b>98</b>	<b>165</b>	<b>103</b>	<b>82</b>
<b>Technology</b>					
CompTIA A+		<b>28</b>	<b>11</b>	<b>0</b>	<b>9</b>
<b>Manufacturing &amp; Logistics</b>					
Advanced Manufacturing (started 16-17)					
CNC Precision Machining		7	6	12	4
Welding		6	13	11	N/A
Electro-Mechanical		5	11	15	3
Transit Entry Level Trades				11	
		<b>18</b>	<b>30</b>	<b>49</b>	<b>7</b>
<b>Construction &amp; Infrastructure</b>					
Gas Distribution Pipeline Mechanic		<b>9</b>	<b>18</b>	<b>0</b>	<b>17</b>
<b>Business &amp; Financial Services</b>					
Bookkeeping (intro Spring '17)		4	22	22	32
Mobile Food Management	17	10	17	13	0
	<b>17</b>	<b>14</b>	<b>39</b>	<b>35</b>	<b>32</b>
<b>Retail &amp; Hospitality</b>					
ServSafe	137	223	418	316	186
ServSafe Retests	7	2	7	6	1
	<b>144</b>	<b>225</b>	<b>425</b>	<b>322</b>	<b>187</b>
<b>Other Certifications</b>					
OSHA 10 & 30	0	4	8	19	0
<b>Totals</b>	<b>440</b>	<b>555</b>	<b>858</b>	<b>629</b>	<b>427</b>
As of 1/20/2021		= Program not offered			

Community College of Philadelphia  
Division of Workforce & Economic Innovation

COVID19 (March)

	15/16	16/17	% Increase over 15/16	17/18	% Increase over 15/16	18/19	% Increase over 15/16	19/20	% Increase over 15/16	20/21 (Through December)
Revenue	\$ 1,166,226	\$ 1,361,395	17%	\$ 1,614,183	38%	\$ 1,421,546	22%	\$ 1,290,375	11%	\$644,102
Enrollments - Headcount	2904	3031	4%	3298	14%	2,446	-16%	2,152	-26%	873
Revenue per Enrollment	\$ 401.59	\$ 449.16		\$ 489.44		\$ 581.17		\$ 599.62		\$737.80

**Revenue Detail**

Corporate College	\$ 717,442	\$ 712,775	-1%	\$950,135	33%	\$ 889,190	25%	\$866,773	21%	\$ 451,675
Open Enrollment - Non Credit	\$ 248,031	\$ 264,402	7%	\$310,019	17%	\$ 306,912	16%	\$213,475	-14%	\$ 86,719
Advanced Manufacturing		\$ 27,647		(\$63,131)		\$ 60,226	118%	\$2,680	-90%	\$ -
Contract Training	\$ 200,753	\$ 356,571	78%	\$417,160	17%	\$ 165,219	-54%	\$189,916	-5%	\$ 105,708
<b>Total</b>	<b>\$1,166,226</b>	<b>\$1,361,395</b>	17%	<b>\$1,614,183</b>	38%	<b>\$ 1,421,547</b>	22%	<b>\$ 1,272,844</b>	9%	<b>\$ 644,102</b>

**Clients and Businesses Served**

CS Client & Employer Partnerships	43	50		35		48		56		47
Career Connections	75	155		198		205		166		100
10KSB	82	76		76		78		88		64
Power UP (*Started 1/17)		26*		56		78		94		39
<b>Total</b>	<b>200</b>	<b>281</b>		<b>365</b>		<b>409</b>		<b>397</b>		<b>397</b>

	15/16	16/17	17/18	18/19	19/20
<b>Corporate College</b>					
Revenue	\$ 717,442	\$ 712,775	\$950,135	\$ 889,190	\$ 866,773
Enrollments	767	783	833	793	702
\$/enrollment	\$ 935	\$ 910	\$ 1,141	\$ 1,121	\$ 1,235
<b>Open Enrollment</b>					
Revenue	\$ 248,031	\$ 292,049	\$ 246,888	\$ 367,138	\$ 216,155
Enrollments	1186	1287	1368	1060	715
\$/enrollment	\$ 209	\$ 227	\$ 180	\$ 346	\$ 302
<b>Contract Training</b>					
Revenue	\$ 200,753	\$ 356,571	\$417,160	\$ 165,218	\$ 207,447
Enrollments	951	933	1097	593	735
\$/enrollment	\$ 211	\$ 382	\$ 380	\$ 279	\$ 282
			CCWED Distribution		
<b>Totals</b>					
Revenue	\$1,166,226	\$1,361,395	\$ 1,614,183	\$ 1,421,546	\$ 1,290,375
Enrollments	2904	3003	3298	2446	2152
\$/enrollment	\$ 402	\$ 453	\$ 489	\$ 581	\$ 600



<b>Clients - Employer and Partner Organizations</b>	
<b>4+ Year Relationship</b>	<b>Relationship Activity</b>
<b>Employers</b>	
Albert Einstein Medical Center	Corporate College, Career Connections (T2), Respiratory Care EAC, Allied Health, Nursing, BMT Clinicals/Practicums
City of Philadelphia (Water Department, Revenue, Fleet Management, Mayor's Office of Aging, Fire, Energy, Streets, Airport, City Council, Office of Workforce Development)	Contract Training, Open Enrollments, Career Connections T4 (Police, Health Dept., HR Office, Airport, Fire), Building Science Employee Advisory Committee (EAC): Energy Office, Criminal Justice EAC (Police), Facility Management - Streets; Fire Science - Fire Dept; Paralegal Practicum with City Council, Transportation Technologies
Horizon House	Corporate College, Career Connections (T3), Behavioral Health EAC and Practicums
Independence Blue Cross	Corporate College, Institutional Advancement
JEVS Human Services	Corporate College, Apprenticeships, Career Connections T4, Computer Technologies EAC
Philadelphia Gas Works	Corporate College, Contract Training, Employment, WEI Curriculum, Career Connections T2, Construction Management EAC, Transportation Technologies
Philadelphia School District	Corporate College, Contract Training, Career Connections T2, EACs: BET, Computer Technologies, Nursing; Paralegal Practicum; Transportation Technologies
SEIU	Corporate College
University of Pennsylvania Health System	Corporate College, Contract Training, Career Connections T2, Employee Advisory Committees: BET, DMI, Respiratory Care
UPS	Corporate College, Career Connections (T3), Business & Accounting EAC
Walgreens	WEI Pharm Tech Externships
<b>Other Key Relationships</b>	
Septa	Career Connections T4, Curriculum, Contract Training, CATC Stakeholders Board, EACs: AutoTech, Construction Management, Transportation Technologies
CHOP	Career Connections T1, Employer Advisory Committees: BET, DMI, Respiratory Care
Thomas Jefferson University & Health System	Career Connections T2, EACs: BET, Dental Hygiene, DMI, Engineering Science, Medical Lab Tech, Respiratory Care
Comcast	Career Connections T2, EAC - Business & Accounting, Facility Management, Institutional Advancement
Amazon	Corporate College, Career Connections T2
Saxby	Career Connections T4, Business & Accounting EAC
Dietz and Watson	WEDNET and Career Connections T4
<b>Clients - Partner Organizations</b>	
Philadelphia Housing Authority	Contract Training
Philadelphia Works	Contract Training
Wanamaker	Open Enrollment Scholarships
Southeast Regional Key (SERK)	Contract Training - CDA; Corporate College, Credit Courses
Collegiate Consortium	Contract Training, Open Enrollment
People for People	Contract Training
EAC = Employer Advisory Committee	
WEDNET: 2 in a row and 3 out of 5	

<b>Clients - Employer and Partner Organizations</b>	
<b>3 Year Relationship</b>	<b>Relationship Activity</b>
<b>Employers</b>	
Cliveden	WEI Clinicals
Greater Philadelphia Health Alliance	Corporate College, Contract Training, Career Connections T3
Electro Soft, Inc. *	WEDNET
Michel's Bakery	WEDNET
PECO*	Curriculum, Employment, IA, CATC Stakeholders Board, Transportation Technologies
RevZilla*	WEDNET
Rhoads Industries	WEDNET, Curriculum Development, Employment, Apprenticeships
<b>Clients - Partner Organizations</b>	
Job Corps	Open Enrollment
Mastery Charter	Contract Training
Urban League	Contract Training, Paralegal Practicum
EAC = Employer Advisory Committee	
WEDNET: 2 in a row and 3 out of 5	

<b>Clients - Employer and Partner Organizations</b>	
<b>2 Year Relationship</b>	<b>Relationship Activity</b>
<b>Employers</b>	
Agusta Westland* (Leonardo)	WEDNET
Awe Tuning*	WEDNET
Colgate Palmolive	Open Enrollment
Consolidated Work Therapy	Contract Training
Converters, Inc. *	WEDNET
Elegant Furniture*	WEDNET, Contract Training
First Quality	WEDNET, Curriculum Development, Apprenticeship, Career Connections (T2)
Greater Philadelphia Chamber of Commerce	Open Enrollment
Honor Foods*	WEDNET
Northside Veterinary Associates LLC*	WEDNET
O3World*	WEDNET
Philadelphia Youth Network *	Open Enrollment
Probes Unlimited*	WEDNET
Pruftechnik, Inc *	WEDNET
Publicis Health LLC*	WEDNET
RE:Vision Architecture*	WEDNET
St. Christopher's Hospital*	WEDNET, Contract Training, Program Development, EAC - Dental Hygiene
St. Ignatius	WEI Clinicals
Tastepoint North - Manufacturing *	WEDNET
Weber Display and Packaging*	WEDNET
EAC = Employer Advisory Committee	
WEDNET: 2 in a row and 3 out of 5	
<b>Emerging Multi-Year Relationships</b>	
DeVal Lifecycle Support	WEDNET & Contract Training
Frontida BioPharm	WEDNET & Contract Training
Care Pavilion	WEDNET & Contract Training
Girard Medical Center	WEDNET & Contract Training