Community College of Philadelphia

Meeting of the Board of Trustees, Thursday, November 4, 2021 - 3:00 p.m. Pavilion Klein Cube/Zoom

AGENDA

(1) Executive Session

(2) Meeting Called to Order

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

- Provide a high-level review for the Board of the Self-Study look at Mission, Goals, and Strategic Plan
- Provide an overview of the proposed Technology Plan
- Provide an update on the Return to Campus

(3) Resolution Approving 2021 Memorandums of Agreement with Faculty and Staff Federation

Resolution - Approving MOAs.pdf 2

MOA - Adjunt VL Extension Final.pdf 3

MOA - Full Time Faculty Extension Final.pdf 5

MOA - Classified Extension Final.pdf 6

(4) Public Comment

(5) Report of the President

(a) Review of Standard I Topics for the Middle States Self-Study

(b) Overview of the Proposed Technology Plan

(c) Update on the Return to Campus

(d) Foundation Report – Dr. Mellissia Zanjani and Dr. Ellyn Jo Waller

- Status of Capital Campaign Planning
- Plan for a Joint Meeting

(6) Business Affairs Committee, October 7 and 20, 2021

10.7.21Business Affairs Committee (Committee as a Whole) Minutes.pdf 8

10.20.21Business Affairs Committee of the Board Meeting Minutes.pdf 23

(7) Workforce Subcommittee, October 7, 2021

10.7.21 Workforce Subcommittee Minutes.pdf 107

(8) Student Outcomes Committee, October 7, 2021

10.7.21 Student Outcomes Committee Minutes.pdf 110

(9) Consent Agenda

(a) Proceedings and Minutes of Decisions and Resolutions Meeting of October 7, 2021

10.7.21BoardProceedings.pdf 155

Attachment A - Covid-19 Testing & Vaccination Updates.pptx 163

Attachment B - Board Meeting-President's Report 10-7-2021 (1).pptx 167

Attachment C - Academic Program and Course Assessment - Board.pptx 176

Attachment D - Foundation Investments.pptx 186

10.7.21Minutes of Decisions & Resolutions.pdf 187

(b) Gifts and Grants

Record of Grants & Gifts NOV'21.pdf 191

(c) Adoption of the College's 2021 – 2025 Technology Plan

(d) Ernest Bock & Sons, Inc. Change Order One for the Career and Advanced Technology Center Project

(e) Agreement with Department of Collegiate and Technical Education (DCTE)

(10) Report of the Chair

(a) ACCT Leadership Congress

(11) New Business

(12) Next Meeting: January 6, 2022

(13) Executive Session

Future Committee Meetings

Student Outcomes Committee - Thursday, November 4, 2021, 1:00 p.m.

Combined Meeting of the Business Affairs and Executive Committees, Wednesday, November 17, 2021 - 9:00 a.m.

Workforce Subcommittee - Friday, November 19, 2021, 10:00 a.m.

Upcoming Events

Election Day-Day of Service & Civic Engagement - November 2, 2021 - College Closed

Tour of Library and Learning Commons and Reception - Immediately following November 4, 2021 Board Meeting – Tour, Bonnell Building, Level 1 - Reception – Hamilton Rooftop Lounge, 1500 Hamilton Street

Thanksgiving Holiday, November 25-26, 2021 – College Closed

College Winter Break, December 24, 2021 – College Closes at Noon
December 25-31, 2021 – College Closed

ACCT 2022 National Legislative Summit, February 6-9, 2022, Marriott Marquis-Washington, DC

Resolution approving 2021 Memorandums of Agreement with Faculty & Staff Federation

Whereas on October 26, 2021, the Community College of Philadelphia ("the College") executed Memorandums of Agreement with the Faculty & Staff Federation of the Community College of Philadelphia ("the Federation") for the Classified Bargaining Unit, the Full-Time Faculty Bargaining Unit and the Adjunct/Visiting Lecturer Bargaining Unit (collectively "the 2021 Memorandums of Agreement"), subject to ratification by the Federation members of each bargaining unit and approval by the College's Board of Trustees;

Whereas, the 2021 Memorandums of Agreement are attached hereto and incorporated by reference herein;

Now, therefore, on this 4th day of November, 2021, the Board of Trustees approves the 2021 Memorandums of Agreement extending the current Collective Bargaining Agreements on the terms and conditions set forth therein.

DocuSign Envelope ID: F08DD86B-EA82-4814-A785-364BD83B4BB0

2021 MEMORANDUM OF AGREEMENT- ADJUNCT/VISITING LECTURER

The Community College of Philadelphia, ("the College") and the Faculty & Staff Federation of Community College of Philadelphia, Local 2026, American Federation of Teachers, AFL-CIO (the "Federation"), each a party and collectively the parties, agree to amend the terms and conditions of the Adjunct/Visiting Lecturer Faculty Collective Bargaining Agreement, subject to ratification by the Federation members in the bargaining unit and approval by the College's Board of Trustees, as follows:

1. **Extended Term - September 1, 2022- August 31, 2024**

2. **Wage Increases for Visiting Lecturers, Part-Time Credit Teaching Employees and Part-Time Counselors and Librarians**
   a. **September 1, 2022- August 31, 2023 - 3.0%**
   b. **September 1, 2023-August 31, 2024 - 3.0%|**

3. **Wage Increases for Part-Time Learning Lab Employees, Part-Time Aides, Credit-Free Offerings, and Part-Time**
   a. **September 1, 2022- August 31, 2023 - 2.0%**
   b. **September 1, 2023-August 31, 2024 - 2.0%|**

The Wage Increases identified above are set forth in Exhibit A. Unless otherwise noted herein, all provisions of this 2021 Memorandum of Agreement ("2021 MOA") shall become effective upon ratification of this 2021 MOA by the Federation members in the bargaining unit and approval by the College's Board of Trustees. Except as expressly amended by this 2021 MOA, all other terms and conditions of the current Adjunct/Visiting Lecturer Faculty Collective Bargaining Agreement shall remain in effect.

SIGNATURES:

Faculty and Staff Federation of the Community College of Philadelphia, Local 2026
of the American Federation of Teachers, AFL-CIO, Adjunct/Visiting Lecturer Bargaining Unit

By: _____

Date: 10/25/21

By: _____

Date: 10/25/21

Community College of Philadelphia

DocuSigned by:

By: Dr. Donald Generals

Date: 10/26/2021 | 10:56 AM EDT

President, Donald Generals, Ed.D.

Exhibit A

PT Credit Instruction		**CURRENT Yr 6 21-22**	Year 1 Extension	Year 2 Extension
Pool	Units	3.50%	3.00%	3.00%
1	1-3	$ 1,575.00	$1,622	$1,671
2-3	4-11	$ 1,677.00	$1,727	$1,779
4-6	12-23	$ 1,765.00	$1,818	$1,873
7-10	23-39	$ 1,844.00	$1,899	$1,956
11-14	40 +	$ 1,900.00	$1,957	$2,016
PT Learning Lab, Counselors & Librarians, Aides, Credit Free, GED and SAT				
	ABE/Learning Lab			
Pool		1.75%	**2.00%**	**2.00%**
1-3		$ 46.45	$47.38	$48.33
4-6		$ 48.65	$49.62	$50.61
7-13		$ 50.78	$51.79	$52.83
	GED			
Pool			2.00%	2.00%
1-3		$ 46.45	$47.38	$48.33
4-6		$ 48.65	$49.62	$50.61
7-13		$ 50.78	$51.79	$52.83
	Counselors/Librarians			
Pool			**3.00%**	**3.00%**
1-3		$ 42.67	$43.95	$45.27
4-6		$ 45.08	$46.44	$47.83
7-13		$ 47.47	$48.89	$50.36
	Aides			
Pool			**2.00%**	**2.00%**
1-3		$ 31.40	$32.02	$32.66
4-6		$ 33.75	$34.42	$35.11
7-13		$ 36.03	$36.75	$37.49
			2.00%	**2.00%**
	Level A	$ 35.75	$36.46	$37.19
			2.00%	**2.00%**
	Level B	$ 45.34	$46.25	$47.18

DocuSign Envelope ID: F08DD86B-EA82-4814-A785-364BD83B4BB0

2021 MEMORANDUM OF AGREEMENT- FULL-TIME FACULTY

The Community College of Philadelphia, ("the College") and the Faculty & Staff Federation of Community College of Philadelphia, Local 2026, American Federation of Teachers, AFL-CIO (the "Federation"), each a party and collectively the parties, agree to amend the terms and conditions of the Full-Time Faculty Collective Bargaining Agreement, subject to ratification by the Federation members in the bargaining unit and approval by the College's Board of Trustees, as follows:

1. **Extended Term - September 1, 2022- August 31, 2024**

2. **Wage Increases**
   a. **September 1, 2022- August 31, 2023 - 3.0%**
   b. **September 1, 2023-August 31, 2024 - 3.0%**

3. **The parties agree to work together to create salary schedules for the various workloads that incorporate the wage increases for the Extended Term.**

Unless otherwise noted herein, all provisions of this 2021 Memorandum of Agreement ("2021 MOA") shall become effective upon ratification of this 2021 MOA by the Federation members in the bargaining unit and approval by the College's Board of Trustees. Except as expressly amended by this 2021 MOA, all other terms and conditions of the current Full-Time Faculty Collective Bargaining Agreement shall remain in effect.

SIGNATURES:

Faculty and Staff Federation of the Community College of Philadelphia, Local 2026
of the American Federation of Teachers, AFL-CIO, Full-Time Faculty Bargaining Unit

By: _____

Date: 10/25/21

By: _____

Date: 10/25/21

Community College of Philadelphia

By: DocuSigned by: Dr. Donald Generals
57D7328E3C0945E...

President, Donald Generals, Ed.D.

Date: 10/26/2021 | 10:56 AM EDT

DocuSign Envelope ID: F08DD86B-EA82-4814-A785-364BD83B4BB0

2021 MEMORANDUM OF AGREEMENT- CLASSIFIED BARGAINING UNIT

The Community College of Philadelphia, ("the College") and the Faculty & Staff Federation of Community College of Philadelphia, Local 2026, American Federation of Teachers, AFL-CIO (the "Federation"), each a party and collectively the parties, agree to amend the terms and conditions of the Classified Bargaining Unit Collective Bargaining Agreement, subject to ratification by the Federation members in the bargaining unit and approval by the College's Board of Trustees, as follows:

1. **Extended Term - September 1, 2022 - August 31, 2024**

2. **Wage Increases**
   a. **September 1, 2022 - August 31, 2023 - 3.0%**
   b. **September 1, 2023 - August 31, 2024 - 3.0%**

3. **The Salary Rates for Classified Employees in Grades 2-8 for the Extended Term are set forth in Exhibit A.**

4. **Bonus**
   In the next regularly scheduled pay-period following September 1, 2023, employees in the Classified Bargaining Unit as of that date shall receive a one-time bonus of $250.

Unless otherwise noted herein, all provisions of this 2021 Memorandum of Agreement ("2021 MOA") shall become effective upon ratification of this 2021 MOA by the Federation members in the bargaining unit and approval by the College's Board of Trustees. Except as expressly amended by this 2021 MOA, all other terms and conditions of the current Classified Bargaining Unit Collective Bargaining Agreement shall remain in effect.

SIGNATURES:
Faculty and Staff Federation of the Community College of Philadelphia, Local 2026
of the American Federation of Teachers, AFL-CIO, Classified Bargaining Unit

By: [signature]

Date: 10/25/21

By: Louise Jones

Date: 10/25/21

Community College of Philadelphia

By: DocuSigned by: Dr. Donald Generals 57D7328E8C0945... Date: 10/26/2021 | 10:56 AM EDT

President, Donald Generals, Ed.D.

Exhibit A

Grade	Year 1, 2022-2023		Year 2, 2023-2024	
	minimum	6% above minimum	minimum	6% above minimum
2	$16.00	$16.96	$16.48	$17.47
3	$16.67	$17.67	$17.17	$18.20
4	$17.33	$18.37	$17.85	$18.92
5	$17.99	$19.07	$18.53	$19.64
6	$18.66	$19.78	$19.22	$20.37
7	$19.33	$20.49	$19.91	$21.10
8	$20.00	$21.20	$20.60	$21.84

COMMITTEE AS A WHOLE
ZOOM MEETING OF THE BUSINESS AFFAIRS
COMMITTEE OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Thursday, October 7, 2021– 9:00 A.M.

Present for the Business Affairs Committee: Mr. Michael Soileau, presiding; Mr. Rob Dubow, Lydia Hernández Vélez, Esq., and Mr. Steve Herzog

Present for the Trustees: Mr. Patrick Clancy, Ms. Sheila Ireland, Ms. Rosalyn J. McPherson, Ms. Mindy Posoff, and Mr. Jeremiah J. White, Jr.

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Ms. Carol de Fries, Ms. Josephine DiGregorio, Ms. Marsia Henley, Dr. Samuel Hirsch, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Dr. Shannon Rooney, Mr. Derrick Sawyer, Mr. Vijay Sonty, Dr. David E. Thomas, Mellissia M. Zanjani, Ph.D., and Victoria L. Zellers, Esq.

Guest: Ms. Sabrina Maynard, Office of the Director of Finance, City of Philadelphia

PUBLIC SESSION

Mr. Soileau called the meeting to order at 9:01 A.M. He stated that an Executive Session will follow the Public Session.

(1) Cyber and Infrastructure Security Presentation (Information Item)

Background information: This presentation provides a background of cyber security trends and what tools and services CCP has in place to enhance our security protocols to prevent unauthorized system access, protect critical information, and respond to cyber threats by adopting best practices. This field is becoming increasingly significant due to the increased reliance on computer systems, the Internet and wireless network standards such as Bluetooth and Wi-Fi, and due to the growth of "smart" devices, including smartphones, televisions, and the various devices that constitute the "Internet of things." Cybersecurity is the protection of computer systems and networks from information disclosure, theft of or damage to the hardware, software, or electronic data, as well as from the disruption or misdirection of the services they provide. Like other institutions, at CCP, we will never have one silver bullet to completely reduce the risk of a cyber-attack but rather multiple technologies and processes in place to help ensure those threats are minimized. One of our key strategies is the creation of a zero-trust approach to security that comprises of four principles: no user should be trusted by default since they could be compromised; VPN and firewalls can't do it alone since they just guard the perimeter; identity and device authentication should take place throughout the network rather than just on the perimeter; and micro-segmentation really helps minimize damage from hackers by creating interior walls and locks. Attachment A includes the presentation.

Discussion: Mr. Eapen stated that Mr. Sonty, Associate Vice President for Information Technology, will provide a presentation on the background of cyber security trends. Mr. Sonty

stated that the 10-slide presentation is informational and will cover areas such as Cyber & Infrastructure Security – Background; 2021 Top 15 Cyber-Threats Landscape, Types of Security, Data Security Applications & Tools at CCP, and Chubb Cyber Insurance Policy.

Mr. Sonty stated that there is a cyber-attack that occurs every 39 seconds nationally. He mentioned that the COVID pandemic accelerated a need for additional cyber security because of users working from home. Mr. Sonty highlighted that all three major credit monitoring agencies had breaches. In 2017, Equifax announced that 148 million records were exposed. Mr. Sonty pointed out that it is critical that the College has the right tools in place to prevent hackers from accessing systems.

Mr. Sonty reviewed the cyber-threats landscape: malware, phishing, denial of service, and ransomware. He mentioned that 94% of the cyber security threats starts with an email. Mr. Sonty stated that two simulated phishing exercises were conducted recently. Anonymous emails were sent to faculty and staff, of which 6.5% clicked on the "email messages." Five individuals shared data or downloaded files. The second simulated phishing exercise showed a decline from 6.5% to 3.2%. One individual shared data.

Mr. Sonty spoke to the different levels of security: application security, physical security, data security, system security, and transmission security. He stated that the College has an outside company monitoring key CCP assets. Mr. Sonty stated that at the national level, President Biden signed an Executive Order and created the Cyber Security and Infrastructure Security Agency. The Best Practices from the Executive Order includes: MFA (Multi-Factor Authentication - because passwords alone are routinely compromised); Endpoint Detection & Response (to hunt for malicious activity on a network and block it); Encryption (so if data is stolen, it is unusable); Empowered Security Team (to patch rapidly, and share and incorporate threat information in your defenses); Backup Your Data, system images, and configurations, regularly test them, and keep the backups offline; Update and patch systems promptly; Test your incident response plan; Check Your Security Team's Work; and Segment your networks.

Mr. Sonty then reviewed the data security applications and tools at the College. He stated that it is very important to educate our faculty and staff. Mr. Sonty will be launching an initiative which will include a data breach group and a cyber-security group consisting of 25 members. The goal is to continue the training and to ensure compliance with the recommendations.

Mr. Sonty stated that Chubb is the College's cyber insurance carrier. Due to the recent security threats, the College's premium nearly doubled. He stated that if certain security protocols were not properly implemented or were in breach, then the insurance does not take effect. Mr. Sonty emphasized that IT has to be careful to ensure that all devices are "up and running;" and that as long as the systems are operating correctly and security protocols are in place and should there be a breach, then the College will be covered up to $3 million.

Mr. Soileau asked if the College's employees use personal computers to access College information. Mr. Sonty responded that employees are able to access College information by using GoToMyPC, which is the first level of security. The second level of security is the desktop; the third level is the network security; and the fourth level is the application security. Mr.

Soileau asked if there are "human eyeballs" monitoring the systems 24/7. Mr. Sonty stated that the College uses a 24/7 monitoring tool. He explained that the College's network engineers will receive an alert if any critical events are triggered. Mr. Soileau asked if there is a "chain" that occurs if there is a critical failure. Mr. Sonty stated that if a breach occurs, protocols will be followed and legal counsel will be notified.

Mr. Dubow asked about the insurance exclusions. Mr. Sonty stated that if the College's devices are not functional, then the College will not be covered. Mr. Dubow asked about the cyber training security for employees. Mr. Sonty stated that the College performed two phishing simulated exercises and will be launching an initiative which will include a data breach group and a cyber threat group. He also mentioned a recent communication was sent out to all employees on tips to protect personal information online. Mr. Eapen added that during Professional Development Week, a session on cyber security is offered.

Mr. White asked how does the cyber security ties into the College's business interruption insurance. Mr. Sonty stated that the cyber policy covers up to $3 million of business interruptions. Mr. White asked about the protocols for students who use different devices. Mr. Sonty pointed out that the students still need to authenticate to the network. The College will need to ensure the students have the latest operating systems and that patches are in place. Mr. White asked if the students are not able to comply, what steps does the College take. Mr. Sonty stated that the students are "automatically quarantined" and do not have access to the network or the applications. Mr. Eapen stated that students have access to the College's Help Desk for help and support. Mr. Soileau suggested that, in January/early February, Mr. Sonty work with Dr. Rooney to send a communication out to students so they are aware to use the system on the College's network so they are not kicked out of the system and quarantined.

Prior to the Executive Session, Mr. White reviewed Business Affairs Committee matters. Mr. Eapen confirmed that the Capital Budget Plan will be discussed at the October 20th, Business Affairs Committee meeting. Mr. Soileau pointed out that he would also like a review of the operating budget as Federal funding declines. Mr. Eapen stated that the Operating Budget Plan will be discussed in November.

EXECUTIVE SESSION

An Executive Session followed the Public Session at 9:30 A.M.

PUBLIC SESSION

The Committee returned to Public Session at 9:40 A.M.

(2) Lease Agreement Between Community College of Philadelphia as the Landlord and Saxbys, PBC, as Tenant (with Final Terms) (Action Item)

Background Information: At the April 1, 2021 meeting, the Board of Trustees approved the proposal of Saxbys to enter a lease with the College for Saxbys to lease and operate a student-run Café in the College's Mint Building near the entrance of the new Library and Learning Commons. The College finished negotiating the final terms of the lease agreement

with Saxbys. Staff is requesting that the Business Affairs Committee move the approval of the Lease Agreement with Saxbys to lease and operate a student-run café.

Mr. Soileau requested a motion that the Business Affairs Committee move the approval of the Lease Agreement with Saxbys to lease and operate a student-run café in the College's Mint Building near the new Library and Learning Commons.

Action: Ms. Hernández Vélez moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the full Board the Lease Agreement between Community College of Philadelphia as the Landlord and Saxbys, PBC, as Tenant (with Final Terms). The motion passed unanimously.

(3) Next Meeting:

The next regularly scheduled meeting of the Business Affairs Committee will be held on Wednesday, October 20th at 9:00 A.M.

Mr. Soileau adjourned the meeting at 9:43 A.M.

JE/lm
Attachments

ATTACHMENT A

Cyber & Infrastructure Security Presentation

Community College of Philadelphia
www.ccp.edu

Cyber & Infrastructure Security - Background

83% of cyber security professionals say that their expanded infrastructure has complexified security challenges.

Forrester

Just 29% of organizations are monitoring unusual activity across their cloud and SaaS environments

Cybersecurity Insiders:
2020 Insider Threat Report

94% of cyber-attacks start with an email

"The COVID-19 pandemic accelerated the adoption of collaboration and cloud technologies as the world rapidly scaled up home working... this could heighten the cyber-resilience deficit where cybersecurity capacity is insufficient."

World Economic Forum

CYBERSECURITY

INFRASTRUCTURE SECURITY

- SaaS Takeover
- Rise of Fearware
- Server-Side Attacks
- Ransomware

2021 Top 15 Cyber-Threats Landscape

Malware, commonly referred to as "malicious software," is a term that describes any program or code that harmfully probes systems. The malware is designed to harm your computer or software and commonly masquerades as a warning against harmful software.

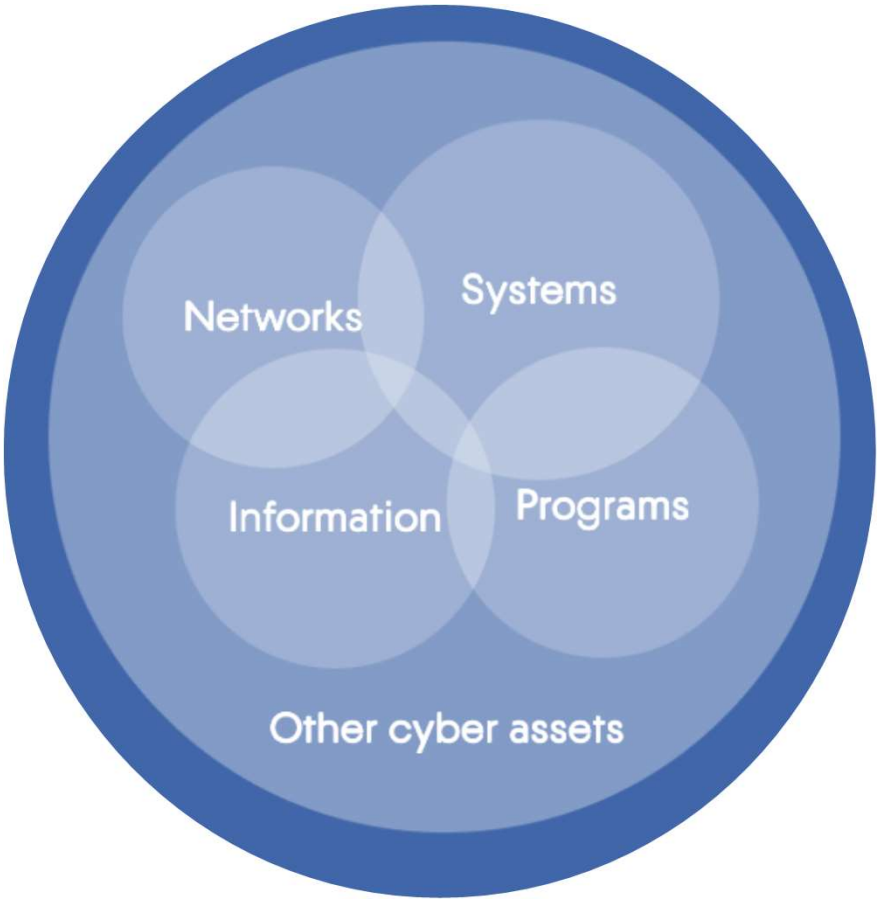
Phishing scams are one of the most common ways hackers gain access to sensitive or confidential information. Phishing involves sending fraudulent emails that appear to be from a reputable company, with the goal of deceiving recipients into either clicking on a malicious link or downloading an infected attachment, usually to steal financial or confidential information.

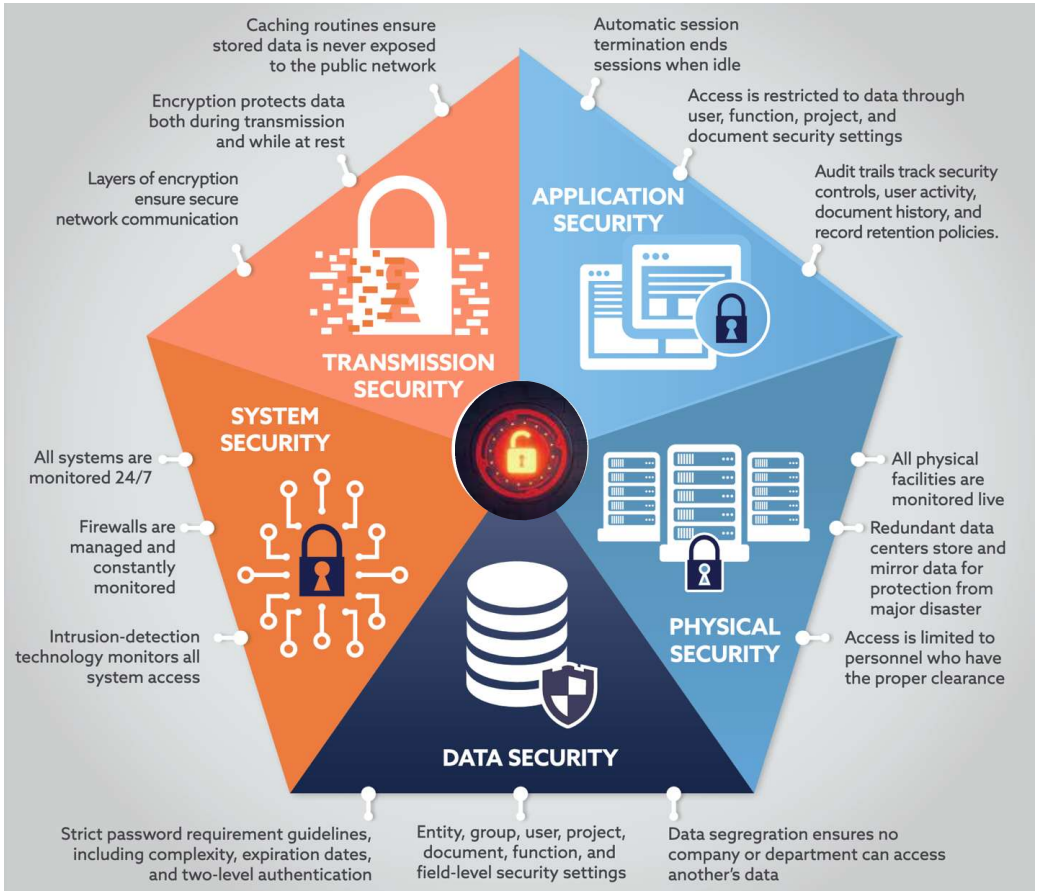
Denial of Service is a cyber-attack in which the perpetrator seeks to make a machine or network resource unavailable to its intended users by temporarily or indefinitely disrupting services of a host connected to the Internet. It is typically accomplished by flooding the targeted machine or resource with superfluous requests in an attempt to overload systems and prevent some or all legitimate requests from being fulfilled.

Ransomware is software that gains access to and locks down access to vital data. Files and systems are locked down and a fee is demanded commonly in the form of cryptocurrency.

Community College of Philadelphia
www.ccp.edu

Types of Security





Community College of Philadelphia
www.ccp.edu

CYBERSECURITY & INFRASTRUCTURE SECURITY AGENCY

Best Practices from the President's Executive Order

May 12, 2021

- MFA (Multi-Factor Authentication - because passwords alone are routinely compromised)
- Endpoint Detection & Response (to hunt for malicious activity on a network and block it)
- Encryption (so if data is stolen, it is unusable)
- Empowered Security Team (to patch rapidly, and share and incorporate threat information in your defenses)
- Backup your data, system images, and configurations, regularly test them, and keep the backups offline
- Update and patch systems promptly
- Test your incident response plan
- Check Your Security Team's Work
- Segment your networks

Community College of Philadelphia
www.ccp.edu

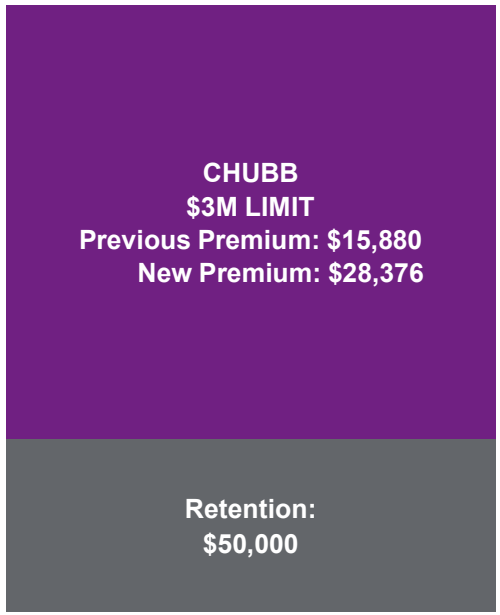
Data Security Applications & Tools at CCP

Data Security Applications & Tools	Name	Implemented
Malware	Microsoft Exchange Online Protection (EOP) - O365	Yes
Phishing	Microsoft Exchange Online Protection (EOP) - O365	Yes
Virus Protection	Microsoft Exchange Online Protection (EOP) - O365	Yes
Spam	Microsoft Exchange Online Protection (EOP) - O365	Yes
DDoS (Distributed Denial of Service Attacks)	Kinber (Keystone Initiative for Network Based Education & Research)	Yes
MFA (Multi-Factor Authentication)	Unifyed (Partial Implementation)	Yes
Firewall	Fortinet	Yes
NAC (Network Access Control)	Fortinet (Purchased – Implementation started – to be completed by 3/22)	In Progress
Single Signon	Unifyed	Yes
Network Monitoring	Whatsup Gold (Availability) & ForeSite (Log Alerting)	Yes
SIEM (Security Incident Event Management)	ForeSite	Yes
File Transfer Protocol	SFTP	Yes
Encryption	SSL Communications with websites	Yes
DLP (Data Loss Prevention)	Microsoft 365 Compliance	In Progress
Wireless Security	Cisco (Use of ACL's - access control lists) & ForeSite (Monitoring Logs)	Yes
Intrusion Detection (Network Security & Monitoring)	ForeSite	Yes
OS Patching for workstations - PC's	SCCM (Microsoft System Configuration Manager)	Yes
OS Patching for workstations - Apple Mac's	JAMF	Yes
Endpoint Security of Workstations	Microsoft Defender	Yes
VPN Software	FortiClient	Yes
Web Filtering	FortiGate Firewalls and Proxy Servers	Yes

Chubb Cyber Insurance Policy

New Program Structure

7/1/2021 – 7/1/2022



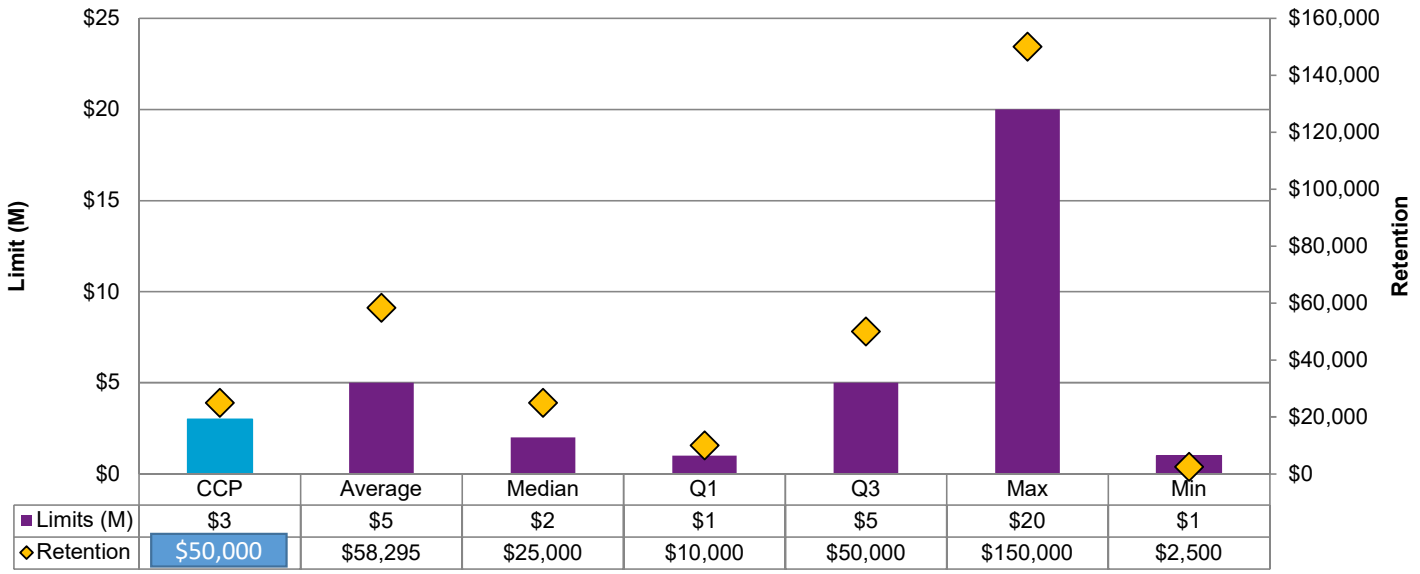
Insuring Agreement	Limit ($)
Third Party Coverage	
Security & Privacy Liability; Regulatory Fines; PCI Fines; Media Liability	$3,000,000
Breach Response Coverage: Notification/Credit Monitoring; Forensic Investigation; PR/Crisis Management; Legal Expense	$3,000,000
First Party Coverage	
Network Business Interruption (NBI)	$3,000,000
NBI due to System Failure	$3,000,000
Dependent Business Interruption (DBI)	$3,000,000
DBI due to System Failure	$3,000,000
Waiting Period	24 Hours
Data Restoration Cyber Extortion	$3,000,000
Reputational Harm	$3,000,000
Hardware Replacement	$3,000,000
Fraudulent Instruction	$100,000

Community College of Philadelphia
www.ccp.edu

Benchmarking

Cyber

Industry:	Education	**Limit:**	CCP's limit is slightly above the median but below the average of its revenue peer group.
Revenue:	Under $100M		
Peer Count:	22	**Retention:**	At $50k, the retention is average relative to CCP's revenue peer group



	CCP	Average	Median	Q1	Q3	Max	Min
Limits (M)	$3	$5	$2	$1	$5	$20	$1
Retention	$50,000	$58,295	$25,000	$10,000	$50,000	$150,000	$2,500

Cyber Coverage Overview

- **Breach Response coverages**: Direct breach response costs may include those incurred to hire a law firm, complete a forensic investigation, hire a public relations firm, send notifications to affected individuals, set up call center services, complete identity theft restoration, conduct data reconstruction, and provide credit monitoring services.
- **Network Security and Privacy Liability coverage:** Coverage for indemnity and defense costs for third party claims and regulatory actions alleging a security failure or privacy event. This insuring agreement usually includes coverage for PCI fines, expenses, and costs.
- **Media Liability:** Coverage for indemnity and defense costs for third party claims alleging media wrongful acts such as defamation, disparagement, and copyright / trademark infringement in the dissemination of internet content and media.
- **Business / Network Interruption:** Indemnification for loss of income, incurred extra expenses, and claims preparation costs that arise directly out of a network security breach which disables the insured's network.
- **Contingent Business / Network Interruption:** Extends the business interruption to cover your lost income and extra expenses incurred due to a network interruption occurring at one of your critical third parties or outsourced providers that you rely on to conduct business. Examples of these third parties include cloud service providers, web hosting, and Software as a Service (Saas) providers.
- **System Failure:** Broadens out the business interruption coverage to include interruption resulting from an unintentional and unplanned interruption of the insured organization's computer systems. This includes things like software programming or patching errors that unintentionally bring down the network, hardware or software glitches, and human error.
- **Contingent System Failure:** Extends the System Failure coverage to cover your lost income and extra expense incurred due to a System Failure event occurring at one of your critical third party parties or outsourced providers that you rely on to conduct business.
- **Cyber Extortion:** Covers extortion payments and associated expenses to investigate a security threat to release or refuse to unencrypt sensitive information or to bring down a network unless a ransom is paid. Coverage extends to those payments made via traditional currencies, as well as non-traditional crypto-currencies such as Bitcoin.

Community College of Philadelphia
www.ccp.edu

Cyber Liability

February 2021 update

State of the market and claims, legal, emerging trends

Rate prediction: +25% to >50%

- Cybercriminals are targeting businesses of all kinds with ransomware attacks. As these attacks become more sophisticated, carrying the potential to affect a wholesale inability to access a firm's entire electronic infrastructure, ransom demands have increased — often reaching **eight figures.**
- The SolarWinds cyber event has also given many markets pause.
- This explosion in severity, coupled with high frequency, has had a direct impact on premiums, capacity and underwriting scrutiny.
- Certain carriers have put in place SolarWinds exclusions and are requiring supplemental ransomware applications, even when in an excess position.
- Carriers are starting to sublimit ransomware coverage, 50% of the limit or a 50% co-insurance.
- Carriers are rethinking positions in large towers and looking more closely at rates in perceived burn layers.
- The average cost of a data breach in 2020 was **$3.86M,** according to a new report from IBM and the Ponemon Institute.
- Costs remain highest in the U.S., where the average cost of a data breach was $8.19M, up 5.3% since 2019, driven by a complex regulatory landscape that can vary from state to state, especially when it comes breach notification. Health care was again the most expensive industry, with data breach costs in **2019 averaging $7.13M.**
- The human element continues to be the leading cause of cyber loss, contributing to 62% of the claims included in the 2020 Reported Claims Index.
- According to Willis Re's 4th annual cyber survey of cyber insurance buyers and underwriters, risk managers, claim staff, actuaries and brokers, 86% think the frequency of cyber attacks will in crease as a result of COVID-19 and **over half (54%) think the severity of those attacks will also increase.**

Community College of Philadelphia
www.ccp.edu

Technical Controls & Core Focus Areas

REMOTE DESKTOP PROTOCOL

RDP is a dominant attack vector for ransomware. Recommendations to secure RDP include:

- VPN
- Encryption
- RDP Gateway
- Complex Passwords
- Multi-Factor Authentication
- Restrict access via a firewall
- Enable Restricted Admin Mode

ADDITIONAL SAFEGUARDS INCLUDE

- Placement Within the Network
- Network Level Authentication (NLA)
- Limit Domain Administrator Account Access
- Regular cybersecurity awareness & phishing training
- If using O365, O365 Advanced Threat Protection add-on
- Minimize the number of Local Administrator Accounts & ensure each is unique
- Use of account-naming convention that does not reveal organizational information

MULTIFACTOR AUTHENTICATION

In addition to securing RDP, insurers are looking for insureds to utilize MFA to secure:

- Email
- Network Access
- Privileged User Accounts
- Virtual Desktop Instances (VDI)
- Cloud resources including Office365

BACK-UP POLICIES

Property secured back-ups reduce the severity of Ransomware losses. Recommendations include:

- Encrypting backups
- Segregating backups; physically stored offsite and offline
- Regular testing backups for data integrity and restorability
- Regularly performing full and incremental backups of data
- Annual testing of Incident Response/ Business Continuity Plan

ZOOM MEETING OF THE BUSINESS AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, October 20, 2021– 9:00A.M.

Present for the Business Affairs Committee: Mr. Michael Soileau, presiding; Lydia Hernández Vélez, Esq., Mr. Rob Dubow, Mr. Harold Epps (present at Executive Session), Mr. Steve Herzog, and Mr. Jeremiah J. White, Jr.

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Dr. Pam Carter, Ms. Marsia Henley, Dr. Samuel Hirsch, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Mr. Vincent Panjikaran, David Solomon, Esq., Mr. Vijay Sonty, Mr. Tim Trzaska, and Victoria L. Zellers, Esq.

Guest: Ms. Sabrina Maynard, Office of the Director of Finance, City of Philadelphia

PUBLIC SESSION AGENDA

Mr. Soileau called the meeting to order at 9:02 A.M. He stated that an Executive Session will follow the Public Session. Mr. Soileau then asked Mr. Eapen to proceed with the first agenda item.

(1) Adoption of the College's 2021–2025 Technology Plan (Action Item)

Discussion: Mr. Eapen stated that Dr. Pam Carter, Dean of Business Technology, and Mr. Vijay Sonty, CIO, will provide a presentation on the College's 2021-2025 Technology Plan.

Dr. Carter outlined the creation of the Technology Plan draft that was developed by the Technology Coordinating Committee. She mentioned that the Technology Coordinating Committee is one of the College's Governance Committees and its membership includes faculty and classified staff who are appointed by the Federation, and administrators who are appointed by the College administration. Dr. Carter stated that the Plan was developed over three years with the last year spent on refining recommendations. Feedback on the Plan was provided from the College community including the President's Cabinet, Professional Development Week presentations, and posting online for a week to receive online feedback from faculty and staff. Dr. Carter stated that the next step is to obtain the Business Affairs Committee's approval to move it forward to the full Board.

Dr. Carter stated that the Plan was created to educate new employees, in particular, when they are being onboarded and for current employees on how they can understand how technology is used Collegewide, especially the major College units that are providing technology services for them. Dr. Carter stated that high-level goals were aligned with the College's Strategic Pillars. She highlighted the 7 Major Technology Elements: Technology Policies, Guidelines and Standards; Technology-involved Professional Development; Emerging Technology; Electronic Workflow, Hardware and Software; Administrative Systems; Infrastructure and Data Security; and Data Reporting. She stated that a subcommittee was developed for each of these elements. Dr. Carter pointed out that there is a "specific dialogue" for critical technology resources in the Plan, particularly those College resources provided to College employees. The Operational Units responsible for critical technology resources are: Information Technology Services; Online

Learning and Media Services (formerly Flexible Learning Options and Academic Technology (FLOAT) which includes Online Learning, Academic Technology and Multimedia Services; Institutional Research, and Marketing. Dr. Carter stated that each goal in the Technology Plan is aligned with a specific goal in the College's Strategic Plan. She ended her presentation by stating that a 6th Pillar is focused on Diversity, Equity and Inclusion and that this goal is aligned with the goal in the Technology Plan.

Mr. Sonty highlighted a few slides in the Technology Plan. He stated that the Plan provides a customized student experience for the student from recruitment to post graduation. Mr. Sonty stated that the Plan itself is a "moving" document, and that the projects will be accomplished in stages. He referred the Committee to Slide 13 (Gartner) which highlighted the personalized student experience. As an example, the student enters as a recruit, financial aid reviewed, takes courses, graduates, and becomes an alumnus. The students use many systems, and the goal of IT is to understand the interdependencies, analyze the data, and provide a personalized experience. Mr. Sonty stated that based on Gartner's research, technology is converging in higher education on social learning, mobile learning, big data, and cloud computing. Mr. Sonty spoke to the Investment Prioritization Criteria (Gartner) pointing out the organizational efficiency which improves institutional return on investment and Personal Productivity which improves student, faculty, and staff experience.

Mr. Sonty stated that the Technology Plan is organized into three phases: Foundation, Applications, and Transformation. He stated that staff is currently working on the Foundation phase which includes focus areas such as infrastructure, security, and data. Mr. Sonty stated that by using HEERF dollars, staff is able to launch many of the Foundation projects which should be completed by the end of the Spring semester. Mr. Sonty highlighted the Predictive Analytics slide stating that in order to understand and predict behavior, staff will capture data coming from various sources such as social media and marketing/campaign management. Mr. Sonty ended his portion of the presentation by stating that there are case studies focusing on where technology is going, highlighting IBM leveraged structured and unstructured data to predict graduation rates.

Mr. Sonty stated that for the Technology Plan to be successful, it is very important that we take into consideration the need for proper funding, prioritization, and sequencing of the projects.

Mr. Sonty commented that the last time he met with two Trustees, a few recommendations were made. He stated that in Attachment A, the Data Protection Policy and Project Metrics have been added. He further commented that key department leads have been identified. As such, the project can be tracked from start to finish. Mr. Soileau stated that there is a line of accountability and the project is well done.

Action: Mr. Dubow moved and Ms. Hernández Vélez seconded the motion that the Business Affairs Committee recommend to the full Board the adoption of the 2021–2025 Technology Plan. The motion passed unanimously.

(2) Three-Year Capital Budget Plan (Information Item)

Mr. Eapen provided an overview of the three-year Capital Budget Plan. He highlighted the charts in Attachment B which contains the College's proposed capital budget three-year plan for fiscal years 2021-2022, 2022-2023 and 2023-2024. Mr. Eapen mentioned that staff met with Mr. Soileau and Mr. Herzog who gave them good guidance on the presentation and on the contents.

Mr. Eapen reviewed the Sources of Funds and Uses of Funds and highlighted the following in Attachment B:

Source of Funds		**Revenues**
Maintenance Fund		$ 8,977,890
Plant Fund		4,742,131
3 Years from City Appropriation (FY22, FY23,24)		1,500,000
3 Years of Capital Fees (FY22, FY23, FY24)		1,230,000
Main Garage Maintenance Funds		984,526
Foundation Support		315,000
		$ 17,749,547
Use of Funds		**Capital Expenses**
Facility Projects		$ 15,980,110
FF&E Purchases		1,322,605
Divisional Priorities		446,832
		$ 17,749,547

The Source of Funds (Revenues) and Use of Funds (Capital Expenses) totals $17.7 million.

Mr. Eapen then referred the Committee to the breakdown of costs in Attachment B. He stated that the majority of projects are "priority" projects given the nature of the challenges currently at the College. Mr. Eapen stated that the roof replacement at the Winnet Building, Northwest and West Regional Centers totals $2.4 million. He stated that electrical upgrades at the Main Campus including three generators, lighting, and building automation is equivalent to $1 million. In the Bonnell Building, the Automation for Basement Chilled Water Pumps total $15,000 and the Cooling Tower Dunnage and Piping total $565,000. In the Mint/Bonnell Buildings, replacement of the atrium skylights total $1.2 million, of which one half will be funded from RACP funding. The Mint Building historical front doors total $270,000, of which an RFP was issued. The replacement of hot water and heat exchanger system in the Mint Building total $316,400, of which an RFP will be issued. In the Mint/Bonnell Buildings, the fire safety enhancements in data closets total $200,000. At the Northwest Regional Center, repairs to the non-load bearing walls total $100,000 and the heat pumps condensate piping repairs total $94,100. In the West Building, the creation of a simulation/skills lab for Nursing and Allied Health totals $300,000, taken from the FY20 Academic and Student Success Initiatives, as well as the Physics Lab which total $313,500, of which PDE will fund one half of $625,000. In the Winnet Building, Great Hall renovations total $450,000; the Main garage – Phase IV & V total $721,000; and the Café in the Mint Building totals $1,250,000. In the Bonnell Building, Chiller #3 replacement totals $1.3 million.

Mr. Eapen continued reviewing the Facilities projects; the Furniture, Fixtures & Equipment purchases; and Divisional Priorities.

Mr. White asked about the short-term fix regarding the Gymnasium floor. Mr. Trzaska stated that the temporary court should installed by the end of October. Mr. Eapen stated that the goal was to be ready for the first basketball game scheduled for November 1st. Dr. Generals stated an "innovation hub" will be created to fund and support the development and plan for a small business incubator at the Center for Business and Industry (CBI).

Referring to a question in Dr. Dubow's email, Mr. Eapen stated that the approved capital budget plan was $14.5 million which is a 3-year plan, of which $3.7 million was completed. He stated that there were projects charged to CATTO and HEERF, totaling approximately $1.8 million. The capital budget carried over approximately $8.9 million from the last capital budget plan to the current one, which is a 3-year cycle. In response from questions from Mr. Dubow, Mr. Eapen responded that staff will be focusing on "life-safety" projects as a priority. Mr. Eapen stated that approximately $9 million is in the Maintenance Fund. Approximately $5.2 million in the Plant Fund, and approximately $965,000 in the garage maintenance fund.

Mr. White asked where does the College stand with the heating/cooling system that was installed years ago at the Northeast Regional Center. Mr. Eapen responded that it is a geothermal system that needs to be maintained at NERC. Mr. White asked about landscaping at the College. Mr. Eapen stated that the College has a landscaper at the Main Campus and three Regional Center Centers which is maintained annually for groundskeeping. Further, Mr. Eapen stated that the College is not doing any major landscaping work.

(3) Ernest Bock & Sons, Inc. Change Order One for the Career & Advanced Technology Center Project (Action Item):

Discussion: Mr. Eapen stated that this change order is the result of intumescent fireproofing for the structural steel; additional structural steel required for exterior walls and additional structural blocking; electrical raceways for upgraded technology required by the College; sanitary tie-in due to incorrect documented City plans; and unforeseen conditions discovered during demolition and excavation. See breakdown of costs in Attachment C.

The total change order totals $206,239 which will increase the total contract from $16,222,000 to $16,482,239, an increase of 1.27%.

Mr. Eapen stated that staff request that the Committee recommend to the full Board the approval of the Ernest Bock & Sons, Inc. Change Order One for the Career & Advanced Technology Center Project in the amount of $206,239.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the full Board the approval of the Ernest Bock & Sons, Inc. Change Order One for the Career & Advanced Technology Center Project in the amount of $206,239. The motion passed unanimously.

(4) Agreement with the Department of Collegiate and Technical Education (DCTE), (Action Item):

Ms. Liautaud-Watkins reported that the College has negotiated an agreement with the Department of Collegiate and Technical Education (DCTE), Government of Karnataka, India. The agreement will outline the collaboration to provide opportunities for Indian students to complete the Cyber Security Program with an associate's degree through CCP's Corporate College.

Ms. Liautaud-Watkins stated that the Cybersecurity degree program will be offered to a cohort of 24 students, chosen by the DCTE. The program will be offered in three (3) parts.

Part I (November, 2021-August, 2022). DCTE students will complete placements tests, and introductory courses such as English as a Second Language (ESL).

Part II (September, 2022-August, 2023). Students will complete prerequisite and Cybersecurity degree coursework online.

Part III. (September, 2023-August, 2024). Students will attend CCP In-person and complete the remaining Cybersecurity coursework on the Main Campus.

Ms. Liautaud-Watkins stated that the tuition for the DCTE cohort program will be offered at contracted rates for cohorts:

1) $11,448 per online course with a maximum class size of 24;
2) A minimum of $11,448 per on-site course with a maximum class size of 24 (class fees for Part 3 may be increased subject to agreement between the Parties, but shall be at least $11,448);
3) $9,540 per ESL course with a maximum class size of 20; or
4) A minimum of $159 per credit per student for mainstream courses.

Ms. Liautaud-Watkins stated that the contracted rates are equivalent to the in-county rate. Because they are contracted rates paid by DCTE and not individual students, the rates do not need separate approval from the Pennsylvania Department of Education and only need Board approval. The program will have a minimum of 18 courses. Ms. Liautaud-Watkins stated that this partnership is a gateway to other program offerings in the Karnataka region and India more broadly, which will prove fruitful to the college and its international enrollment goals.

Mr. White asked about the clause to get out of the agreement. Ms. Zellers stated that either side can terminate the agreement at least 6 months (180 days) notice; however, the students can complete any classes they were currently enrolled in. The only caveat is that the College would not allow for the completion of classes if the students did not pay for their courses. Ms. Zellers stated that the payments are due prior to the semester starting.

Mr. Dubow asked if there were any costs associated with the agreement. Ms. Zellers stated that in addition to paying College faculty, the College's International Office will be assisting with getting the VISAs for the last year and that no recruiting fee is required.

Action: Mr. Herzog moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the full Board the Agreement with the Department of Collegiate and Technical Education (DCTE). The motion passed unanimously.

(5) <u>Next Meeting</u>:

The next meeting of the Combined Business Affairs Committee and Executive Committee will be held on Wednesday, November 17th at 9:00 A.M.

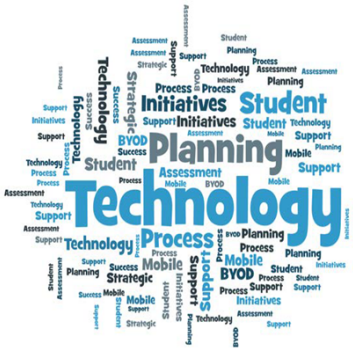
Following the Public Session, the Committee went into Executive Session at 9:40 A.M.

The meeting was adjourned at 10:00 A.M.

JE/lm
Attachments

ATTACHMENT A

2021-2025 Technology Plan



Executive Summary

The Community College of Philadelphia Technology Plan 2021-2025 is constructed using guidance from the 6 Pillars for Strategic Growth, Guided Pathways strategies, and the Classroom Technology Plan, as well as input from the members of the Technology Coordinating Committee and the college community.

The purpose of the Technology Plan is to establish and communicate 1) technology guidelines and standards, 2) a set of prioritized goals for technology, and 3) a set of action steps that will help direct the Community College of Philadelphia as we prepare for the future. This plan contains recommendations for technological enrichment within the College that will occur during the years 2021 through 2025.

The Technology Plan is presented in four sections, starting with a brief introduction. Then overviews of four operational units having major responsibility for critical technology resources are provided. The status of technology at the College follows, organized into seven categories of technology elements crucial for meeting the strategic, operational, teaching/learning, and relational demands of the College. The final section of the CCP Technology Plan 2021-2025 presents six Technology Goals, each based on a CCP strategic pillar, with accompanying high-level action items and the primary units responsible for achieving them.

Table of Contents

Introduction ..... Page 3

Operational Units Responsible for Critical Technology Resources ..... Page 3

Information Technology Services ..... Page 3

Flexible Learning Options and Academic Technology ..... Page 4

Institutional Research ..... Page 5

Marketing ..... Page 5

Major Technology Elements at CCP ..... Page 6

Technology Policies, Guidelines and Standards ..... Page 6

Technology Professional Development ..... Page 8

Emerging Technology ..... Page 9

Electronic Workflow, Hardware and Software ..... Page 9

Administrative Systems ..... Page 9

Infrastructure and Data Security ..... Page 10

Data Reporting ..... Page 11

Technology Goals for 2021-2025 ..... Page 12

Technology Goal 1 (Student Experience) ..... Page 13

Technology Goal 2 (Workforce Development) ..... Page 13

Technology Goal 3 (Community Relations) ..... Page 14

Technology Goal 4 (World-class Facilities) ..... Page 14

Technology Goal 5 (Fiscal Stability and Sustainability) ..... Page 14

Technology Goal 6 (Diversity, Equity, Inclusion) ..... Page 15

IITS Implementation Approach ..... Page 16

Appendix A - Strategic Framework & Implementation Roadmap ..... Page 17

Appendix B – ITS Projects ..... Page 19

Introduction

The Community College of Philadelphia Technology Plan 2021-2025 is constructed using guidance from the 6 Pillars for Strategic Growth, Guided Pathways strategies and the Classroom Technology Plan as well as comments from the members of the Technology Coordinating Committee and the college community.

- *Student Experience*
- *Community Engagement*
- *World Class Facility*
- *Workforce Development*
- *Fiscal Stability and Sustainability*
- *Diversity, Equity and Inclusion*

The purpose of the Technology Plan is to establish and communicate 1) technology guidelines and standards, 2) a set of prioritized goals for technology, and 3) a set of action steps that will help direct the Community College of Philadelphia as we prepare for the future. This plan contains recommendations for technological enrichment within the College that will occur during the years 2021 through 2025.

This plan begins with a brief highlight of the current status of technology at the College, focusing on seven major technology elements that are crucial for meeting the strategic, operational, teaching/learning, and relational demands of the College. The intention is to state the context in which the following technology guidelines and standards, prioritized goals, and action items are recommended. The seven major technology elements include:

- Technology Policies, Guidelines and Standards
- Technology-involved Professional Development
- Emerging Technology
- Electronic Workflow, Hardware and Software
- Administrative Systems
- Infrastructure and Data Security
- Data Reporting

The next section provides a brief overview of three operational units of the College responsible for critical technological resources that serve foundational needs across the institution. The seven major technological elements that serve as an organizing structure for the Technology Plan are then described. Technology Goals for 2021-2025 are then presented.

Operational Units Responsible for Critical Technology Resources

Information Technology Services

The Information Technology Services staff at CCP is under the direction of the Business and Finance Division. This division, led by Vice President Jacob Eapen, has a broad set of goals and aspirations that are aligned with the College's Strategic Plan.

The ITS staff member team is comprised of support personnel for desktop, network, ERP applications and telecommunications. Amassing degrees and certifications that support all the current and future technology that drive teaching and learning.

The College has over 4,500 desktop workstations that provide access to Microsoft Office, the Internet, and teaching/learning discipline-specific specialized applications. These student classroom and open lab areas also house printers and copiers that allow for printing. The faculty offices are supported by desktop computers and centralized printing, as are the administrative areas. All desktop systems are refreshed based on the software demand of the area.

The core network farm which supports our Active Directory environment is on-prem and comprised of multiple virtual environments that provide for fail-over functionality. In addition, the Enterprise Resource server farm is also housed on-prem and is comprised of multiple virtual environment servers for fail-over functionality. All servers are refreshed on a 4-year cycle.

The data network is based on industry standard routers and switches, which are kept vibrant through a refresh cycle that provides for current technology support for wired and wireless systems.

Video conferencing is now supported through group meeting software, webcams and speaker phones. Multiple conference bridges exist for use by all departments and divisions.

Flexible Learning Options and Academic Technology

The Flexible Learning Options and Academic Technology (FLOAT) staff at CCP is under the direction of the Academic and Student Success Division, led by Vice President Dr. Sam Hirsch. The FLOAT team supports online learning, academic technology, and multimedia services at the College.

Classroom technology is expanding and now includes the use of interactive systems as we move beyond the projector and screen approach. This interactive approach allows for everyone to participate.

Students encounter and utilize technology continually, from their initial contact with the college, in classrooms and labs, all which helps support their success. Additional student support is provided using Internet-based services. These include enrollment and registration applications and routing, and transcript requests.

Faculty have access to the Canvas course management system. Students can access the system from home and from numerous locations on campus, including the open computer labs and via mobile apps. Students also use a variety of devices for online test-taking and research for their courses.
Most classrooms are now “smart classrooms” utilizing a networked computer with a digital projector, presenter, and sound system. Technology-based courses such as Digital Media, Computer Aided Design and Drafting (CADD), and Computer Science (programming) use personal computers extensively to simulate their work environments. Hardware and software used in these courses are periodically assessed and upgraded to meet current industry standards, as expected by the faculty and students in these courses.

Community College provides full-time faculty members with an office computer and the Microsoft Office Suite and other software as needed. Adjunct faculty have access to similar equipment in a designated workspace. Faculty use the Banner system for student and scheduling information, class rosters, and for final grade entry.

Academic Technology provides instructor technical support. Many tutorials are online and staff are available for personal instruction and various training sessions provided by FLOAT.

Multimedia Services provides services for the College and external constituents including: providing technology support for events at the college; design, installation, implementation, and maintenance of display technology; and the development of media and educational TV in support of instruction and for airing on CCPTV.

Institutional Research

The Institutional Research staff at CCP is under the direction of the Enrollment Management and Strategic Communications Division, led by Vice President Dr. Shannon McLaughlin Rooney. The Institutional Research staff member team provides comprehensive data analytics to support:

- Data stewardship and integrity
- Institutional planning
- Evaluation of effectiveness
- Informed decision making
- External accountability, and
- Collaborative research.

The staff provide quality data and reports to the College community, collaborate with college leadership and faculty on analytical projects in support of student success and institutional effectiveness, and to provide the data and reports needed to meet state, federal, accreditation and funding compliance requirements.

Marketing

The Marketing staff at CCP is under the direction of the Enrollment Management and Strategic Communications Division, led by Vice President Dr. Shannon McLaughlin Rooney. The Marketing staff member team supports the web presence and associated technologies at the College, which include three online properties: www.ccp.edu, www.myccp.online, and myccp.ccp.edu.

www.ccp.edu

The College's homepage and main domain, sometimes referred to as the "College's Marketing Site." The pages at www.ccp.edu are for the express purpose of introducing the College to interested parties such as, but not limited to, prospective student and parents, alumni, donors, government officials, and prospective employees. The site’s goal is to provide information about the College and inform the

public. The site is controlled by the Marketing department. The College catalog and other mandatory public information is posted on this site.

www.myccp.online

Sometimes referred to as the "Internal Site," this domain holds site sections that cater to those that have business with the College: students, faculty, staff, regulators, etc. The pages and the information within are directly related to one's time at the College. Department pages, governance, policies and procedures can all be found on this site. Information that is public, or semi-public, which does not require a user login for security, is placed on this site and sections. The College's Marketing department maintains the site, but each department controls the content of their site sections. Some tools are built here, and minor crosslinking from ccp.edu to myccp.online is present. The site's navigation changes per a self-select or audience selection for each department to either student- or staff-focused.

myccp.ccp.edu

This domain is the gateway to sites and services that are business-oriented, and is the gateway to the College's Single Sign On User Authentication. Once the user is verified, they are taken to a domain that is commonly referred to as "The Portal." From the portal, the user has access to the business tools and services maintained by the College Information Technology Services department. The services behind the portal tend to deal with personal identifiable information and require various security layers. Students will interact with these services to register for classes, check grades, access email and check their academic progress. The sites and services behind the portal may have different URLs, but the proper way to access these services is via the login that can easily be accessed from https://myccp.ccp.edu.

Major Technology Elements at CCP

The Technology Coordinating Committee, the College-wide governance standing committee at the College, is responsible for recommending College-wide technology guidelines and standards, as well as developing and maintaining a College-wide technology plan. To effectively carry out these responsibilities, seven major technology elements have been identified as a means of organizing, planning for and monitoring College technology.

Technology Policies, Guidelines and Standards

Policies

The following College Policies address technology or technology-related resources or activities at the College.

Policy Governing the Use and Duplication of Software (Memorandum #305)
Policy for Responsible Computing (Memorandum #306)
Acceptable Use Policy for Interactive Systems (Memorandum #307)
Hardware and software Support Policies On-campus (Memorandum #309)
Identity Theft Detection and Prevention (Memorandum #312)
Standards for Distance Education Courses (Memorandum No. 14)

Records Management and Retention Policy (Memorandum #313)
Sign-Out Procedure for Long-Term Audiovisual Equipment (Memorandum #155)
Policy on Inclusion on Digital Course Materials (Memorandum #220)
Chosen Name Policy (Memorandum #360)

Guidelines and Standards
Guidelines and standards are established or recommended in the following areas.

New construction or facility upgrades
College Facilities and the ITS department reviews standards for new classrooms, offices, and other meeting spaces annually.

Accessibility
All technology purchased and implemented within the college should meet the minimum standard outlined by WCAG 2.0 AA, guidelines for accessibility. All distant education classes are reviewed for compliance with accessibility requirements.

Disaster Recovery and Backup
The Information Technology Services Department uses a UPS (uninterrupted power supply) battery backup for the on-premise datacenter to allow operation in the event of a power failure. The server operating system is patched at minimum every quarter and physical access to datacenter is restricted to ensure safety and security of hardware, software, and information. College ITS staff work in collaboration with Facilities staff to address on-site and off-site backup and disaster support of campus systems.

To address the requirement for off-site backup and disaster recovery, the campus uses IBM Spectrum products for warm and cold backup and has engaged an external resource to support backup and data retention. Critical campus files for faculty and staff are accessible within 24 hours in the event of a complete loss of on-premise servers. The backup and recovery plan will be tested at least twice a year to ensure recovery of data is possible.

The Disaster Recovery and Recovery Plan (DRRP) can be found via the following link
https://bit.ly/3oDUcLK

Bring Your Own Devices (BYOD)
Faculty, staff, and students have the capability to connect to the college WiFi. For security, WiFi access is restricted to the Internet. No internal WAN connection is permitted via WiFi.

Personally Identifiable Information (PII)
The data that contains information that is regarded as PII is maintained behind our college Firewall. PII data that is held in system that are CLOUD-hosted or SaaS are required to meet standards of security in order to be used by the college.

Interest Free Computer Loans
Interest free loans for faculty and staff purchase of computers are available through the College. Additional information is available at this website: ***http://path.ccp.edu/vpfin-pl/CompPurchAsstPlan.pdf***

Social Media Guidelines

Information regarding social media guidelines for the College can be found at this link: https://myccp.online/division-marketing-and-communications/brand-guidelines/social-media .

Refresh Model

Equipment Type	Cycle
Computer Lab (General Use)	5 years
Computer Lab (Advanced)	3 years – upgrade or replace as funding allows
On-Premise Servers	5 years
Staff Laptops/Desktops	5 years – See below regarding mid-cycle upgrades
Network Infrastructure	5-10 years – depending on physical layer (copper, fiber, wireless) and network load, congestions and equipment obsolescence.
Technical Staff Computers	2 years – machines are more heavily used and perform advanced functions (virtual imaging, test environments) directly related to providing service to the rest of the campus. Upgraded machines will be cycled to other uses.
Classroom AV infrastructure wiring	10 years
Projectors Updated	5 Years
Phones (VoIP)	As needed when phones are end-of-life (EOL) or as a result of a upgrade
Printers	As needed
Interactive Touchscreen Displays	10 years

The above recommendations do not preclude mid-cycle upgrades such as improvements in RAM or HD capacity. Whenever possible, refreshed computers will be cycled to other uses. For example, refreshed staff computers may be used to expand student computer access or support CIS classes.

Technology Professional Development

Organizational processes and the work conducted by a majority of employees across the college require or are enhanced by the use of technology. Therefore, it is critical that all employees whose work can benefit by the use of technology have access to technology-related professional development. A primary purpose of professional development in technology related areas is to enable the College to ensure high levels of student success through the provision of highly effective and efficient academic and administrative services throughout the College.

The Flexible Learning Options and Academic Technology division provides professional development for faculty and staff in the areas of online course development, the learning management system, open educational resources, and other academic technologies.

The college uses surveys and other assessment tools to examine the employees' technological needs to ensure that the faculty and staff are receiving the essential professional development to prepare student for competing in a global economy.

The Human Resources department provides access to professional development opportunities for all employees through an online portal. Information Technology Services coordinates and provides basic employee training on the SIS/ERP system and related reporting tools.

Emerging Technology

As technology continues to develop, improve, and diversify in its application, CCP staff and faculty are encouraged to request and implement technology tools in support of increased student success. Hands on, tactile experience is a critical component of the learning process. We need to provide students real world access to software and cloud-based solutions. As the world has migrated to Cloud and SaaS solutions, it's increasingly important for CCP to offer experiences that align with the real world.

Electronic Workflow, Hardware and Software

The College strives to reduce paper and inefficient processes by moving to electronic methods of providing services, including further review of administrative hardware and software to support innovation. Reviewing processes for improvement through electronic workflows, and implementing the associated hardware and software, should be an ongoing activity with yearly recommendations.

The College should look for opportunities to use Employee and Student Self-Service and strive to keep self-service actions consistent in look and feel.

The intent is to utilize our current administrative systems to their maximum potential where we are not already doing so. To that end, we should:

- ensure current processes mapped out in detail, kept up to date, and reviewed periodically.
- ensure annual review of processes, including a way to collect and review suggestions or pain points, duplications of efforts, etc., in order to identify and prioritize improvements.

Administrative Systems

Technology is used extensively by administrative and student services departments to meet the needs of the College community. All Enterprise-wide applications are accessible via MyCCP or through SSO (single sign-on) authentication. This means that access to each application is driven by who you are as an individual and what access rights you have to each system. For a detailed listing of applications available, please click here (here will take people to a link/page that has a listing of applications available).

Our SIS/ERP integrated database is used for all of the major ~~district~~ functions, such as Human Resources/Payroll, Finance, Financial Aid and Student Records. This database feeds information to all other systems, such as the learning management system, student retention and success systems, and customer relationship management systems, and is the source of state and federal report content and

institutional research data. Faculty, staff and administrators utilize the SIS/ERP extensively on a daily basis to perform necessary administrative functions. Students interact with the SIS via MyCCP or the mobile app when completing transactions such as registration, payment and financial aid, for example.

The administrative systems in use are reviewed periodically and updated to reflect business needs and emerging trends.

Infrastructure and Data Security

Technology Infrastructure

Ensuring current and future computing requirements are realized

- As the needs for technology on campus continue to change, our ability to provide a technology infrastructure that is reliable, scalable, and flexible is of paramount importance. An adaptable and agile infrastructure upon which Information Technology can deliver services to the College community will ensure our ability to meet growing user needs and support strategic goals of the College. ITS selects projects for investment that support the continuous improvement and operational efficiencies of our infrastructure while anticipating the future technology needs of the entire College community.
- Network and system security with regards to infrastructure is an ongoing challenge which requires continuous improvement.

Identity Access Management

- ITS will continue our efforts to implement and leverage federated identity services to enable and support secure collaboration with our colleagues both on campus and at other institutions and improve access to applications and systems for members of the College community. Following the Identity and Access Management (IAM) strategy and architecture developed for the College, we will continue to adopt and implement initiatives including Multi Factor Authentication (MFA) and Single Sign On (SSO).

Virtualization and Cloud-Based Technologies

- Virtualization and cloud-based computing efficiencies continue to influence and shape our ability to improve service and support delivery to our users.
- ITS will continue to achieve efficiencies in providing IT services by leveraging virtualization and cloud-based technologies where and when appropriate. We will explore the use of Virtual desktop infrastructure –(VDI) and IaaS (Infrastructure as a Service) options, where appropriate and cost-effective. We will continue to build out our SaaS (Software as a service) cloud solutions and continually evaluate the efficiency and viability of such options and continue to expand the use of virtual servers in the Data Center in support of the College's strategic initiatives as appropriate.

Capacity Planning and Continuous Improvement

- The growth and expansion of College support services and applications require an ongoing commitment to investments in our infrastructure. A thoughtful review of, and measured planning effort for, infrastructure investments will ensure an efficient, reliable, future-proof and scalable technology infrastructure.

Enterprise Infrastructure Applications

- Enterprise applications are the key components of infrastructure services provided to the College community. Employees can find more information at this link: (To Be Added)

- Enterprise and administrative applications at Community College of Philadelphia need to subscribe to the following design principles:1) cloud-based preferred; 2) user-centric interfaces; 3) MyCCP authentication; 4) accessible to all users; 5) web-based; and 6) an architecture that values analytics, agility, and integrated service focus. All departments must review business critical problems and work to develop possible solutions with ITS before beginning a new solution investigation. ITS is then able to consult on possible existing solutions that can be leveraged to meet the need or to assist with evaluating how a new solution would fit within the College's technology ecosystem and the workload pipeline to ensure that value is fully realized in a timely manner. Our administrative systems must facilitate the core mission of the College, provide appropriately secure access to services and information when they are needed, and be as frictionless and adaptable as possible (easy to use, find, develop and support.)

Mobile Infrastructure

- The demand for location and device-independent access to CCP applications, services, and information by members of the College community are continually driving our efforts to deliver new and improved services.
- The MyCCP Mobile app is available to all employees and students. Several modules, such as the Learning Management System courses, and grades, required authentication and access to person specific data. There are other additional vendor interactive services such as admissions, registration and add/drop and the campus MazeMap that are now available.

Data Security

- Data continues to be one of our strategic assets. Our commitment to data security and integrity is strongly supported by all College senior management. The protection or stewardship of data is the responsibility of all members of the College community.
- The Data Breach / Security Committees evaluate the security of Personally Identifiable Information (PII) across the college and provide recommendations for improvements based on best practices.
- ITS will continue to work to strengthen the overall data security posture by enhancing College business practices so that consistent data security practices are in place throughout the community.

Data Reporting

Data available for College-wide reporting purposes are stored in multiple systems across the College. Generally, there are three ways to access reports generated from this data – through scheduled reporting, through self-service portals or dashboards, or through a process of requesting a customized report from the appropriate unit.

Scheduled Reports

There are College units that provide data reports to organizational members at regularly scheduled intervals. For example, the Budget and Business Services unit provides regular budget reports that are

distributed to appropriate budget managers across the College. These reports include quarterly budget reports for college units and reports that support the annual budgeting process.

Other examples of scheduled reports include:

- Master schedule provided through the MyCCP portal
- ARGOS/Tableau Enrollment
- Device Loaners
- Helpdesk

Self-service Portals and Dashboards

Institutional Research maintains a set of dashboards available to the public that report on student-related data at the College. These dashboards include:

- Enrollment Dashboards,
- Graduation Dashboards,
- Academic Outcomes Dashboards, and
- Student Life and Other Dashboards.

The link to the dashboards maintained by Institutional Research is: https://www.myccp.online/institutional-research/facts-stats.

Master schedule, enrollment, and financial data from the SIS/ERP system can be accessed through reporting software maintained by the Information Technology Services area. Access permission must be granted, and training is required before employees are able to access this reporting tool.

The College-wide assessment system houses assessment data from academic units and administrative, educational and support units. This system includes a reporting tool that provides various reporting options for running assessment reports. Access permission is needed for the assessment system and training is required before employees are able to access this reporting tool.

Requesting Customized Data Reports

Customized data reports can be requested from specific units of the College. Customized data report requests should reflect data requests where the data is not already available through a scheduled report, self-service portal or dashboard, or reporting tool. Customized data report requests can be one-time requests, or a request to create a report that can be run on demand using a data reporting tool.

Add list of where and how to make requests??

TECHNOLOGY GOALS for 2021-2025

As stated in the College 2017-2025 Strategic Plan, overall success will be achieved by reaching three broad goals by 2025:

1) Increase credit and non-credit enrollment by 20%
2) Double the graduation rate.

3) Double the number of opportunities for students to enroll in career programs resulting in the attainment of marketable skills leading to placement in the local and regional economy.

The technology goals for 2021-2025 support achieving these goals through enabling attainment of the strategic pillars outlined in the College's strategic plan, as it has been updated as a living document. These pillars include:

- The Student Experience
- Workforce Development, Readiness and Economic Innovation
- External and Internal Community Relations
- World-Class Facilities
- Fiscal Stability and Sustainability
- Diversity, Equity and inclusion

Technology Goal 1 – Provide access to technology and technology services that support the student experience.

Action Items	Unit(s) Responsible
Develop and deploy a data analytics strategy to enable data informed decision-making in all areas of enrollment management.	**IR, ITS, AASS, EM/SC**
Investigate and implement technology solutions to facilitate enhanced communications and interactions with students, advisors and counselors.	**ITS, EM/SC, AASS**
Research, evaluate, and promote innovative uses of academic technology, including the development of roadmaps to guide faculty and student adoption of innovative technologies.	**ITS, AASS**
Fully implement the College assessment tool to enable efficient and effective assessment data collection, analysis, reporting, and close-the-loop activities.	**IR, ITS, EM/SC, AASS**
Research and implement re-launch of the College website to improve stakeholder communications and ultimately enhance the student experience.	**EM/SC, ITS**

Technology Goal 2 – Provide access to technology and technology services that support workforce development, readiness, and economic innovation.

Action Items	Unit(s) Responsible
Implement systems and procedures that enable broad access to industry and employer data in support of workforce programs, curriculum development and maintenance.	**Workforce, M/SC, AASS, ITS**
Review and refresh as needed Career Connections technology to effectively support student access to up-to-date career data, effective employer-student connections, and student employment and other work-based learning experiences.	**WEI, ITS**

Technology Goal 3 – Provide access to technology and technology services that support external and internal community relations.

Action Items	Unit(s) Responsible
Develop and implement a strategy for managing the relationships between ITS and its user base across the College.	**B&F leadership, ITS**
Fully implement a scheduling system to provide college-wide calendaring and event optimization.	**EM/SC, ITS**

Technology Goal 4 – Provide access to technology and technology services that support having world-class facilities at the College.

Action Items	Unit(s) Responsible
Audit existing ITS infrastructure, services, and support to determine current status relative to industry standards and best practices to define and implement plans for improvement.	**B&F leadership, ITS**
Develop a BYOD strategy for integrating personally owned devices through a secure methodology to the college WAN.	**ITS, General Counsel**
Ensure secure computing and networking environments utilizing technology, training, and procedures within the College and through remote access.	**ITS**
Implement college-wide hardware and software technology purchasing process to ensure compatibility and avoid duplication of competing products across the enterprise.	**Purchasing, Budget, ITS**
Develop a collaborative process to evaluate existing applications and recommend standardization on core product functionality independent of areas.	**Purchasing, ITS**
Research, evaluate, and implement Virtual Desktop Infrastructure (VDI) and cloud computing strategies to support classroom and administrative technology needs.	**ITS**
Annual report examining two or three technologies recommended for College review and consideration.	**ITS, TCC**

Technology Goal 5 – Provide access to technology and technology services that support fiscal stability and sustainability.

Action Items	Unit(s) Responsible
Expand the use of Document Imaging to assist in managing, searching, and archiving digital assets.	**ITS**
Establish, staff, and determine the operations of a college-wide data governance structure.	**IR, ITS**
Review and map workflow processes and fully document details through a central repository.	**All Units (ITS Lead)**
Enhance self-service technologies for student success data access and reporting.	**ITS**

Develop and implement data systems to support internal knowledge sharing about local businesses, organizations, philanthropies and community groups.	**IR, ITS, IA**

Technology Goal 6 – Provide access to technology and technology services that support a diverse, equitable and inclusive environment at the College.

Action Items	**Unit(s) Responsible**
Develop a professional development plan to establish baseline standards for technology competency and training for all FSA employees.	**HR, AASS**
Research and implement an information system to track employee professional development across the College.	**HR, AASS**
Formulate detailed Web Accessibility Plan in accordance with District Web Accessibility Policy and the recommendations outlined by WCAG 2.0AA Standard	**FLOAT, ITS, EM/SC**
Develop and collect standardized diversity, equity and inclusion metrics for College-wide data reporting.	**Diversity Office, General Counsel, IR, AASS, EM/SC**

Information Technology Services (ITS) undergoes a strategic planning initiative every five years. This process includes establishing a set of goals to guide the development of annual operating plans, setting an overall direction for ITS, and ensuring overall consistency with the mission and goals of the College.

The current plan focuses on delivering the results related to increasing enrollment, improving graduation rates, propelling institutional planning, identifying, and intervening with at-risk students, tracking all types of academic milestones, streamlining curriculum management, and **providing a personalized student experience from recruitment to post-graduate engagement**.

The student experience of the future will be the product of an intensive redesign process based on the liberal use of data, and on utilizing technologies to bring scalable and high-touch (both human and machine) practices to make student interactions with the institution personal, integrated, targeted and student-controlled. Failure to employ these kinds of practices — undertaken as integrated processes and integrated with the processes of other ecosystem members across the value chain — will increasingly put our college at a disadvantage when it comes to attracting and retaining students.

The chart below depicts a personalized, integrated and coherent student experience, which will become a key differentiator for our College and we are starting to build the strategies and infrastructure to make this happen.

Source: Gartner April 25, 2017
The Future of Student is Personal

In the following pages: **Appendix A**, defines the strategic framework and roadmap which will be delivered in 3 broad themes, beginning with plans to improve the technology foundation, extending to application portfolios and targeting technology-enabled transformation of CCP.

Appendix B, outlines the projects that ITS will undertake to demonstrate the alignment of ITS Projects with the TCC recommendation and the college's strategic goals. This is a five-year listing of the planned services, initiatives, and goals of the Information Technology Services Department. Critical to the success of the plan is the funding, project prioritization and sequencing.

Appendix A – Strategic Framework & Implementation Roadmap

Strategic Framework & Roadmap

The Strategy will be delivered in 3 broad themes, beginning with plans to improve the technology foundation, extending to application portfolios and targeting technology-enabled transformation.

Foundation

- Build and deliver core technology to support ongoing CCP needs. Find efficiencies and flexibility through simplicity, consolidation and cloud delivery.

Focus Areas

- Infrastructure
- Security
- Data

Applications

Update and replace the portfolio of aging applications to enable greater efficiency, scale and operational effectiveness

- Focus on Academic and Administrative Applications
- Develop comprehensive application portfolio strategies for all operational areas
- Standardize common processes and move to common platforms requiring less resources, complexity and expense

Transformation

Deliver new technologies that create a differentiated experience for our students, faculty, and staff

- Drive proof of concepts to test approaches and tools to change the way we interact and work
- Shift focus towards student facing and educational technologies
- Strategies to be developed across science, data and digital leveraging new technologies (e.g., mobile, internet of things, big data)

Foundation – Short Term (0-12 Months)

Stabilize, Control and Enhance

The foundational initiatives will continue into 2022 with a focus on delivering business value, ensuring stability, exploring new digital opportunities for CCP and transforming the IT organization.

Foundation

Build and deliver core technology assets to support business needs and enhance company performance

Focus Areas

- Infrastructure
- Security
- Data

July 2021 - 2022 Priorities & Tactical Actions

Modernize Technology Infrastructure

Strengthen Enterprise Security

Technology enhanced classrooms

Build New Capabilities To Deliver Business Value

Enable analytics based student success and retention initiatives

Improve the Effectiveness of IT Organization

Data driven business decisions

Applications – Medium Term (12-36 Months)

Optimize and Extend

Focus on academic and administrative applications while standardizing common processes and move to common platforms requiring less resource, complexity and expense.

Applications

Update and replace the portfolio of aging applications to enable greater efficiency, scale and operational effectiveness

2022 - 2025 Priorities & Tactical Actions

- Academic Learning Design and Innovation
- Mobility and Converged platforms for collaboration
- Achieving Student Success Goals
- Develop eLearning and Digital Media technologies
- Deliver app centric personalized experience for students, faculty and staff
- Develop Learning Spaces (Physical & Virtual)

Transformation – Long Term (> 36 Months)

Innovate

Assessing how students, faculty & staff use technology in their learning, research, work, and play environments. This will be the foundation for our work and investments in structured innovation technologies that align to the starting point of our students, faculty & staff and engage them in the process of discovery and the love of learning.

Transformation

Deliver new technologies that create a differentiated experience for our students, faculty, and staff

2024 - 2025 Priorities & Tactical Actions

- Cloud based ERP
- Uniformed platform for sound business decisions
- Measure and anticipate student behavior
- Improved metrics and marketing strategies
- Improved communication with community
- CCP 2.0 - Re-Imagining and Re-inventing CCP

Appendix B – ITS Projects

Technology Projects

The matrix below shows the alignment of IT projects with the College's Strategic Goals and the Six areas of focus. These projects and initiatives are dynamic and accumulative, existing technology continually evolves to the next level of service, support, and functionality. The planned future projects are as follows:

College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1	1,4	Deploy Hyper converged infrastructure (HCI) to reduce data center complexity and increase scalability by using virtualization software to abstract and pool underlying resources, then dynamically allocate them. (Compute, Storage, Management, & Networking delivered As-a-Service).	3-Small	1-High	2022
1	1,4	Replace End-of-Life Data Center Core and Edge Switches.	3-Small	1-High	2022
1	4	Migration of Phone Switch from legacy Nortel System to Avaya or Cloud Phone System.	3-Small	1-High	2022-2023
1,2,3	1,4	Virtualization of servers and desktops in computer labs. Build labs that run in the cloud **or** in a virtualized environment.	2-Medium	2-Medium	2022-2023

Technology Projects – (page 2)

College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1,5,6	Data Driven Decision Making – Enrollment Optimization, Admissions Tracking, & Academic Advising (Tableau).	2-Medium	1-High	2022
1,2	4	Explore the use of College-issued cards to serve identification, provide physical access, permit payments, and automate attendance taking. (Digital ID's on smartphones).	3-Small	1-High	2022-2023
1,2	4,5	DocuSign - Paperless and automation of workflow and processes College wide (ex. FLOAT, Institutional Advancement, etc.)	2-Medium	2-Medium	2022
1	1	Implement New Student Checklist using Banner Self-Service.	1-Small	1-High	2022
1	4	Expand, improve, and provide redundancy for Data Center to serve for at least the next five years.	2-Medium	1-High	2022
1	4	Implement Kronos time tracking system. eTime & Labor.	2-Medium	1-High	2022
1,2	1,4,6	Explore ways to enhance Degree Works to provide better student goals and progress towards achieving them. (Academic Pathways).	2-Medium	2-Medium	2022-2023

Technology Projects – (page 3)

College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1	1,4	Apply security controls between virtual machines, applications, and data storages to minimize vulnerability against data breach and cyber attacks.	3-Small	1-High	2022
1,2	1,4	Update current digital signage system to an up-to-date, web based, and central management system.	3-Small	2-Medium	2022-2023
1,2	1,4	Explore how to improve teaching and learning experiences, fulfill current pedagogical expectations, and make classrooms more dynamic and interactive.	2-Medium	1-High	2022-2023
1,2,3	1	Coordinated team of staff and vendors in a multi-campus, year-long project to produce an online catalog.	2-Medium	1-High	2022
1,2,3	1,2,4	Hybrid Data Management (Structured and Unstructured Data - Collect, Organize & Analyze). Implement Cloud based Data Lakes to enable evidence based and data driven predictive decision making. Big Data Analytics & Data Lakes.	1-Large	1-High	2022-2023

Technology Projects – (page 4)

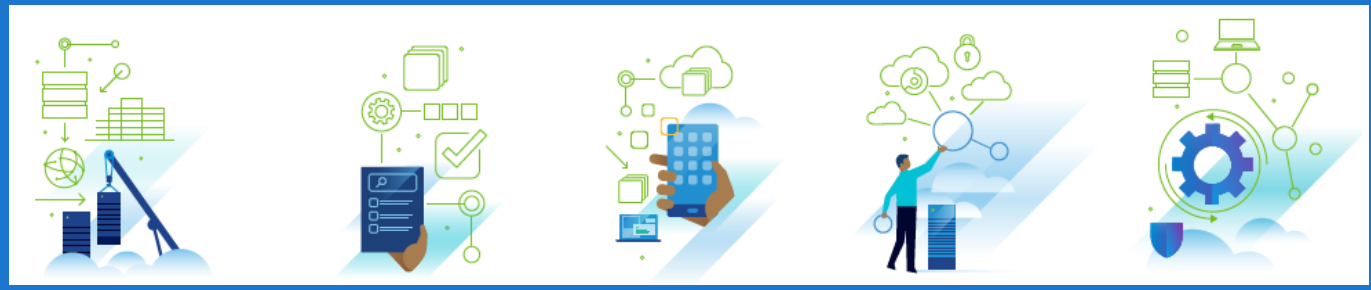
College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1,4	Automate the data feeds to SWN (Send Word Now) to facilitate consistency and real time updates.	3-Small	1-High	2022
1	1	Implement Banner Self-Service Forms to replace current student intake survey that is handled by Qualtrics application.	3-Small	1-High	2022
2	4	Fully implement 25Live to include all Users of the College. Campus-wide room scheduling capability & event mgmt.	3-Small	1-High	2022-2023
1,2,3	4,5	Implement all modules of Elliucian Analytics for all key areas including HR, Finance, Enrollment, etc.	2-Medium	2-Medium	2022-2023
1	1	Implement Electronic Transcript Exchange with Temple Univ.	3-Small	2-Medium	2022-2023
2	1	Implement the newly redesigned Drop-for-Non-Payment Process.	2-Medium	2-Medium	2022-2023
1,2	4	Re-engineer business processes (the analysis and design of workflows and processes within and between departments). Redefine services and redevelop operational processes.	1-Large	1-High	2023

Technology Projects – (page 5)

College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1	Implement CPOS (Course Program of Study) – Leveraging Banner Student, Financial Aid and Degree Works to allow financial aid to pay for only courses that exist in a student's degree path.	2-Medium	2-Medium	2022-2023
1,2	1,3,4,5	Explore the possibility of a new CRM and Cloud ERP/SIS System to augment or replace current Ellucian Banner System.	1-Large	2-Medium	2024-2025
1,2,3	1,3,4,6	***People Centricity – Internet of Behaviors – How student's interact with CCP. Total experience strategy. Capturing the Digital Dust.***	1-Large	3-Low	2024-2025
1,2,3	1,3,4	***IoT – Internet of Things & AI Engineering.***	1-Large	3-Low	2024-2025
1,2,3	1,4,6	***Broadening IT Automation and Enhancing the Student Experience***	1-Large	3-Low	2025

Technology Plan

Preparing for Tomorrow, Today



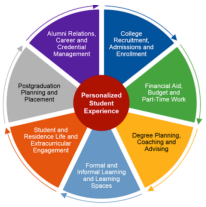
March 15, 2021

The Path to Possibilities™

Community College *of* Philadelphia

www.ccp.edu

Executive Summary



- The plan begins with a brief background of Higher Education business trends and technology trends that are crucial for meeting the strategic, operational, teaching/ learning, and relational demands of the College while creating a transformative student experience, fostering a collaborative workspace, and enabling innovation, sustainability and growth.

- The plan focuses on delivering the results related to increasing enrollment, improving graduation rates, propelling institutional planning, identifying and intervening with at-risk students, tracking all types of academic milestones, streamlining curriculum management, and **providing a personalized student experience from recruitment to post-graduate engagement**.

- This document provides a set of prioritized goals for technology, and a set of initiatives that will help direct the Community College of Philadelphia as we prepare for the future. This plan contains recommendations for technological enrichment within the College that will occur during the years 2021 through 2025.

Contents

Background & Context

Strategic Goals and Framework

Opportunity Analysis

Transformation Road Map, Priorities and Projects

Next Steps

Feedback, Investment Prioritization, Project Sequencing

Appendix

Current Challenges, Cloud ERP & Data Driven Intelligence

CCP Strategic Goals

As stated in the College 2017-2025 Strategic Plan, overall success will be achieved by reaching **three broad goals** by 2025:

1	Increase credit and non-credit enrollment by 20%
2	Double the graduation rate
3	Double the number of opportunities for students to enroll in career programs resulting in the attainment of marketable skills leading to placement in the local and regional economy

Technology Vision

The technology plan for 2021-2025 will focus on providing a personalized, integrated, and coherent student experience that supports CCP's strategic direction with a focus on the six pillars outlined in the College's strategic plan.

1	**The Student Experience**
2	**Workforce Development, Readiness and Economic Innovation**
3	**External and Internal Community Relations**
4	**World-Class Facilities**
5	**Fiscal Stability and Sustainability**
6	**Diversity, Equity and Inclusion**

Holistic Student Experience

Source: Gartner April 25, 2017
The Future of Student is Personal

Technology Objective 1

Provide access to technology and technology services that support the student experience.

Initiatives & Action Items	
1	Develop and deploy analytics strategy to enable data informed decision-making in all areas of enrollment management.
2	Investigate and implement technology solutions to facilitate enhanced communications and interactions with students, advisors and counselors.
3	Research, evaluate, and promote innovative uses of academic technology, including the development of roadmaps to guide faculty and student adoption of innovative technologies. (Open Education Resources (OER) & Digital Learning).
4	Fully implement the College assessment tools to enable efficient and effective assessment through data collection, analysis, reporting, and close-the-loop activities.

Technology Objective 2

Provide access to technology and technology services that support workforce development, readiness, and economic innovation.

Initiatives & Action Items

1	Implement systems and procedures that enable broad access to industry and employer data in support of workforce programs, curriculum development and maintenance.
2	Review and refresh as needed Career Connections technologies to effectively support student access to up-to-date career data, effective employer-student connections, and student employment and other work-based learning experiences.

Technology Objective 3

Provide access to technology and technology services that support external and internal community relations.

Initiatives & Action Items

1	Develop and implement a strategy for managing the relationships between ITS and the user base across the college.
2	Fully implement a scheduling system to provide college-wide calendaring and event organization.

Technology Objective 4

Provide access to technology and technology services that support having world-class facilities at the College.

Initiatives & Action Items

1	Audit existing ITS infrastructure, services, and support to determine current status relative to industry standards and best practices to define and implement plans for improvement.
2	Develop a BYOD strategy for integrating personally owned devices through a secure methodology to the college WAN.
3	Ensure secure computing and networking environments utilizing technology, training, and procedures within the College and through remote access.
4	Implement College-wide hardware and software technology purchasing process to ensure compatibility and avoid duplication of competing products across the enterprise.
5	Develop a collaborative process to evaluate existing applications and recommend standardization on core product functionality independent of areas. (Cloud Computing & Cloud ERP).
6	Research, evaluate, and implement Virtual Desktop Infrastructure (VDI) and cloud computing strategies to support classroom and administrative technology needs.
7	Annual report examining two or three technologies recommended for College review and consideration.

Technology Objective 5

Provide access to technology and technology services that support fiscal stability and sustainability.

Initiatives & Action Items	
1	Expand the use of Document Imaging to assist in managing, searching, and archiving digital assets.
2	Establish, staff, and determine the operations of a College-wide data governance structure.
3	Review and map workflow processes and fully document details through a central repository.
4	Enhance self-service technologies for student success data access and reporting.
5	Develop and implement data systems to support internal knowledge sharing about local businesses, organizations, philanthropies and community groups.

Technology Objective 6

Provide access to technology and technology services that support a diverse, equitable and inclusive environment at the College.

Initiatives & Action Items

1	Develop a professional development plan to establish baseline standards for technology competency and training for all FSA employees.
2	Research and implement an information system to track employee professional development across College.
3	Formulate detailed Web Accessibility Plan in accordance with our Web Accessibility Policy and recommendations outlined by WCAG 2.0A (Web Content Accessibility Guidelines) .
4	Develop and collect standardized diversity, equity and inclusion metrics for College-wide data reporting.
5	Closing the Digital Divide by providing meaningful access to Technology & Services.

Higher Education Trends & Enabling Technologies

Business Trends

① Student Success
② Competency-Based Education
③ Reinventing Credits
④ Analytics Everywhere
⑤ Institutional Branding
⑥ Breaking Boundaries
⑦ Rethinking Business Models
⑧ Increasing Political Intervention
⑨ Innovative Learning Spaces
⑩ E-Research

Enabling Technologies

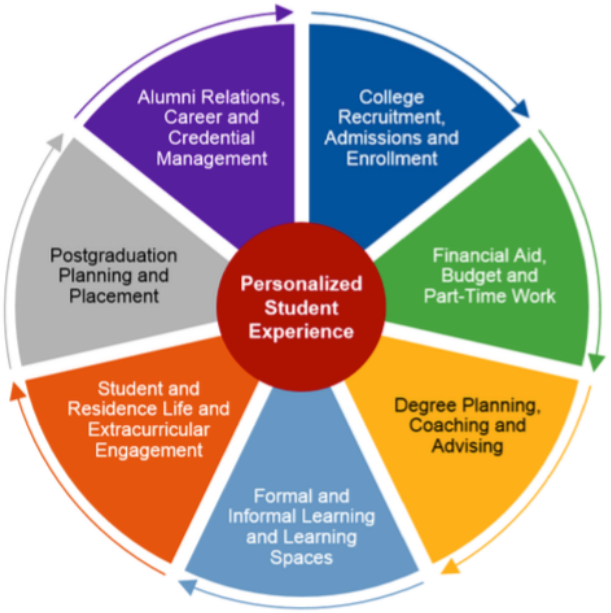
① Adaptive Learning
② Predictive Analytics
③ CRM
④ Open Micro-credentials
⑤ Digital Assessment
⑥ Smart Machines and AI
⑦ Listening and Sensing Technology
⑧ Collaborative Technology
⑨ Block Chain
⑩ Nudge Technology

© Gartner Inc.

Focus Areas for Technology

1	**Transformative Student Experience** ✓ *Increase student success both while at CCP and after graduation*
2	**High Performance Culture** ✓ *Positive, productive, and collaborative workplace*
3	**Strategic Innovation, Sustainability and Growth** ✓ *Highly efficient and aligned processes, systems, and structures that support the mission of the College and expand funding, students, and productivity*

Student Experience of the Future



Source: Gartner April 25, 2017
The Future of Student is Personal

Technology Convergence in Higher Education

Social Learning
Open Badges

Support education strategy with any data

Big Data
Adaptive Learning

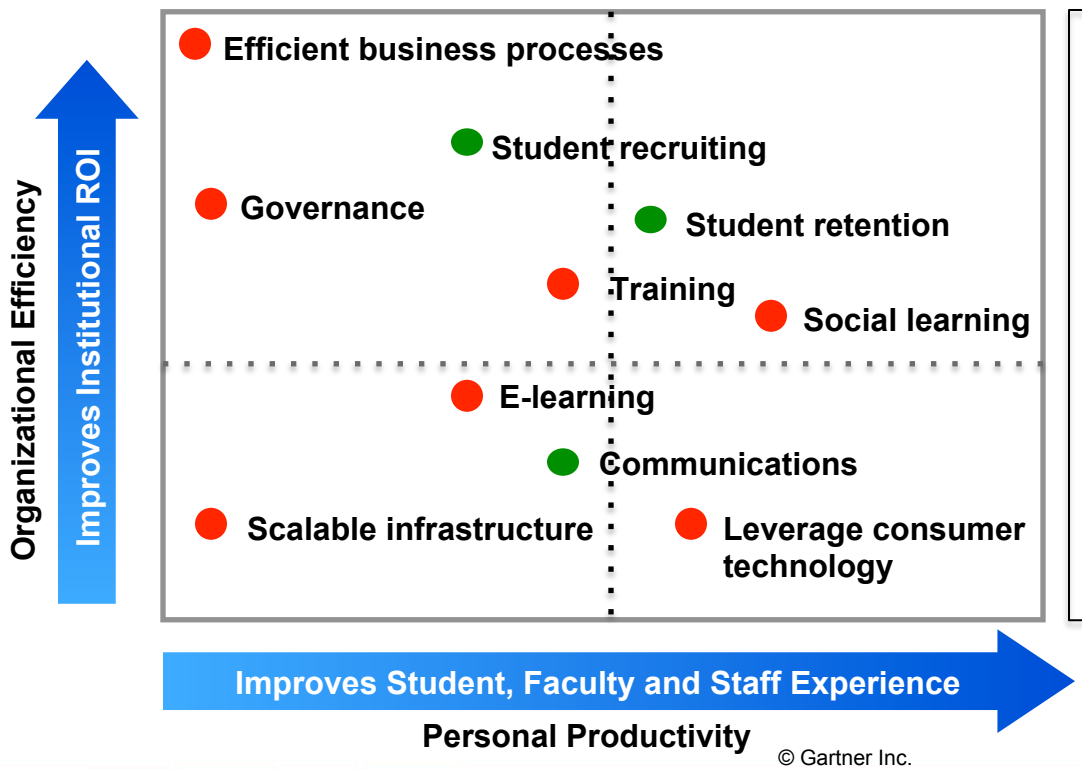
Mobile Learning
Education Devices

Learn and engage with Artificial Intelligence

SaaS, PaaS, IaaS

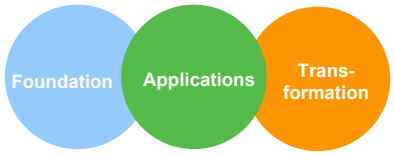
© Gartner Inc.

Investment Prioritization Criteria



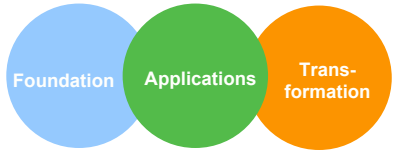
Potential Services:

- Predictive analytics service
- Content delivery optimization service
- Cloud delivery optimization service



© Gartner Inc.

Strategic Framework & Roadmap



The Strategy will be delivered in 3 broad themes, beginning with plans to improve the technology foundation, extending to application portfolios and targeting technology-enabled transformation.

Foundation

- Build and deliver core technology to support ongoing CCP needs. Find efficiencies and flexibility through simplicity, consolidation and cloud delivery.

Focus Areas

- Infrastructure
- Security
- Data

Applications

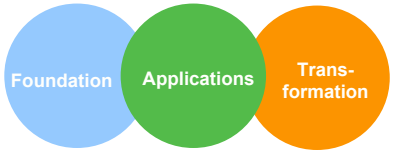
Update and replace the portfolio of aging applications to enable greater efficiency, scale and operational effectiveness

- Focus on Academic and Administrative Applications
- Develop comprehensive application portfolio strategies for all operational areas
- Standardize common processes and move to common platforms requiring less resources, complexity and expense

Transformation

Deliver new technologies that create a differentiated experience for our students, faculty, and staff

- Drive proof of concepts to test approaches and tools to change the way we interact and work
- Shift focus towards student facing and educational technologies
- Strategies to be developed across science, data and digital leveraging new technologies (e.g., mobile, internet of things, big data)



Foundation – Short Term (0-12 Months)

Stabilize, Control and Enhance

The foundational initiatives will continue into 2022 with a focus on delivering business value, ensuring stability, exploring new digital opportunities for CCP and transforming the IT organization.

Foundation

Build and deliver core technology assets to support business needs and enhance company performance

Focus Areas

- Infrastructure
- Security
- Data

July 2021 - 2022 Priorities & Tactical Actions

Modernize Technology Infrastructure

Strengthen Enterprise Security

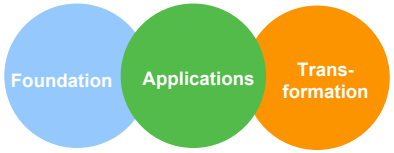
Technology enhanced classrooms

Build New Capabilities To Deliver Business Value

Enable analytics based student success and retention initiatives

Improve the Effectiveness of IT Organization

Data driven business decisions



Applications – Medium Term (12-36 Months)

Optimize and Extend

Focus on academic and administrative applications while standardizing common processes and move to common platforms requiring less resource, complexity and expense.

Applications

Update and replace the portfolio of aging applications to enable greater efficiency, scale and operational effectiveness

2022 - 2025 Priorities & Tactical Actions

Academic Learning Design and Innovation

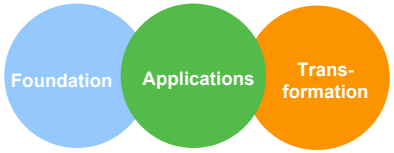
Mobility and Converged platforms for collaboration

Achieving Student Success Goals

Develop eLearning and Digital Media technologies

Deliver app centric personalized experience for students, faculty and staff

Develop Learning Spaces (Physical & Virtual)



Transformation – Long Term (> 36 Months)

Innovate

Assessing how students, faculty & staff use technology in their learning, research, work, and play environments. This will be the foundation for our work and investments in structured innovation technologies that align to the starting point of our students, faculty & staff and engage them in the process of discovery and the love of learning.

Transformation

Deliver new technologies that create a differentiated experience for our students, faculty, and staff

2024 - 2025 Priorities & Tactical Actions

Cloud based ERP

Uniformed platform for sound business decisions

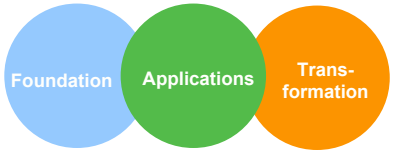
Measure and anticipate student behavior

Improved metrics and marketing strategies

Improved communication with community

CCP 2.0 - Re-Imagining and Re-inventing CCP

Projects

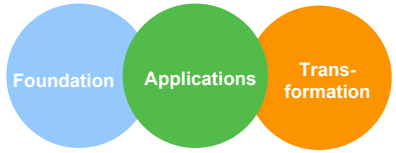


Technology Projects

The matrix below shows the alignment of IT projects with the College's Strategic Goals and the Six areas of focus. These projects and initiatives are dynamic and accumulative, existing technology continually evolves to the next level of service, support, and functionality. The planned future projects are as follows:

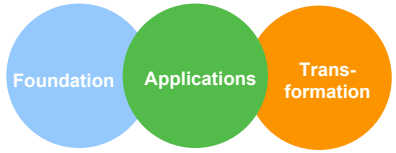
College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1	1,4	Deploy Hyper converged infrastructure (HCI) to reduce data center complexity and increase scalability by using virtualization software to abstract and pool underlying resources, then dynamically allocate them. (Compute, Storage, Management, & Networking delivered As-a-Service).	3-Small	1-High	2022
1	1,4	Replace End-of-Life Data Center Core and Edge Switches.	3-Small	1-High	2022
1	4	Migration of Phone Switch from legacy Nortel System to Avaya or Cloud Phone System.	3-Small	1-High	2022-2023
1,2,3	1,4	Virtualization of servers and desktops in computer labs. Build labs that run in the cloud **or** in a virtualized environment.	2-Medium	2-Medium	2022-2023

Technology Projects – (page 2)

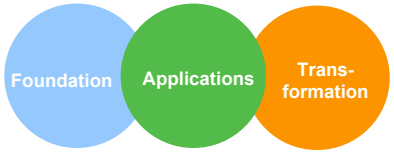


College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1,5,6	Data Driven Decision Making – Enrollment Optimization, Admissions Tracking, & Academic Advising (Tableau).	2-Medium	1-High	2022
1,2	4	Explore the use of College-issued cards to serve identification, provide physical access, permit payments, and automate attendance taking. (Digital ID's on smartphones).	3-Small	1-High	2022-2023
1,2	4,5	DocuSign - Paperless and automation of workflow and processes College wide (ex. FLOAT, Institutional Advancement, etc.)	2-Medium	2-Medium	2022
1	1	Implement New Student Checklist using Banner Self-Service.	1-Small	1-High	2022
1	4	Expand, improve, and provide redundancy for Data Center to serve for at least the next five years.	2-Medium	1-High	2022
1	4	Implement Kronos time tracking system. eTime & Labor.	2-Medium	1-High	2022
1,2	1,4,6	Explore ways to enhance Degree Works to provide better student goals and progress towards achieving them. (Academic Pathways).	2-Medium	2-Medium	2022-2023

Technology Projects – (page 3)



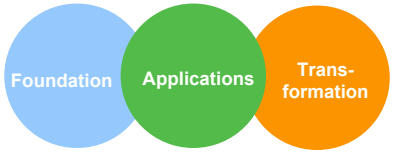
College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1	1,4	Apply security controls between virtual machines, applications, and data storages to minimize vulnerability against data breach and cyber attacks.	3-Small	1-High	2022
1,2	1,4	Update current digital signage system to an up-to-date, web based, and central management system.	3-Small	2-Medium	2022-2023
1,2	1,4	Explore how to improve teaching and learning experiences, fulfill current pedagogical expectations, and make classrooms more dynamic and interactive.	2-Medium	1-High	2022-2023
1,2,3	1	Coordinated team of staff and vendors in a multi-campus, year-long project to produce an online catalog.	2-Medium	1-High	2022
1,2,3	1,2,4	Hybrid Data Management (Structured and Unstructured Data - Collect, Organize & Analyze). Implement Cloud based Data Lakes to enable evidence based and data driven predictive decision making. Big Data Analytics & Data Lakes.	1-Large	1-High	2022-2023



Technology Projects – (page 4)

College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1,4	Automate the data feeds to SWN (Send Word Now) to facilitate consistency and real time updates.	3-Small	1-High	2022
1	1	Implement Banner Self-Service Forms to replace current student intake survey that is handled by Qualtrics application.	3-Small	1-High	2022
2	4	Fully implement 25Live to include all Users of the College. Campus-wide room scheduling capability & event mgmt.	3-Small	1-High	2022-2023
1,2,3	4,5	Implement all modules of Elliucian Analytics for all key areas including HR, Finance, Enrollment, etc.	2-Medium	2-Medium	2022-2023
1	1	Implement Electronic Transcript Exchange with Temple Univ.	3-Small	2-Medium	2022-2023
2	1	Implement the newly redesigned Drop-for-Non-Payment Process.	2-Medium	2-Medium	2022-2023
1,2	4	Re-engineer business processes (the analysis and design of workflows and processes within and between departments). Redefine services and redevelop operational processes.	1-Large	1-High	2023

Technology Projects – (page 5)



College Strategic Goal	Pillars	Description	Estimated Level of Effort	Priority	Fiscal Year(s)
1,2	1	Implement CPOS (Course Program of Study) – Leveraging Banner Student, Financial Aid and Degree Works to allow financial aid to pay for only courses that exist in a student's degree path.	2-Medium	2-Medium	2022-2023
1,2	1,3,4,5	Explore the possibility of a new CRM and Cloud ERP/SIS System to augment or replace current Ellucian Banner System.	1-Large	2-Medium	2024-2025
1,2,3	1,3,4,6	***People Centricity – Internet of Behaviors – How student's interact with CCP. Total experience strategy. Capturing the Digital Dust.***	1-Large	3-Low	2024-2025
1,2,3	1,3,4	***IoT – Internet of Things & AI Engineering.***	1-Large	3-Low	2024-2025
1,2,3	1,4,6	***Broadening IT Automation and Enhancing the Student Experience***	1-Large	3-Low	2025

Next Steps

Next Steps

Request of the various CCP Committees

- Seek feedback for the Technology Plan
- Gain support and endorsement

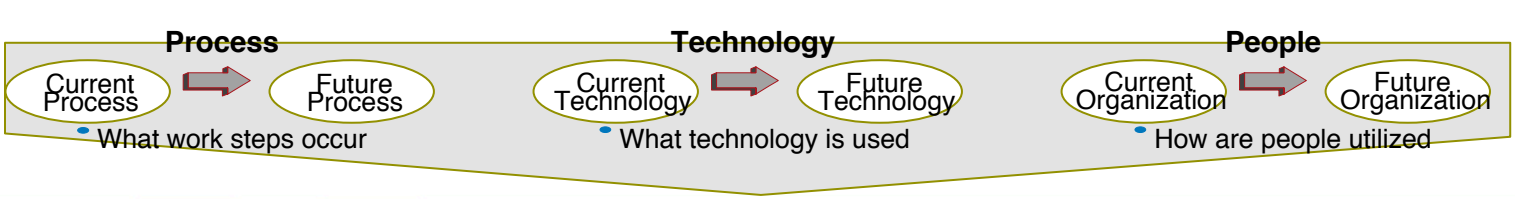
2021 Activities

- Develop investment & resource requirements, plus sequence & timing
- Begin execution of 2021 projects
- Continue implementation of the Strategic Framework and Road Map
- Provide progress update at the President's Cabinet & Business Affairs Committee Meetings

2021 and Beyond

- Continue implementation of the Road Map & Projects
- Continue to develop application and transformation strategies aligned with CCP's goals
- Review progress & accomplishments at regular intervals

Appendix


Process
Current Process
Future Process
What work steps occur
Technology
Current Technology
Future Technology
What technology is used
People
Current Organization
Future Organization
How are people utilized

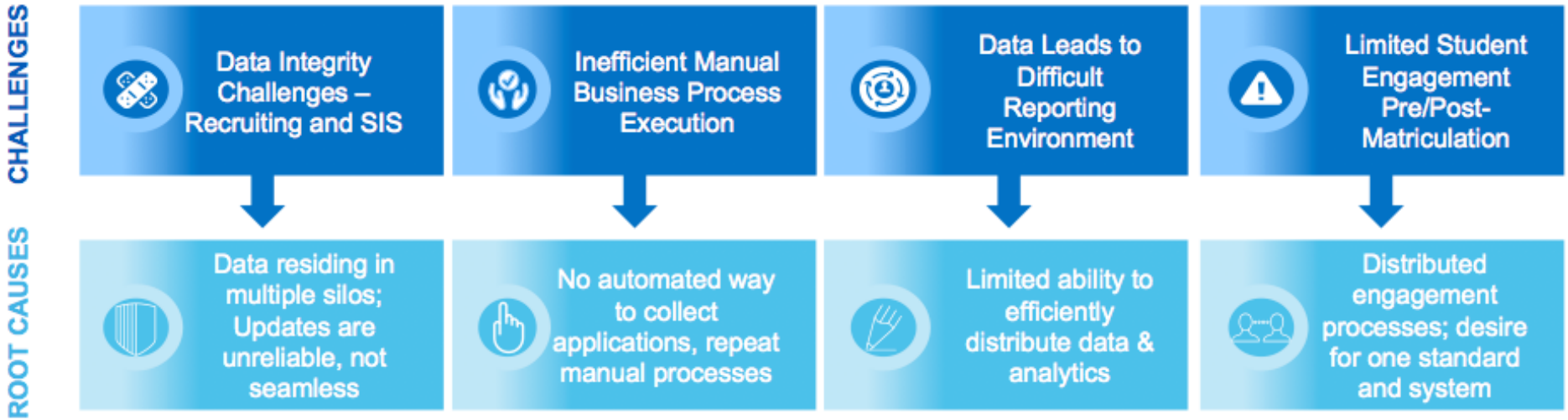
How to address Our Technology Challenges

©2017 WORKDAY, INC.

Data Integrity Challenges	One-Single Core of Truth; SIS/CRM	Security Role and Personnel Support	Distributed Data Standards and Remove Variability
Manual Administration	Enhanced Automation Of Core Processes	Delivered Reports And Dashboards	Configurable Processes
Data and Reporting	Improved Distribution Of Data Dashboards	Impact on Strategic Student Outcomes	Improve Visibility into Student/Faculty Challenges
Student Engagement	Eliminate Manual Student Engagement	Students Connected With Academic Plan	Reduced Student Effort for Changes and Adjustments

Current SIS Challenges …
Lack of an integrated Cloud based ERP

©2017 WORKDAY, INC.



Enhancing Student Experience….
With an Integrated Cloud based ERP

Strategic Context

Focus on transforming front-end student experience, matriculated student efficiency and utilizing improved data quality to enable enhanced resource utilization and student success outcomes.

©2017 Workday, Inc.

Systems Enablement and Student Enablement

Streamline CCP Recruiting

CCP's technology transparency will be **more cost effective, easier to manage, and shift away from a disparate technology environment**

Matriculated Student Efficiency and Experience

Unified Student Experience

Improved **usability, mobile access, and consumer grade design** of systems will meaningfully **engage CCP students and drive outcomes**

Improved Faculty and Student Connection

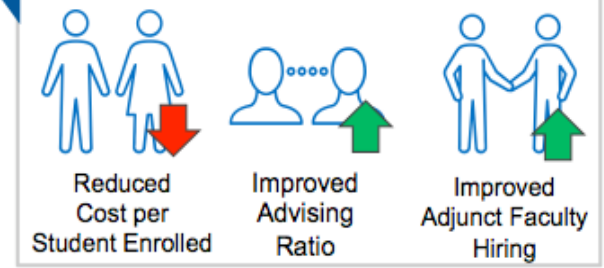
Drive Advising Efficiency

Improved automation and enhanced visibility into student lifecycle for **earlier identification of trends** and **enhanced student experience/outcomes**

Strategic & Economic value of a new Cloud based ERP

Functional Efficiencies

Value Creation

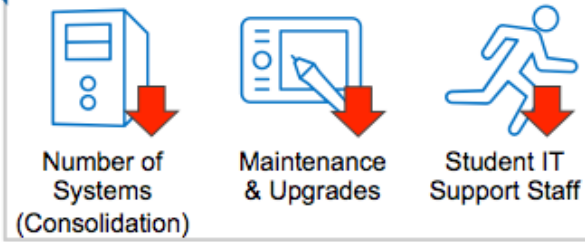


"Our faculty, staff and prospective students have high expectations. What they want to see is something that is much more modern and flexible.

©2017 WORKDAY, INC.

Technology Simplification

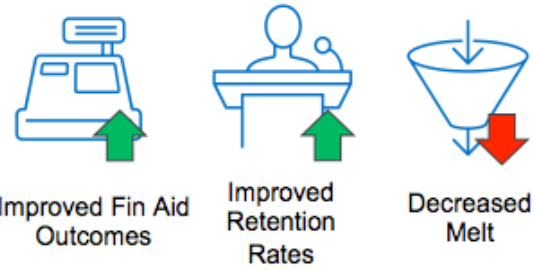
Value Creation



"Colleges dealing with legacy ERP technology face multiple challenges in the near-term:
***Innovation Unlikely**; innovation is highly unlikely*
***Transition Inevitable**; forced transition and requisite engagement*
***Costly, Disruptive Upgrades**; changes in database and customizations are risk prone"*

Student Experience & Engagement

Value Creation



Modern ERP provides us with a modern and engaging technology ecosystem that is designed to empower the members of our community with information at their fingertips, helping support student, faculty, staff, and institutional success."

ERP Focus Areas

Focus Areas

Areas

Operational Effectiveness

The College's leadership and operations employees will benefit from improved capabilities, leading to faster processes and more data-driven business decisions.

HR and Finance Efficiency

The College's HR, Payroll and Finance employees will be able to shift their focus from day-to-day transactions to better supporting the business with strategic insight, while improving overall process efficiency and increasing compliance

Total Cost of Ownership

The College's ITS organization will focus more on new features and reduce maintenance related activities, while also increasing reporting, security, integration and audit capabilities

Value Drivers

Improved experience through integration and tools to build a better educational product.

Improved capabilities, leading to faster, consolidated, and more efficient business processes

Improved network stability, classroom technology, integration, and upgraded faculty devices to support the sophisticated learning experience.

Strategic Impact

- Efficient Business Processes
- New Strategies and Validation
- Retention and New Enrollments
- Improved Customer Experience
- Reduce Risk
- Student Experience

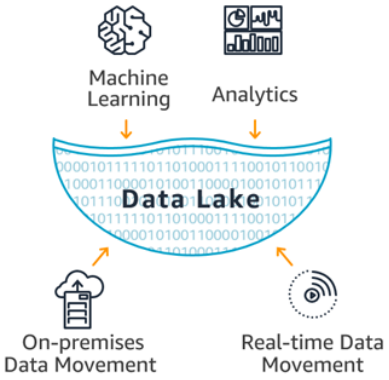
©2017 WORKDAY, INC.

ERP - Finding Value in Three Key Areas

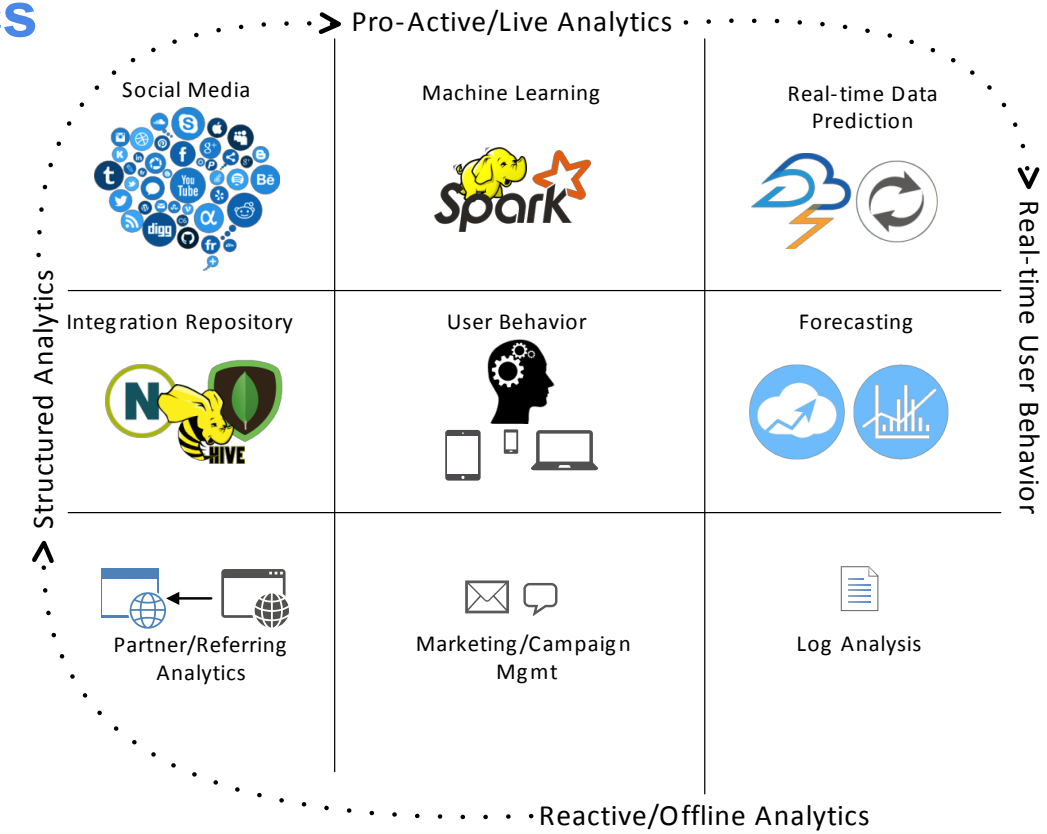
©2017 WORKDAY, INC.

Predictive Analytics

Big Data & Cloud Data Lakes



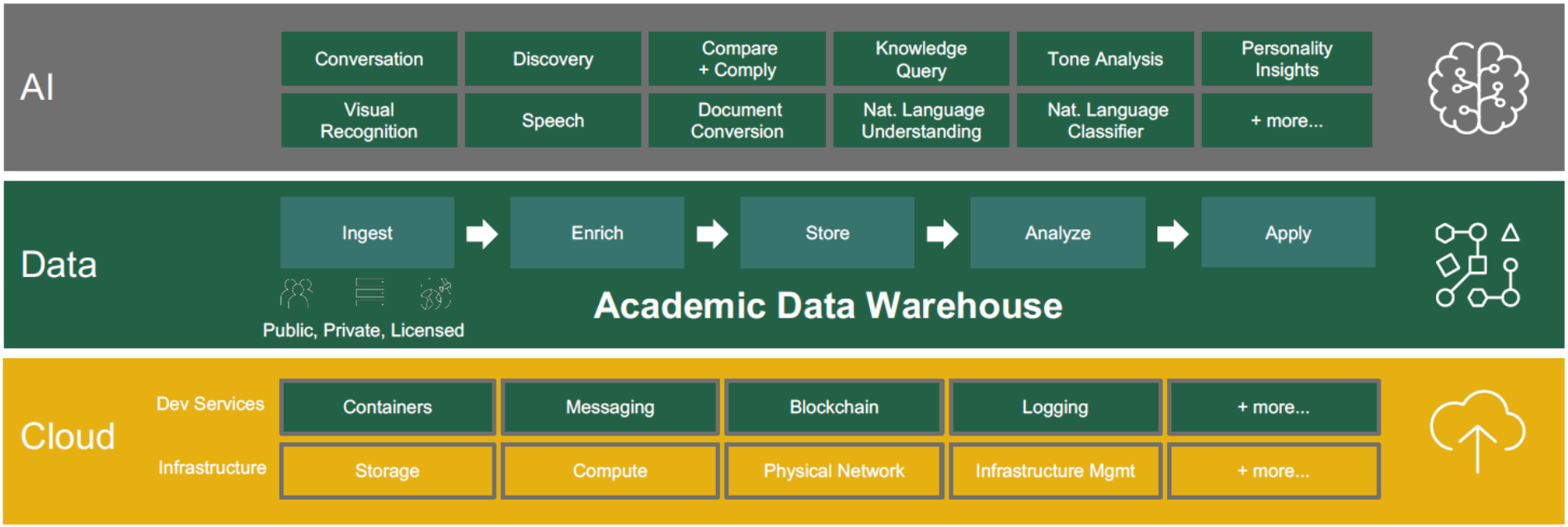
© 2019 EAB.



Learning and Engaging with AI – Data Driven Intelligence

A generalized artificial intelligence and machine learning platform that utilizes attitudinal profiles on the non-cognitive variables of students to drive post-secondary academic success .

© Copyright IBM Corporation

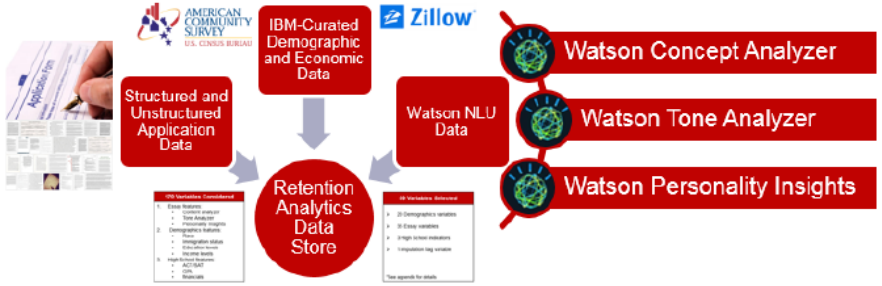


Data Driven Intelligence - Sample Outcome #1

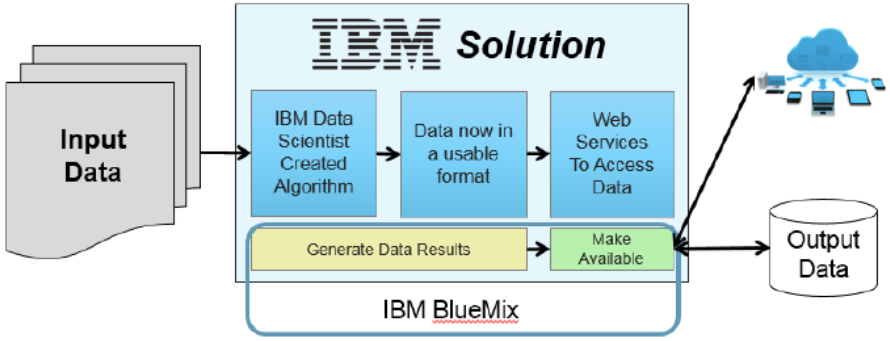
© Copyright IBM Corporation

A leading public university needed a solution to identify at-risk students as soon as possible.

IBM leveraged structured and unstructured data to enable cognitive retention analytics.



IBM delivered insights using Bluemix technologies.



IBM delivered a cognitive solution that identifies 31% of at-risk students at point of admission.

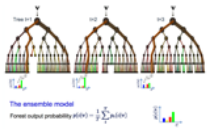
IBM leveraged state-of-the-art machine learning to identify at-risk students at the point of admission.

91 Variables Selected

- 46 Census (ACS) + Real Estate (Zillow) variables
- 8 Performance/High School indicators
- 35 variables derived from Watson
- 2 College admission variables

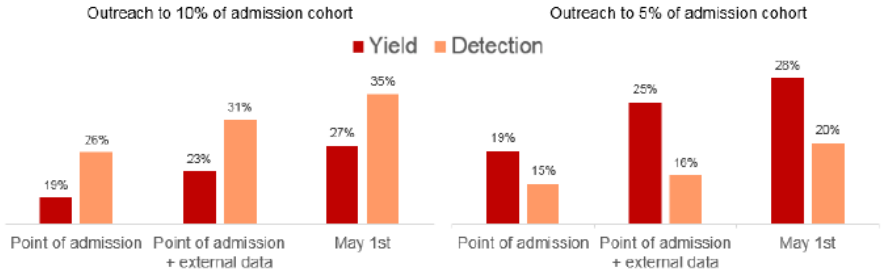
- Among top predictors:

1. First generation to go to College
2. Income level from ACT
3. Early payment of admission fee
4. ACT/SAT score
5. ACS poverty level by ZIP code
6. ACS data about food stamps by ZIP code
7. Income levels from ACS by ZIP code
8. Graduation rate from students from the same High School



Model	Accuracy	Stability	Accuracy * Stability
XG	0.74	0.97	0.72
h2O	0.71	0.99	0.70
XG + h2O	0.74	0.97	0.72

The solution enabled outreach to 31% of at-risk students at the point of admission.

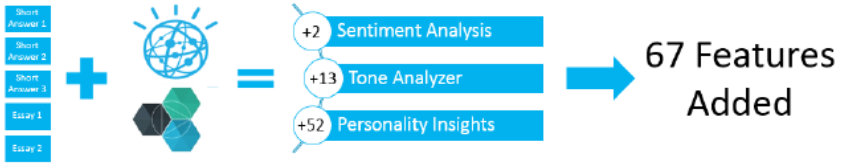


Data Driven Intelligence - Sample Outcome #2

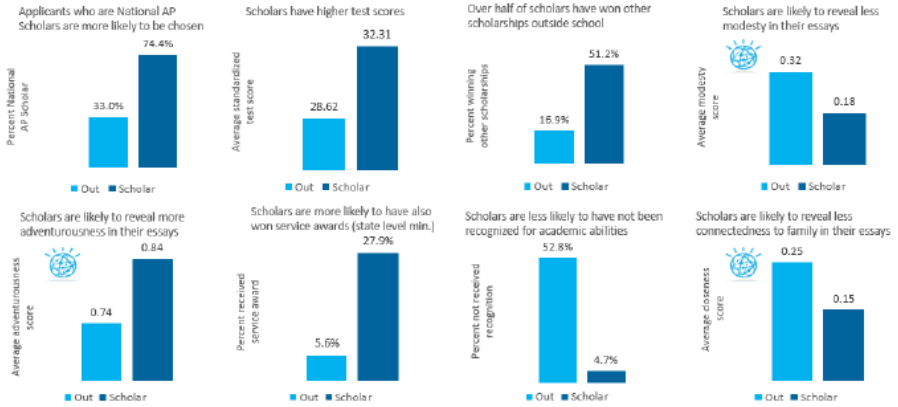
© Copyright IBM Corporation

A leading education foundation needed a solution to keep pace with a growing application workload

IBM leveraged Watson cognitive technologies to harvest predictive insights from application essay data.

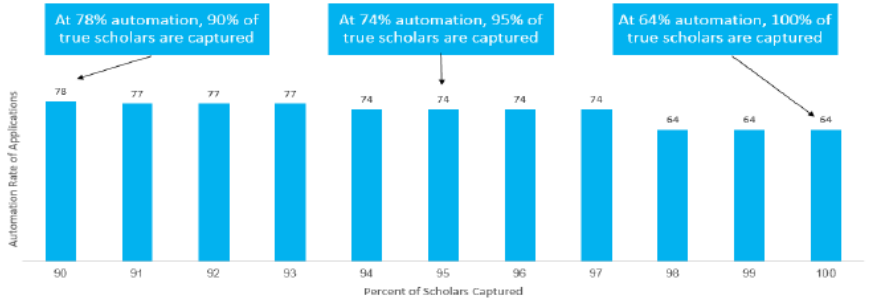


IBM identified key factors predictive of application success.

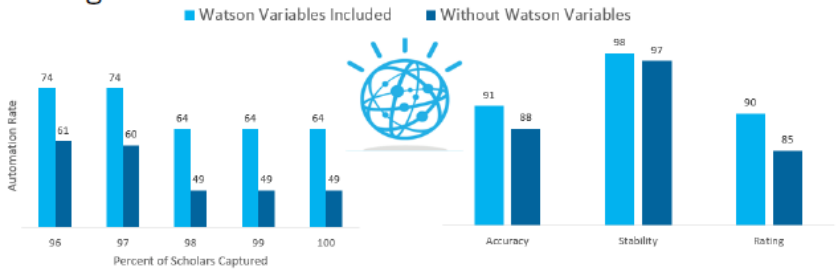


IBM delivered a cognitive application that achieves 64% automation with 100% accuracy.

IBM leveraged machine learning to achieve maximum automation and accuracy.



Watson technology added significant value to the machine learning solution.



Data Protection Policy

Introduction
CCP is committed to ensure compliance with applicable data protection laws and regulations. This Policy describes how and why we collect, process and your personal data, as well as your rights with regards to the processing of your personal data.

Scope and Supplement
This Policy applies to the processing of personal data obtained through any channel of communication or by any means, including but not limited to email, file transfer, feeding personal data into applications and tools, websites or mobile apps, social media pages and platforms.

This Policy may be supplemented by specific data protection and privacy notices and statements that relate to specific forms or purposes of data processing.

Personal Data we process, Purposes and Legal Basis
This section of our Policy describes what personal data we collect and process and for what purposes. The amount of personal data we process depends on the context and circumstances of your interaction with us.

1. **Browsing or registering on our websites, social media pages or platforms**

   When you browse our websites, social media pages or platforms, we may use Cookies and other tracking technologies to capture and understand how you use our websites, social media pages and platforms.

   Not all of our websites employ Cookies and tracking technology that collect personal data. Depending on the Cookies and tracking technologies in use, we collect information about your online browsing behavior on our websites, social media page or platform, including information how react to adverts and offers. We may also collect information about the device you have used to access our websites, social media pages or platforms, (including device model and operating system, browser type, IP-address, mobile device identifiers).

2. **Communication, marketing, taking part in events and feedback**

   When you contact us for any sort of inquiry or request, we will process your **personal details** (including name, title, company or organization you work for, email, telephone, other contact information), as far as this is necessary to deal with your inquiry or request and to respond to.

3. **Recruitment and application**

   When we recruit people we will process the personal data that you provide as part of your application. Data processing for the purpose of recruitment and carrying out the application process will generally comprise **personal details** (including name, title, email, telephone, postal address) and **qualification data** (including graduation, training certificates, advanced education certificates, credentials, and skills). After completion of an application process we may continue to process (store) personal data of applicants for a certain period of time where necessary to ensure we are able to exercise rights or defend against claims in the context of the recruitment process.

   When applying for a position at CCP via a careers website, recruitment platform or job portal, or when responding to a job advertisement, applicants should also refer further and more specific privacy information made available on the careers website, recruitment platform, job portal or in the job advertisement.

Sharing Personal Data with Service Providers and Third Parties
We will not sell, exchange or otherwise distribute your personally identifiable information without your consent, except to the extent required by law. We do reserve the right to work with third-party vendors, to host this information solely for the purposes intended by Community College of Philadelphia and in accordance with this policy.

Storing periods for Personal Data
Generally, we keep personal data for no longer than is necessary for pursuing or achieving the purposes for which the personal data is processed.

If we process personal data for the purpose of recruitment and carrying out the application process, we keep personal data for as long as necessary to review and assess the applications, to select applicants, to negotiate and execute an employment contract, and to exercise rights or defend against claims in the context of the applications process. If an application is successful, your personal data – as far as necessary for carrying out the employment contract – will be kept for as long as you are employed with CCP and after termination of your employment, for as long as necessary to comply with retention requirements, or for as long as forthcoming or pending lawsuits require longer retention.

Security of Personal Data
We have implemented technical and organizational security measures to protect personal data we process against accidental or unlawful manipulation, destruction or loss, alteration, and against unauthorized disclosure or access by third parties. Such security measures include authentication tools, firewalls, monitoring of IT systems and networks, and encryption of personal data.

The technical and organizational security measures are reviewed and adjusted on a regular basis, taking into account the state of the art of technology, the nature, scope, context and

purposes of processing and the risks and probability of occurrence. However, given the dynamic context of security measures, state of the art of technology, vulnerabilities, threats and risks, absolute security cannot be guaranteed.

Your Rights over your Personal Data
You have many rights over your personal data and how it is used. These rights are summarized below.

Right to access your Personal Data

You have the right to request a confirmation as to whether or not we process personal data concerning you.

If we process personal data about you, you have the right to request access to the personal data and to obtain further information regarding the purpose of the processing; the categories of personal data concerned; who else outside CCP might have received the data.

1. **Right to rectify your Personal Data**

   You have a right to rectify (correct) the record of your personal data processed by us, if it is inaccurate or incorrect.

2. **Right to erase your Personal Data**

   You have the right to request erasure (deletion) of your personal data. However, there may be reasons and legal grounds for keeping your personal data despite your request, e.g. if you still have a business relation with us or other contractual obligations, or if record keeping obligations prevent the erasure, or when we handle an ongoing complaint.

3. **Right to object to the processing of your Personal Data**

   You have the tight to object to the processing of your personal data on grounds relating to your particular situation and circumstances. However, there may be reasons and legal grounds for processing your personal data despite your objection. If we refuse your request we will provide you with information explaining why we have refused your request.

4. **Right to restrict the processing of your Personal Data**

   You have the right to restrict the processing of your personal data. This means that

under certain conditions you can limit the way we process and use your personal data. The right to restrict the processing may in particular be exercised if you have issues with the content of the personal data we hold or how it is processed, e.g. if you contest the accuracy of the personal data we hold and we are verifying the accuracy of the data, the processing may be restricted for the time of verification.

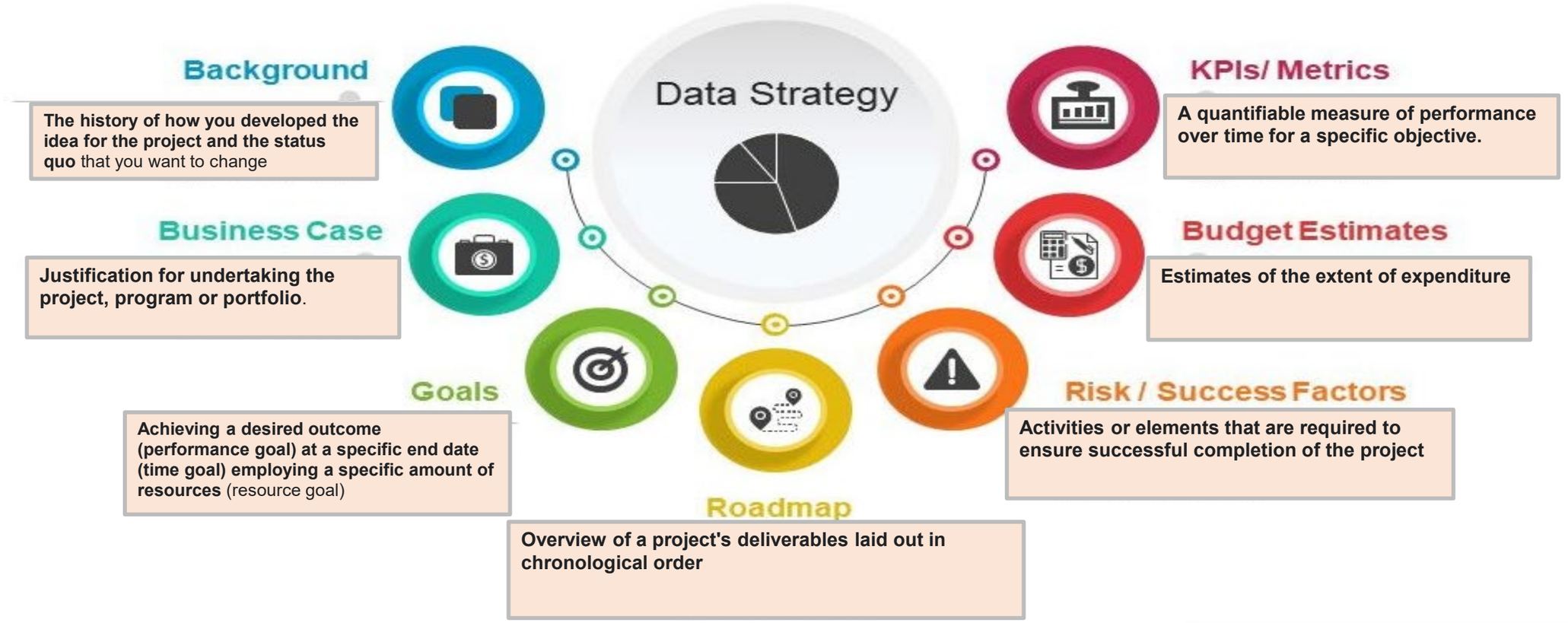
5. **Right to withdraw Consent to process your Personal Data**

   Where consent is the legal basis for the processing of your personal data, you have the right to withdraw your consent at any time. However, withdrawal of consent takes typically effect for the future only. Any past processing of personal data that was legitimately based on consent may be subject to other provisions or obligations that require and legitimize further processing of the personal data.

Data Controller and Responsibility
Unless indicated otherwise, the CCP entity that collected your personal information is the Data Controller of your personal data. It determines the purposes and means for processing your personal data and is responsible for compliance with applicable data protection laws and regulations and the requirements of this Policy.

Amendments to this Policy
We reserve the right to amend this Policy at any time.

COMMUNITY COLLEGE OF PHILADELPHIA | Project Metrics



A data driven strategy translates high-level strategic objectives into measurable goals.
These goals are the leading indicators of business performance
They also serve as an intermediate step between the sometimes-esoteric objectives (management speak) and the well-understood action plans and personal performance objectives (employee speak).

1. How will we align our entire organization with our strategy?

2. Do our data assets reflect what is crucial to our strategy?

3. How will we leverage our data to accurately predict future business outcomes?

We define strategic objectives for how we want to delight our customers. We then identify the process changes required to achieve those objectives. Then, we determine the organizational structures, people, skills, systems, data, and culture needed to implement those processes.

When we state objectives like the ones in the list below, they may have a profound impact on our employees, but individuals are left wondering how to achieve these high-level outcomes.
Be recognized as effective service provider

Establish processes that ensure quality
Build a culture of change readiness

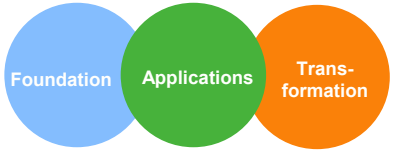
We translate our strategic objectives into one or more measures. Some readers may know these as SMART goals (Specific, Measurable, Attainable, Relevant, and Time-boxed).

Improve applications reliability and availability by 10%

Deliver our services 15% faster
Increase ITS brand favorability by 10%
Improve customer satisfaction by 5% while reducing the cost of customer service by 4%

METRICS	OVERVIEW
Enhance Integration	Making it easier for Users to work with all IT Systems
Enable Innovation	A systemactic approach or method to increase functionality and improve processes.
Information Security Scores	Vulnerability assessment that support the organization's security needs.
I.T Risk Score	Determining internal and external risk levels.
Process Errors	Results of processing results arising from faulty implementation or execution of a system.
Effective Resource Utilization	The utilization of time availability to effectively complete the project
Security Management Rate	The measure of the organization assets that will be needed to develop, document, and implement system policies and procedures.
Increase Service Productivity	The purpose of service production as outputs of internal efficiency
Capability Rate	A class of metrics that are used to measure the technical capabilities of business entities such as processes, products, and software.
Budget Overhead	The expected costs that will be needed to cover the implementation of new applications
KPI's	Key Performance Indicators
User Friendliness	Is the system simple for people to use
Accessibility	Is the system approachable and available for everyone involved in the day to day operations.
I.T Security Training	The implementation of security and strategies that will be used to reduce or prevent user risk and security breaches.
Overall quality	System mechanisms that allow for organization responsiveness and continual improvement
System Maintainability	Constant system improvements, updates , and repair that will be required for operation.
Reduce Meantime between failures	Metrics for Uptime and Downtime
Service Cost	Return on investment and Total Cost of Ownership
Testability	Software testing that support user acceptance and functions that are needed to cover organizational needs.
Save Money	
Increase Usability	
Enhance Buisness Process	
Increase Process flexibility & adaptability	Enabling meaningful change
Increase in Staff, Faculty, & Student Productivity	Adapting to technology in the areas in education to allow students, staff, and faculty to increase computer and technology skills.
Automation, Standardization & Consolidation	
Streamlining of Day-to-Day Operations	

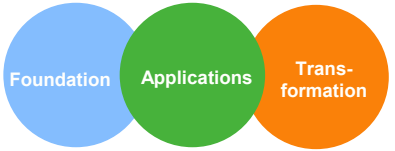
Projects



Technology Projects

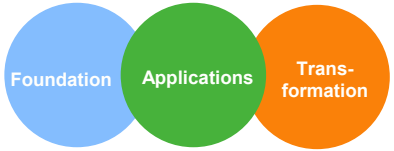
The matrix below shows the alignment of IT projects with the College's Strategic Goals and the Six areas of focus. These projects and initiatives are dynamic and accumulative, existing technology continually evolves to the next level of service, support, and functionality. The planned future projects are as follows:

College Strategic Goal	Pillars	Description	Lead Department	Level of Effort	Priority	Fiscal Year
1	1,4	Deploy Hyper converged infrastructure (HCI) to reduce data center complexity and increase scalability by using virtualization software to abstract and pool underlying resources, then dynamically allocate them. (Compute, Storage, Management, & Networking delivered As-a-Service).	ITS	3-Small	1-High	2022
1	1,4	Replace End-of-Life Data Center Core and Edge Switches.	ITS	3-Small	1-High	2022
1	4	Migration of Phone Switch from legacy Nortel System to Avaya or Cloud Phone System.	ITS	3-Small	1-High	2022-2023
1,2,3	1,4	Virtualization of servers and desktops in computer labs. Build labs that run in the cloud **or** in a virtualized environment.	ITS	2-Medium	2-Medium	2022-2023



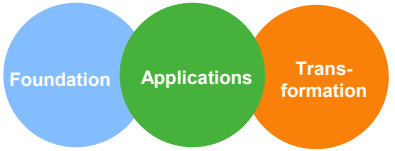
Technology Projects – (page 2)

College Strategic Goal	Pillars	Description	Lead Department	Level of Effort	Priority	Fiscal Year
1,2	1,5,6	Data Driven Decision Making – Enrollment Optimization, Admissions Tracking, & Academic Advising (Tableau).	OSRR, IE, ITS	2-Medium	1-High	2022
1,2	4	Explore the use of College-issued cards to serve identification, provide physical access, permit payments, and automate attendance taking. (Digital ID's on smartphones).	ITS, Bursar,	3-Small	1-High	2022-2023
1,2	4,5	DocuSign - Paperless and automation of workflow and processes College wide (ex. FLOAT, Institutional Advancement, etc.)	ITS, IE, IA,	2-Medium	2-Medium	2022
1	1	Implement New Student Checklist using Banner Self-Service.	ITS, ESS	1-Small	1-High	2022
1	4	Expand, improve, and provide redundancy for Data Center to serve for at least the next five years.	ITS	2-Medium	1-High	2022
1	4	Implement Kronos time tracking system. eTime & Labor.	ITS, HR/Payroll, Controller	2-Medium	1-High	2022
1,2	1,4,6	Explore ways to enhance Degree Works to provide better student goals and progress towards achieving them. (Academic Pathways).	OSRR and IR/IE	2-Medium	2-Medium	2022-2023



Technology Projects – (page 3)

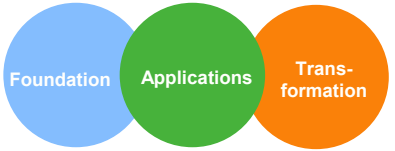
College Strategic Goal	Pillars	Description	Lead Department	Level of Effort	Priority	Fiscal Year
1	1,4	Apply security controls between virtual machines, applications, and data storages to minimize vulnerability against data breach and cyber attacks.	ITS	3-Small	1-High	2022
1,2	1,4	Update current digital signage system to an up-to-date, web based, and central management system.	MMS, ITS	3-Small	2-Medium	2022-2023
1,2	1,4	Explore how to improve teaching and learning experiences, fulfill current pedagogical expectations, and make classrooms more dynamic and interactive.	FLOAT, MMS	2-Medium	1-High	2022-2023
1,2,3	1	Coordinated team of staff and vendors in a multi-campus, year-long project to produce an online catalog.	ITS, A&SS, Special Events, MMS, WEI	2-Medium	1-High	2022
1,2,3	1,2,4	Hybrid Data Management (Structured and Unstructured Data - Collect, Organize & Analyze). Implement Cloud based Data Lakes to enable evidence based and data driven predictive decision making. Big Data Analytics & Data Lakes.	ITS, IE, IR	1-Large	1-High	2022-2023



Technology Projects – (page 4)

College Strategic Goal	Pillars	Description	Lead Dept.	Level of Effort	Priority	Fiscal Year
1,2	1,4	Automate the data feeds to SWN (Send Word Now) to facilitate consistency and real time updates.	ITS	3-Small	1-High	2022
1	1	Implement Banner Self-Service Forms to replace current student intake survey that is handled by Qualtrics application.	ITS and ESS	3-Small	1-High	2022
2	4	Fully implement 25Live to include all Users of the College. Campus-wide room scheduling capability & even t mgmt.	ITS, A&SS, Special Events, MMS, WEI	3-Small	1-High	2022-2023
1,2,3	4,5	Implement all modules of Elliucian Analytics for all key areas including HR, Finance, Enrollment, etc.	ITS	2-Medium	2-Medium	2022-2023
1	1	Implement Electronic Transcript Exchange with Temple Univ.	ITS, OSRR, EMS	3-Small	2-Medium	2022-2023
2	1	Implement the newly redesigned Drop-for-Non-Payment Process.	ITS, Financial Aid, OSRR, A&SS	2-Medium	2-Medium	2022-2023
1,2	4	Re-engineer business processes (the analysis and design of workflows and processes within and between departments). Redefine services and redevelop operational processes.	ALL Depts.	1-Large	1-High	2023

Technology Projects – (page 5)



College Strategic Goal	Pillars	Description	Lead Dept.	Level of Effort	Priority	Fiscal Year
1,2	1	Implement CPOS (Course Program of Study) – Leveraging Banner Student, Financial Aid and Degree Works to allow financial aid to pay for only courses that exist in a student's degree path.	ITS, Financial Aid, OSRR, Academic & Student Success	2-Medium	2-Medium	2022-2023
1,2	1,3,4,5	Explore the possibility of a new CRM and Cloud ERP/SIS System to augment or replace current Ellucian Banner System.	B&F, Academic & Student Success	1-Large	2-Medium	2024-2025
1,2,3	1,3,4,6	***People Centricity – Internet of Behaviors – How student's interact with CCP. Total experience strategy. Capturing the Digital Dust.***	B&F, Academic & Student Success	1-Large	3-Low	2024-2025
1,2,3	1,3,4	***IoT – Internet of Things & AI Engineering.***	ITS	1-Large	3-Low	2024-2025
1,2,3	1,4,6	***Broadening IT Automation and Enhancing the Student Experience***	ITS	1-Large	3-Low	2025

ATTACHMENT B

Three Year Capital Budget Plan

Community College of Philadelphia			
Multi-Year Capital Plan			
Fiscal Year 2022-2024			
Source of Funds		**Revenues**	
Maintenance Fund		$ 8,977,890	50.6%
Plant Fund		4,742,131	26.7%
3 Years from City Appropriation (FY22, FY23,24)		1,500,000	8.5%
3 Years of Capital Fees (FY22, FY23, FY24)		1,230,000	6.9%
Main Garage Maintenance Funds		984,526	5.5%
Foundation Support		315,000	1.8%
		$ 17,749,547	**100%**
Use of Funds		**Capital Expenses**	
Facility Projects		$ 15,980,110	90.0%
FF&E Purchases		1,322,605	7.5%
Divisional Priorities		446,832	2.5%
		$ 17,749,547	**100%**
Capital Budget Roll Forward			
Approved Spending as per 2021-2023 Capital Plan		14,533,762	
Less: Completed Projects 2021		3,761,195	
Projects charged to HEERF/ CATTO-completed		1,818,257	
Carry Over Projects 2022-2024 Capital Plan		8,954,310	
Changes to projects/spending on carry over projects		3,276,347	
New Projects		5,518,890	
2022-24 Capital Plan		**$ 17,749,547**	
Library & Learning Commons		**$17,900,000**	
Career and Advanced Technology Center		**$33,500,000**	
Return to Campus Projects (Not Capital Spending)			
Duct Cleaning		$1,952,500	
Air Flow Testing and Repair		500,000	
Acrylic Dividers		260,000	
Total		$2,712,500	

Community College of Philadelphia					
Multi-Year Capital Plan					
Fiscal Year 2022-2024					
	Source of Funds	**Revenues**	**Comments**		
	Maintenance Fund	8,977,890			
	Plant Fund	4,742,131			
	Main Garage Maintenance Funds	984,526			
	3 Years from City Appropriation (FY22, FY23,24)	1,500,000			
	3 Years of Capital Fees (FY22, FY23, FY24)	1,230,000			
	Foundation support	315,000			
	Total Source of Funds	**17,749,547**			
Building	**FACILITY PROJECTS**	**Uses of Funds**		**C/O or New**	**Priority**
NWRC, & WRC, Winnet	Roof Replacements	2,400,000	NWRC, & WRC, Winnet	C/O from Desig	High
Main	Electrical Upgrade	1,000,000	3 Generators, lighting, Building Automation	C/O	High
Bonnell	Automation for Basement Chilled Water Pumps 9-12	15,000	Automation		High
Bonnell	Cooling Tower Dunnage & Piping	565,000		C/O	High
Mint/Bonnell	Replace Atrium Skylights - Mint/Bonnell	1,200,000	1/2 from College- (RACP funding)	New	High
Mint	Mint Building Front Doors	270,000	RFP issued	C/O	High
Mint	Replace Hot Water / Heat Exchanger System (MG-35)	316,400	Scope of work for RFP	C/O	High
Mint/Bonnell	Fire Safety Enhancements in data closets	200,000	SOW to be developed by IT Specialist/Sneider	C/O	High
NERC	NERC Classroom Conversion - 3 GP to 2 PC with Furniture	145,000		C/O	Medium
NERC	Reconfiguration of Medical Assistant Lab Space (NERC 203)	75,000	New from A&SS Initiatives; In-house project	C/O	Medium
NWRC	NWRC Repairs to the Non-Load bearing wall	100,000		C/O	High
NWRC	Heat Pumps Condensate Piping Repairs - NWRC	94,100		C/O	High
West	Create a Simulation / Skills Lab for Nursing & Allied Health	300,000	from FY20 A&SS Initiatives ;	C/O	Medium
West	Physics Lab	313,500	1/2 of $625000	C/O	High
West	Renovation of Respiratory Care Lab Space (W2-36)	20,000		C/O	Medium
Winnet	Great Hall Renovation	450,000	Update flooring, panels, blinds, lighting and painting	C/O	High
	Main garage -Phase IV & V	721,000		C/O	High
	Café in Mint Building	1,250,000		C/O	High
Bonnell	Chiller #3 Replacement	1,300,000		C/O	Medium

Community College of Philadelphia					
Multi-Year Capital Plan					
Fiscal Year 2022-2024					
Facilities	Air Compressor, SLIB and Gymheating system pumps, Valve with backflow preventer, NWRC 2nd Boiler update, CBI Elevator rebuild	293,890	Replace 2 out of 4 Air compressors, replacing 2 out 6 aged heating system pumps(SLIB & Gym), 16th street valve, convert Boiler to natural gas, and CBI Garage elevator rebuild	New	High
Facilities	Replace sprinklers head College Wide	1,900,000		New	High
Facilities	Replacing Gym Floor/Water Infiltration	1,000,000		New	High
Bonnell	Bath rooms renovation	125,000		New	High
	Façade -Building Envelope and Site Repairs	350,000	Resurface pitted aluminum frames, fix uneven steps, clean gutters	New	High
	Old Cafeteria renovation to single stop office space	650,000	1/2 RACP funding	New	High
	FCTL, Cooling Tower, Music Area, Piano Lab etc.	926,220	Spending on 2021 ongoing Projects	C/O	High
	Subtotal Facility Projects	**15,980,110**			
	FURNITURE, FIXTURES & EQUIPMENT PURCHASES				
	NERC Labs Chairs (78)	31,100	Per ND 9/21/2020 email	C/O	Medium
	NWRC Carpet Replacement	63,400		C/O	Medium
	Replacement of Classroom Tablet Armchairs	360,000		C/O	High
	Learning Library Furniture	834,000	All FF&E reqs generated except for gallery and maker space	C/O	High
	Interior Wayfinding Signage	34,105	Spending on 21 on-going projects	C/O	High
	Subtotal Furniture, Fixtures & Equipment Purchases	1,322,605			
	DIVISIONAL PRIORITIES				
	Math, Science & Health Careers	34,332	Lab Equipment	C/O	High
	Workforce & Economic Innovation	412,500	Incubators,Consolidation of 10KSB within CBI	New	Medium
	Subtotal Divisional Priorities	446,832			
	TOTAL	**17,749,547**			

ATTACHMENT C

Ernest Bock & Sons, Inc.
Change Order One for the Career & Advanced Technology Center Project

Breakdown:

Unforeseen concrete and asbestos pipe during excavation	$16,109.00
Multiple unforeseen conditions during demolition	$37,705.00
Sanitary tie in location documented improperly	$30,226.00
Credit - Stair #2 - Railing Change	($4,950.00)
Credit - Dumpster Enclosure Railing Change	($4,677.00)
Intumescent Fireproofing Additions	$45,428.00
Added Steel - RFI# 95, 99, 101 & 102	$42,055.00
Bulletin #5 - Glass Marker Boards & Blocking for Cleartouch	$44,343.00
	Total: $206,239.00

Workforce Subcommittee Meeting
Committee of the Whole
October 7, 2021
11:00am
Via Zoom

Presiding: Ms. Sheila Ireland
Subcommittee and Board Member Attendees: Mr. Harold Epps, Mr. Steve Herzog, Mr. Michael Soileau, Mr. H. Patrick Clancy, Mr. Jeremiah White, Ms. Chekemma Fulmore-Townsend, Ms. Rosalyn McPherson, Mr. Rob Dubow, Ms. Mindy Posoff

College Members and Guests: Dr. Guy Generals, Ms. Carol de Fries, Mr. Jacob Eapen, Dr. Samuel Hirsch, Ms. Victoria Zellers, Dr. Shannon Rooney, Dr. David Thomas, Dr. Mellissia Zanjani, Ms. Danielle Liautaud-Watkins, Ms. Mikecia Witherspoon, Dr. Pam Carter, Ms. Sarah Hill, Ms. Ayanna Washington, Ms. Margaret Dugan

1. **Welcome and Approval of the Minutes of May 6, 2021**
   Ms. Ireland called the meeting to order at 11:04 a.m. The minutes of May 6, 2021 meeting of the Workforce subcommittee were approved unanimously.
2. **Employer Relationships**
   a. Ms. de Fries initiated the conversation with the board by reviewing and summarizing the relationship with Penn Medicine and where we need support from the Board to strengthen the relationship. Items that were covered included helping the College broaden the Corporate College relationship to allow for onsite recruitment, getting Penn Medicine to provide a subject matter expert to establish our Central Sterile Processing program, and to further a conversation about adapting the Penn Medicine High School Pipeline Program into a broader dual enrollment conversation. Mr. Epps asked about whether we can use external subject matter experts without conflicting with our Federation Agreement. Ms. de Fries explained the process we use to remain in compliance with the Federation Agreement.
   b. Mr. Soileau and Mr. Clancy asked for a better understanding of the timeline attached to each ask so that they are confident that the College can act once they use their relationships. It was suggested that we better understand each board member's relationship with the employer so that we don't trip over one another and only use the board member who has the best relationship. A matrix was suggested and Ms. de Fries encouraged board members to provide names beyond those on the document that they think could also be helpful.

c. Discussion regarding the dual enrollment strategy focused on the College identifying what would further our goals and approach Penn Medicine with alternatives that are in alignment with our strategies. The College is meeting internally to discuss the various models and what might be a good option for Penn Medicine.
d. Ms. McPherson provided the names of several individuals that she has contact with at each of the 5 employers provided and emphasized that she believes our connection to Diversity, Equity & Inclusion Officers at each institution should be a key strategy. She included Dixie James (Einstein), Lisette Martinez (Jefferson), Gilbert Davis (CHOP) as three individuals she is happy to introduce to WEI Staff. Carol will follow up with Ms. McPherson separately.
e. Ms. Fulmore -ownsend also suggested that we provide information regarding the impact of the current activity with the employer so that Board members are able to more effectively support the expansion of the relationship.

3. CATC Update
    a. Mr. Eapen provided a detailed overview of the Career and Advanced Technology Center's (CATC) construction status and views of the various floors currently compared to the design. The project is slated to be completed by late Spring 2022, with furniture installation in the Summer of 2022 and classes beginning with Fall 2022. He noted that there are issues with materials and skilled laborers across most construction projects in Philadelphia and that can always have an impact on our project moving forward. Mr. Epps asked about the management of the facility. Dr. Generals indicated we are in the process of identifying our Executive Director for the CATC and creating the operations model as well.

    b. Dr. Carter provided an update on the programming in the Transportation Technologies area, including the creation of manufacturer specific content for our AAS Automotive Technology degree; the creation of new degree programs including the AAS T-Ten Automotive Technology program with Toyota and a new AAS Medium/Heavy Truck Technologies; along with certificates for electric vehicles and hybrids, and carbon-based fuels certificates. Ms. Ireland asked about our goals for enrollment, and it was noted that there are enrollment projections for the next 5 years for the programs. Dr. Carter noted that the Toyota Program is a select program with individuals working and taking classes at the same time. Mr. Clancy asked why Toyota has not considered an apprenticeship model. It was noted that Toyota's program is part of a corporate model and therefore is highly structured; the College is working on a pre-apprenticeship model with the school district (SDP) enabling CTE students to get 9 credits via the SOAR model. Dr. Carter noted that most of the High School students the program enrolls come from general SDP schools and not CTE

schools. She also shared that the College is working on an apprenticeship model for our part time students with PA Smart funding and our full time students with NSF funding. Mr. White asked about a marketing plan for the building, with Dr. Generals indicating that the staff are currently working on the marketing plan for the CATC as well.

c. Ms. de Fries provided a quick overview of manufacturing programs scheduled to be in the CATC and a short summary of our proposed School to Career Manufacturing Program with 3 School District of Philadelphia high schools Bartram, Ben Franklin and Massbaum.

d. With limited time left, Dr. Thomas provided a quick overview of the Jr. STEM Academy that will be in the CATC, which will include programming for Drones, Engineering, Robotics, an 8 week Afterschool program, and Summer Programs (July to August). Dr. Thomas also announced that the program had recently been advised that it would receive funding for this program at the CATC by the Lenfest Foundation.

4. Meeting Adjourned at 12:30pm

STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES

MINUTES

Thursday, October 7, 2021
1:00 p.m.
Zoom

Presiding: Ms. Fulmore-Townsend

Committee Members: Mr. Clancy, Ms. Ireland, Ms. Posoff

Board Participants: Mr. White

College Members: Ms. de Fries, Ms. Di Gregorio, Dr. Generals, Dr. Hirsch, Ms. Liautaud-Watkins, Dr. Roberts, Dr. Rooney, Dr. Thomas

Cabinet Members: Ms. Witherspoon, Dr. Zanjani, Ms. Zellers

Guests: Mr. Forest, Dr. Lipscomb, Mr. Nguyen, Dr. Shannon, Dr. Voltz

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of September 2, 2021

The minutes were approved unanimously.

(b) Catto Scholarship Update

Dr. Voltz, Executive Director of the Octavius Catto Scholarship, provided an update on the Catto Scholarship progress. The City has committed $47.4 million over five years for the scholarship, which will benefit about 4,500 students during that time. Dr. Voltz explained eligibility requirements (City residence, complete FAFSA each year, etc.) for the scholarship, including having at least two meetings a month with a coach, achieving at least a 2.0 GPA, and earning at least 20 credits by the end of the year. The College expects retention to increase by 15 points, for the three-year completion rate to be 25% by 2025, and for equity gaps to decrease or close. The pilot semester (Spring 2021) was affected by the pandemic in regards to hiring and students' hesitancy to start their studies remotely, in addition to other factors. Mr. Nguyen, Research Analyst for the Catto Scholarship, provided data regarding

enrollments and demographics (race/ethnicity, age, location, Expected Family Contribution). Dr. Thomas explained that students do not apply for the scholarship. Rather they apply to the College and the Catto unit then reviews applicants for eligibility and reaches out to them. There were perhaps about 400 students who were eligible; most issues related to the FAFSA.

Dr. Voltz described the academic progress of the Spring 2021 cohort, including GPA, academic standing, and credits earned. Mr. Nguyen noted the English and math placement rates for the cohort, in addition to pass rates for the development courses. Based on a review of the data which indicated Catto scholars were struggling, the program is implementing a Learning Lab Specialist role specifically for Catto scholars to help students complete these courses and stay on track. The Learning Lab Specialists will work with students in pods for math, writing, and learning strategies. Dr. Thomas added that students shared with them that having a completely virtual courseload impacted them. As part of the Catto programming, students took part in a "summer boost" program, during which Catto staff connect with Scholars at least three times during the summer via various outreach and engagement activities.

Regarding retention, 71% of students from the Spring 2021 cohort enrolled in at least one course for Fall 2021, with 60% enrolled full-time. The retention rate for non-Catto students was 65%. For students who enrolled part-time and therefore would not meet the minimum number of 20 credits, they had to file a credit-modification form. This form allows Catto staff to reach out to the students and for students to meet with an advisor or a Success Coach.

For Fall 2021, 333 students were part of the Catto program (as of 10/7/2021). Dr. Voltz said they hope to have 400 students by October 29. There are 95 non-Catto students who are fully eligible for the scholarship; the program is reaching out to these students and to their instructors. The program will also host some events on campus. Fall 2021 programming includes Success Coaches who meet with students days and evenings; using Starfish to capture meeting notes, reminders, etc.; and Learning Lab Specialist Pods available days and evenings. They are providing workshops to help students complete the FAFSA (which opened on October 1), in addition to other workshops, mixers, and four Fall Brush-Ups. The Brush Ups have been modified based on student feedback. Other highlights regarding student progress and experience include a needs assessment, individual meetings with Success Coaches, and weekly student assistance team meetings. Outreach for Fall 2021 and Spring 2022 encompasses posters, mailers, and digital materials; information sessions; open houses with swag; and social media campaigns and interviews.

There have been valuable lessons learned. Dr. Voltz provided a summary of the staff, which encompasses enrollment, programming, and retention efforts. They sent a survey to non-returning students and learned many cite childcare issues, work schedules, and the continued remote learning environment as reasons for not returning. Some students completed stop-out forms, which means they intend to return to the College in Spring 2022. In response to questions from Board members,

Dr. Voltz said they could help efforts by using the social networking kit provided and wearing the Catto swag. She also explained that in regards to being hospitable to students and efforts to engage them, the Catto staff started emailing students last fall, followed by calls, texts, and links to calendars. They knew they needed to use various communication tools to be successful to make it easy for students to connect with them. Mr. White stressed the importance of building trust and engaging with students.

(c) Student Debt Relief and Funding Distribution

Dr. Rooney provided an overview of the disbursement of COVID-19 relief funds. Dr. Lipscomb, Associate Vice President for Enrollment Management, worked with his team and others to quickly determine how to most efficiently make use of HEERF II funds to support students. Almost $3 million in HEERF II were available. These funds were used to pay the balances for credit students who were enrolled between the beginning of the pandemic through Spring 2021 and incurred debt during that time for fees and tuition. Although providing these funds to students was not necessarily done to affect student outcomes, outcomes data was reviewed. Of the 3,385 students whose debts were paid, 584 registered for Fall 2021, with an additional 111 graduating before Fall 2021. Receiving funds to clear debts was not contingent on enrolling at the College. The demographics of the group of students who received these funds were on par with overall College demographics. Dr. Shannon, Director of Institutional Research, is further analyzing data, which can be provided to Board members.

Overall, approximately $12.4 million was distributed to about 9,400 unique students across the three rounds of funding: 2019-20 CARES, 2020-21 CARES, and 2020-21 HEERF2. The College reached out to students by email and phone to let them know of their eligibility for funds and what students needed to do. Students then had to select if they wanted the College to act as a pass-through to provide them the money or if they wanted the funds applied to their balance.

Dr. Shannon reported on student outcomes. Students who received funds had a slightly higher average GPA and a slight increase in average hours earned. A greater difference was seen for retention. Students who had received funds had higher retention rates: +14 points for Spring 2020, +26 points for Fall 2020, and +7 points for Spring 2021. Trends were consistent across racial groups and gender.

Dr. Rooney explained that regulations have been relaxed, which is expected to have a large impact. With earlier disbursements, 1/2 to 2/3 of students did not respond to notifications despite outreach; for those earlier funds, students had to apply. But for funds provided during 2021-22, students simply have to respond for a direct disbursement, they do not need to apply. As such, the College anticipates a large increase in the number of students receiving funds. Dr. Lipscomb noted that similar trends were seen at Delaware County Community College, which is also doing away with the application requirement. Dr. Generals explained that there are weekly conversations at the president level to determine what can be done. They have bi-

weekly calls with organizations such as the Department of Education, the Association of Community College Trustees, and the American Association of Community Colleges to determine intent and allowable processes. Dr. Hirsch added that while some institutions have surveyed students who did not apply for the funds, there was nothing conclusive. Some students noted that they did not believe the no-strings-attached funds were real and thought the offer was a scam. Other schools are also struggling with this. Dr. Lipscomb also noted that a challenge for colleges acting as a pass-through is that students are using funds for other things instead of enrolling.

(d) New Business

There was no new business.

Next Meeting

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

Attachments:

Minutes of September 2, 2021
Power Point Presentation - Student Debt Relief and Funding Distribution
Power Point Presentation– Octavius Catto Scholarship Update

STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES

MINUTES

Thursday, September 2, 2021
1:00 p.m.
Zoom

Presiding: Ms. Posoff

Committee Members: Ms. Ireland, Ms. McPherson

Board Participants: Mr. Dubow, Mr. Herzog

College Members: Ms. de Fries, Dr. Generals, Dr. Hirsch, Ms. Liautaud-Watkins, Dr. Roberts, Dr. Rooney, Dr. Thomas

Cabinet Members: Dr. Zanjani

Guests: Ms. Behrens, Mr. Bertram, Ms. Fielding, Ms. Gordon, Dr. Lewis, Dr. Shah, Ms. Sloan, Dr. Sweet

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of June 3, 2021

The minutes were approved unanimously.

(b) Academic Program Reviews

Facilities Management (A.A.S. Degree)

Ms. Gordon, from the Office of Assessment and Evaluation, explained that until Fall 2019, there were two programs for Facilities Management: one with a design option, the other with a construction option. In Fall 2019, they were combined into one umbrella program with two concentrations. The program is in the department of Architecture, Design, and Construction. Program enrollment has fluctuated. One reason might be that in Fall 2019, two programs in the department, Architecture and

Interior Design, became non-select; Facilities Management might have been the holding program for students interested in the select programs. With students entering those two programs directly, there was a higher percentage of Facilities Management students returning to a different program. Overall, the program has more Black students than the College average. It also has a fairly high proportion of transfer students for an AAS degree; the program has an articulation agreement with Temple. The program has a scholarship; this semester $1000 is being awarded to three students.

There are three recommendations from the review: the program should monitor enrollment and retention; complete a full cycle of assessment for all program learning outcomes (PLOs); and pay special attention to the action plan when benchmarks are not met.

Ms. Behrens, Coordinator for Facilities Management, provided additional information. A recommendation from the last review suggested a merger with the Construction Management program. Both the faculty and the advisory committee had concerns about this as the two programs are distinct; as such, the programs were not merged. When the program was revised for Fall 2019, faculty revised the PLOs. There is a core group of five PLOs for both concentrations, with an additional PLO for each concentration. Outcomes have been mapped in AEFIS. Ms. McPherson asked about the relationship the program has with minority vendors and contractors, since the program has more Black males than the College average. She noted that people of color have not traditionally been welcomed in these fields, and the City has a lot of opportunities. Ms. Behrens responded that while the program does not have connections with minority vendors, it does have relationships with the City, including having City employees on the advisory committee. This could positively impact internship opportunities, which were stalled because of COVID-19 and which the program expects to pursue. Ms. Ireland asked about the jobs for which students with the AAS degree are eligible. Ms. Behrens noted that program students are getting jobs. There are entry-level positions within facility management professional offices. While some students do pursue a Bachelor's, it is not necessary because this is a career program. Students will have to keep learning as the field becomes more professionalized. The program does alert students to the Facilities Management certification.

Construction Management (A.A.S. Degree)
Ms. Gordon noted that the Construction Management program is also part of the Architecture, Design, and Construction department. Enrollment has been relatively steady, with decreases due to COVID-19 lower than the College average. There is a higher proportion of Black males and of males across all categories compared to the College. There is also a higher percent of transfers for an AAS program, although there is no articulation agreement (a draft is being pursued with Jefferson University). There is overlap with other programs in the department, including courses; AEFIS will help with collecting assessment data. The recommendations from the review are that the program complete a cycle of assessment for the new PLOs and that after the

program revision is completed, the program should assess the effect of the revision, including to enrollment, workforce, etc. Mr. Bertram, Department Head for Architecture, Design and Construction, explained that effective 2019, the PLOs were revised as part of the program revisions, including revising seven courses (with three still to be done). The program will have a capstone course in which students will have a fictitious construction company and must complete a bid, with other courses leading up to project. The program also completed 15 course-level assessments. The program used the course-level and program-level assessments and input from the advisory board to develop its revisions. In 2020, the program mapped out all outcomes in AEFIS which will facilitate assessing effects of the revision. New courses have been offered and were well received by students.

In response to a question from Ms. Posoff about the field, Mr. Bertram discussed that if there are a lot of cranes on the horizon, then there are fewer students in Construction Management programs. Right now contractors in the City are busy. As such, marketing is important. Construction Management students who are older and have families and full-time jobs have responded well to remote learning, which will be considered when things "normalize." Ms. Ireland remarked that with the upcoming federal infrastructure bill, workforce needs will increase now and there is not enough skilled labor to do what is planned. The program might therefore be in a positon to recruit students with information about the pipeline to employment. Ms. de Fries added that the Workforce and Economic Innovation division can be a resource for connections to employers. Dr. Thomas highlighted as a pipeline the partnerships with YouthBuild Philly Charter, Dobbins High School, and Randolph Skills Center.

Respiratory Care Technology (A.A.S. Degree)

Ms. Gordon explained that the Respiratory Care Technology program is part of the Allied Health department. The program has had to deal with COVID-19 related challenges because much of the pedagogy is hands on and not adaptable for online. This is the only two-year program in the area, which helps students enter the workforce faster. She noted that one in five people in the field in the Delaware Valley comes from this program. It is recommended that the program pay special attention to enrollment since they could not enroll a new class in Fall 2020. Dr. Shah, Dean of the Math, Science, and Health Careers division, noted that the combined retention/graduation rate is over 25%; he attributes this to the faculty. Dr. Lewis, Department Head of Allied Health, said that the program does have 23 students starting this fall (limit for a new class is 24). The program has established a transfer agreement with the University of Cincinnati, enabling students to go on to a four-year degree with this online option. The next program accreditation is 2027.

Ms. Fielding, coordinator of the Respiratory Care Technology program, explained in response to a question from Ms. Ireland that a program graduate becomes a registered respiratory therapist once they pass the boards. The field is moving towards Bachelor and Master's degrees. While the program would like to expand, it is not possible now with social distancing guidelines in place and because a new class did not start last

fall. The foundations of respiratory are difficult to teach online, especially when working with equipment. The accrediting agency allows for 36 students in a class; the program usually has 30+ students in a class. If the program wanted more students, it would have to request another lab and more instructors. Dr. Hirsch added that because the health care job market is so strong in the area, it can be challenging to recruit faculty from the higher paid positions in the field. The College has been fortunate to find individuals who do want to teach.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program reviews for the Facilities Management A.A.S, the Construction Management A.A.S, and the Respiratory Care Technology A.A.S. programs with approval for five years.

(c) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for October 7th at 1:00 p.m. via Zoom.

Attachments:

Minutes of June 3, 2021 meeting
Academic Program Review: Facilities Management
Academic Program Review: Construction Management
Academic Program Review: Respiratory Care Technology

Student Debt Relief and Funding Distribution

Oct. 7, 2021 | 1:00 p.m.

Agenda

- Student debt relief program overview
- Student debt relief program outcomes
- Q&A and discussion
- Covid relief funding program overview
- Covid relief funding program outcomes
- Q&A and discussion

Student debt relief program overview

- 3,385 students' balances paid using HEERF II institutional funds
- Total relief: nearly $3 million
- Limited to credit students enrolled between 3/13/20 and spring 2021 for tuition/fee-related debt incurred between Spring 2020 and Spring 2021

Student debt relief program outcomes

Of the 3,385 students whose debts were paid:

- 584 registered for fall 2021
- 111 graduated before fall 2021

The Philadelphia Inquirer

CCP will pay off outstanding school bills for as many as 3,500 students using stimulus funds

CCP's move is part of a larger effort by colleges nationally to assist students whose education may have been disrupted or negatively affected by the pandemic.

Student debt relief program

Q&A and discussion

Covid relief funding program overview

- 2019-2020 academic year CARES
  - 5,433 students received funding
  - $5,933,500 awarded
- 2020-2021 academic year CARES
  - 2,069 students received funding
  - $2,116,450 awarded
- 2020-2021 academic year HEERF2
  - 3,557 students received funding
  - $4,375,875 awarded

- **Approximately 9,400 students received about $12.4 million**

Covid relief funding program outcomes

Overall persistence

	Spring '20		Fall '20		Spring '21	
	Avg. GPA	Hrs Earned	Avg. GPA	Hrs Earned	Avg. GPA	Hrs Earned
Did Not Receive Funds	2.56	5.69	2.47	5.65	2.53	5.71
Received Funds	2.57	6.15	2.71	6.29	2.71	6.26
Difference	0.01	0.46	0.24	0.64	0.18	0.55

GPA and hours earned

	Spring '20		Fall '20		Spring '21	
	#	%	#	%	#	%
Did Not Receive Funds	4576	56.74%	5750	65.53%	3849	53.57%
Received Funds	3806	70.74%	4147	91.57%	2792	60.55%
Difference		14.00%		26.04%		6.98%

Covid relief funding program future

- What did we learn?
  - In earlier disbursements, between half and two thirds of eligible students failed to respond to applications
    - Federal regulations have relaxed from CARES to HEERF III
    - In academic year 2021–2022, funds will not rely on application process (federal regulations have relaxed)

- Between Fall 2021 and May 13, 2022
  - $32 million to be awarded, approximately $16 million in fall and $16 million in spring
    - Students will receive eligibility notices and participation is expected to be higher.

Covid relief funding program

Q&A and discussion

Thank you!

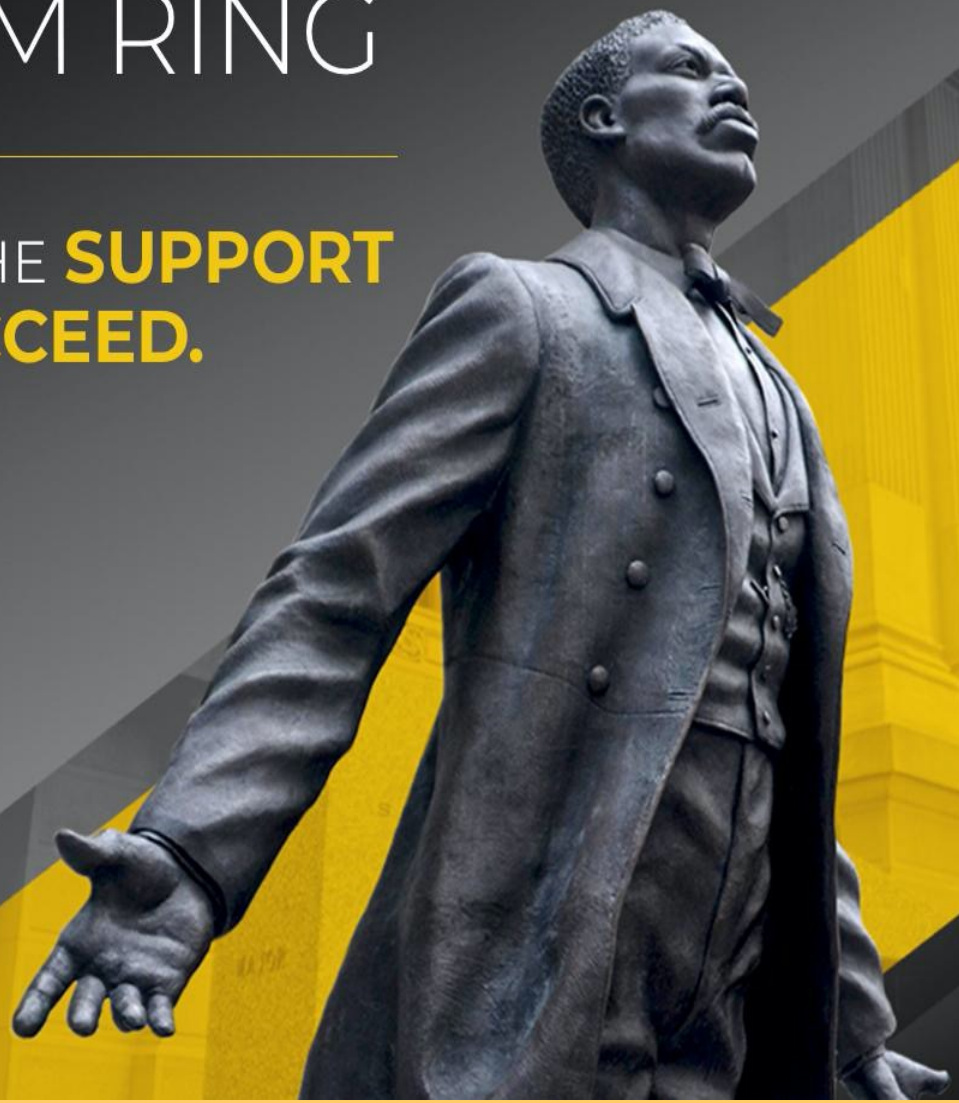
LET **FREE**DOM RING

FREE COLLEGE AND THE **SUPPORT** YOU NEED TO **SUCCEED.**

OCTAVIUS CATTO **SCHOLARSHIP**

Community College *of* Philadelphia

Learn more:
ccp.edu/catto



The Path to Possibilities™

Community College *of* Philadelphia

www.ccp.edu

Agenda

- Catto Scholarship Overview
- Spring 2021 – Cohort I
  - ✓ Enrollment & Demographics
  - ✓ Academic Progress
- Summer Boost
- Retention – Cohort I
- Fall 2021
  - ✓ Cohort II Enrollment & Demographics
  - ✓ Programming & Monitoring Student Progress
  - ✓ Outreach
- Our Team & Lessons Learned
- Q & A

Overview: Investing in the Transformative Power of Education

- **The Octavius Catto Scholarship is an important anti-poverty initiative designed to put more Philadelphians on the path to success at Community College of Philadelphia.**
- **The City of Philadelphia has committed $47.4M over the Five-Year Plan in the Catto Scholarship (beginning with $4.8M during fiscal year 2021)**
- **Approximately 4,500 students will benefit over five years**
- **The program aims to make the transformative power of education available to students by providing funding and additional supports.**

Overview: Catto Scholarship Eligibility*

First Time, Full-Time Students	
Philadelphia Residency (City Resident for at least 12 months)	✓
High School Diploma, **Commonwealth Diploma** or **GED** from: **Any high school located in Philadelphia**, PA cyber charter, homeschool	✓
Complete **FAFSA** each year*	✓
Meet Income Eligibility (Expected Family Contribution "EFC" <= $8,000)	✓
Enter **college-ready** or **one level below**	✓
*Accommodations will be made for undocumented students regarding FAFSA EFC	

***To maintain eligibility students must participate fully in student supports (advising, tutoring, coaching), make steady progress toward completion of a credential within three years and achieve a 2.0+ GPA by the end of every evaluation year.*

Overview: "Topline" Outcomes for Catto Scholarship

- **Retention rate to increase 15 percentage points over current level from one term to another**
- **Three-year completion (Graduation) rate increase to 25% by 2025**
- **Apply an equity lens with the goal of closing the gap so that all population groups are achieving at a high level**

Overview: Spring 2021- Catto Scholarship Pilot Semester Context

- Hires, recruitment efforts, and enrollment took place in the middle of the COVID-19 pandemic. Core staff began in October (Executive Director), with hires until the month of April (Success Navigator)

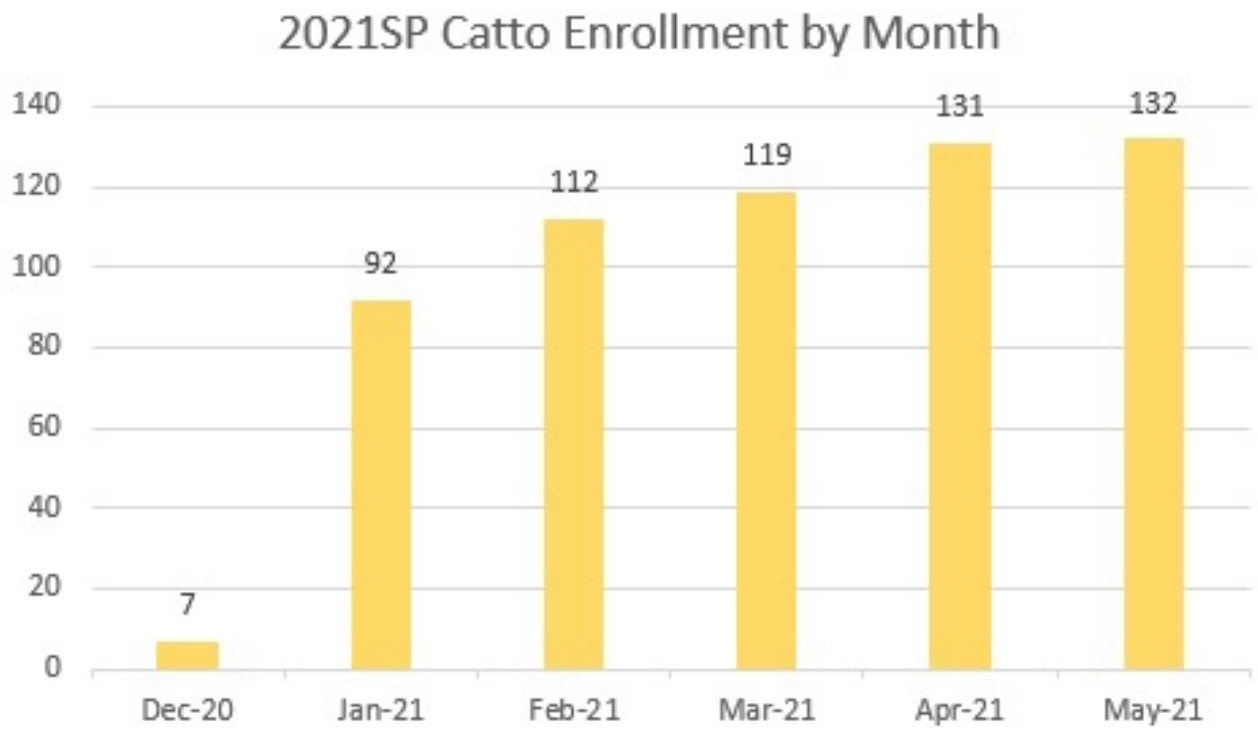
- Potential students were reluctant to begin college studies when CCP courses were 100% remote

- Social injustice issues around race and ethnicity experiences nationally and locally affected our students

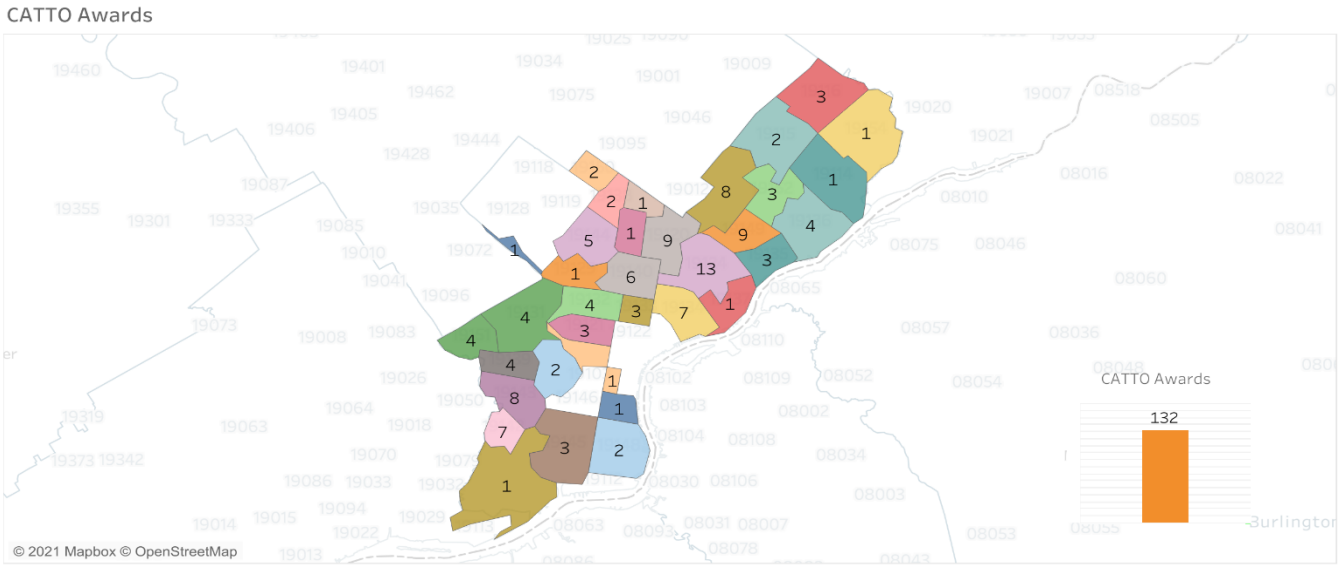
- Colleges around the country experienced low enrollment; Spring historically has lower enrollment than fall

- Fall Bridge/Brush-up session (1) took place prior to when most Scholars were recruited or enrolled into Catto Scholarship; at least two will be scheduled during FA21.

Catto Scholarship Enrollment - Cohort I: Spring 2021



Final Spring 2021 Demographics



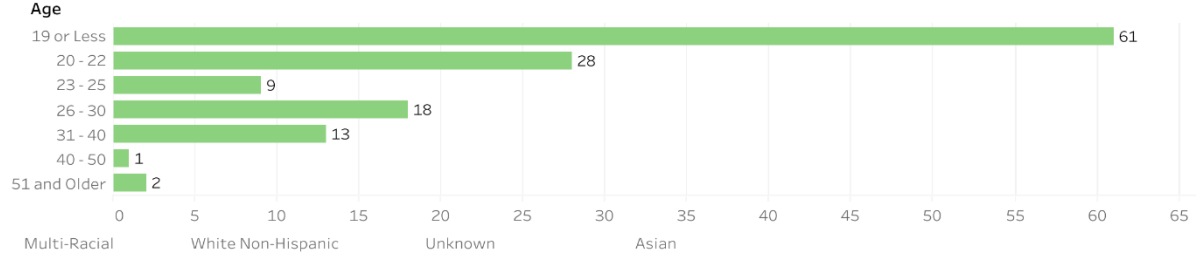
Student Residential Zip Code

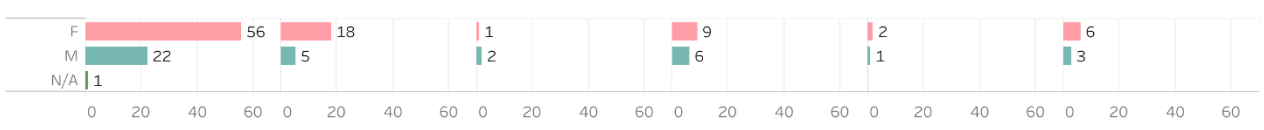
19104	19139
19107	19140
19111	19141
19114	19142
19115	19143
19116	19144
19120	19145
19121	19147
19124	19148
19126	19149
19127	19150
19129	19151
19130	19152
19131	19153
19132	19154
19133	
19134	
19135	
19136	
19137	
19138	

Average CATTO EFC

White Non-Hispanic	$1,548
Hispanic	$1,342
Black Non-Hispanic	$970
Unknown	$58
Multi-Racial	$0
Asian	$62

Avg EFC
$5,534
$2,675
$3,079
$2,045
$2,766
Null





Report Run Date: 5/26/2021

Catto Enrollment Demographics – Spring 2021

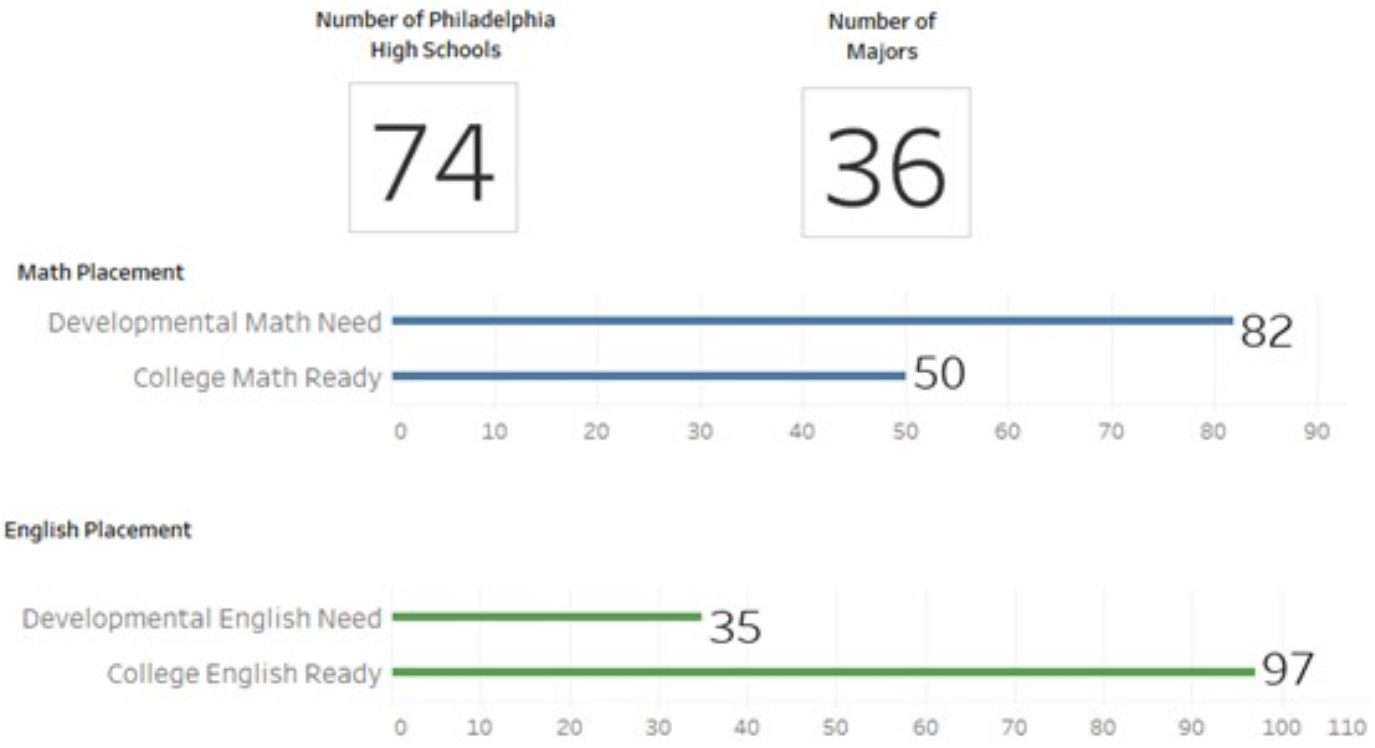
5/26/21	Black Non-Hispanic	Hispanic	Multi-Racial	White Non-Hispanic	Unknown	Asian				Age Range		
F	56	18	1	9	2	6	**92**	**69.70%**		**19 or Less**	61	**46%**
M	22	5	2	6	1	3	**39**	**29.55%**		**20 - 22**	28	**21%**
N/A	1						**1**	**0.75%**		**23 - 25**	9	**7%**
	79	**23**	**3**	**15**	**3**	**9**	**132**			**26 - 30**	18	**14%**
								100%		**31 - 40**	13	**10%**
										40 - 50	1	**1%**
										51 and Older	2	**2%**
										N/A	0	**0%**
	60%	**17%**	**2%**	**11%**	**2%**	**7%**		**100%**			**132**	**100%**

Academic Progress – SP21

Catto "High Flyers"

- Honors with Distinction: Earned 4.0 GPA - 16 Scholars
- Earned Honors (3.2 GPA and above): 32 Scholars (16 + 16 earned 4.0)
- Rising Stars (2.50 GPA - 3.19 GPA): 23 Scholars
- Good Academic Standing: 92 (Avg. 2.5 GPA)
- 4 Catto Scholars (Gateway to College grads) have already earned 40 – 54 credits

Academic Progress - Placements



Academic Progress – Dev ENG

Developmental English Pass Rates*

<u>Level II (098/099): Writing & Reading</u>

Catto: 79%/71%; Non-Catto: 72%/72%

- 2016SP Eng Level II 98/99: 60%, 60%
- 2016FA Eng Level II 98/99: 57%, 61%

<u>Level IV (098/101): College level English with Writing Support</u>

Catto: 59%/54%; Non-Catto: 72%/73%

- 2016SP Eng Level IV 98/101: 65%, NA
- 2016FA Eng Level IV 98/101: 69%, 67%

*****_We have initiated Learning Specialist support for writing and math_

Academic Progress – Dev ENG

Developmental ENGL Needs

ENGL Reading	ENGL Writing	(Calc) Catto Indicat.. CATTO	Not CATTO ..
Dev Reading	Dev Writing	29	25
Grand Total		29	25

Dev Ed ENGL Progress

COHORT_T..	ENGL Placement Level (group)	(Calc) Catto Indicator (CCO)	Student Count	ENGL 098 Attempted	ENGL 098 Passed	ENGL 099 Attempted	ENGL 099 Passed	ENGL 098/099 Passed	ENGL 101 Attempted	ENGL 101 Passed	ENGL 098/101 Passed
202110	Level II	CATTO	32	31	20	31	18	18	0	0	0
		Not CATTO New Fir..	62	35	22	35	22	22	0	0	0
	Level IV	CATTO	51	46	28	0	0	0	46	26	26
		Not CATTO New Fir..	34	29	20	0	0	0	30	22	20

Academic Progress – Dev Math

Developmental Math Pass Rates*

<u>FNMT 019: Introductory Math</u>

Catto: 50%; Non-Catto: 60%

<u>FNMT 017: Elementary Algebra</u>

Catto: 36%; Non-Catto: 66%

- 2016SP FNMT 017: 60%
- 2016FA FNMT 017: 71%

****We have initiated Learning Specialist support for writing and math*

Academic Progress – Dev Math

Developmental FNMT Needs

		(Calc) Catto Indicat..	
MATH Placement ..	MATH DevInd	CATTO	Not CATTO ..
Null	Null	20	
CL	CL	50	106
M016	Dev Math	58	55
M017	Dev Math	18	21
Unknown	Unknown	2	11
Grand Total		148	193

Dev Ed FNMT Progress

COHORT_T..	MATH Placement Level	(Calc) Catto Indicator (CCO)	Student Count	FNMT 016 Attempted	FNMT 016 Passed	FNMT 017 Attempted	FNMT 017 Passed	FNMT 019 Attempted	FNMT 019 Passed	FNMT 016 & 017 or 019 Passed
202110	M016	CATTO	58	10	2	0	0	42	12	12
		Not CATTO New..	55	18	12	0	0	33	11	11
	M017	CATTO	18	0	0	14	5	2	2	2
		Not CATTO New..	21	0	0	18	9	0	0	0

Summer Boost

Objective:

- **Promote persistence of our Spring cohort**
- **Reduce summer melt of our incoming cohort**

Goal: Connect with our Scholars at least 3 times during the summer

Tactics:

- Individual Academic Progress Review meetings (May/June)
- Catto Scholarship Post Cards, 5/20
- Action Item texts: FAFSA & Registration
- Check-in texts
- Catto Scholarship Report Cards: Student Engagement
- 3 Brush-ups (June, July, August), 2 Jumpstarts, Academic Success Week
- Catto Scholarship Family Reunion: Cross Cohort Mixer, Awards, Swag
- Catto Scholarship Welcome/Welcome Back

Summer Boost

Catto Scholarship Family Reunion, 8/5

Catto & Non-Catto SP21 to FA21 Retention

Catto Retention

Term	(Calc) Catto Indicator (CTO)	Total in Cohort	Total Retained to Next Term	Total % Retained to Next Term
Spring 2021	CATTO	133	94	71%

Non Catto Retention

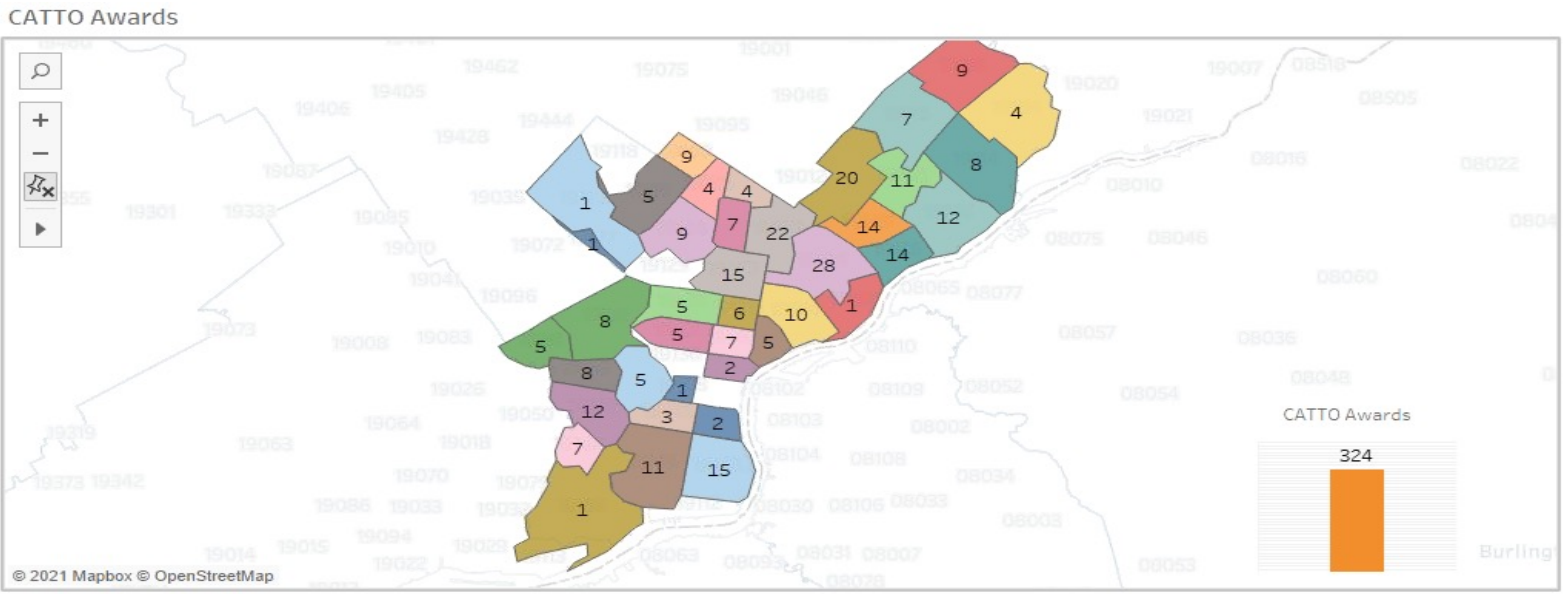
Term	(Calc) Catto Indicator (CTO)	Total in Cohort	Total Retained to Next Term	Total % Retained to Next Term
Spring 2021	Not CATTO New First Time / Full Time / Philly Res	127	82	65%

Catto & Non-Catto Retention Breakdown

Catto Retention BreakDown / Current Reg Status			
Catto_Cohort	Time_Status	J Number Count	% of Total
202110	Not Registered	39	29%
	Full time	80	60%
	Part Time	14	11%
	Total In Cohort	133	

Non Catto Retention BreakDown / Current Reg Status			
Non - Catto FT/FT	Time_Status	J Number Count	% of Total
202110	Not Registered	45	35%
	Full time	47	37%
	Part Time	35	28%
	Total In Cohort	127	

Catto Cohort II - Fall 2021 Demographics (333)

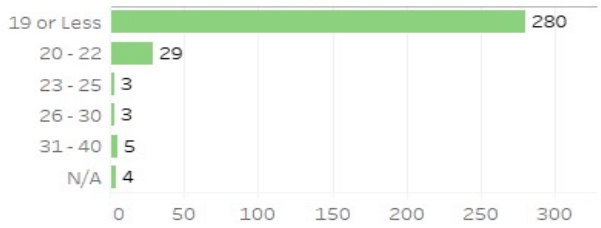


Student Residential Zip Code

19103	19133
19104	19134
19111	19135
19114	19136
19115	19137
19116	19138
19119	19139
19120	19140
19121	19141
19122	19142
19123	19143
19124	19144
19125	19145
19126	19146
19127	19147
19128	19148
19131	19149
19132	19150

Average CATTO EFC		Avg All Stu
White Non-Hispanic	$1,987	$3,542
Hispanic	$1,345	$6,085
Black Non-Hispanic	$1,086	$3,198
Unknown	$1,718	$2,913
Multi-Racial	$2,378	$2,697
Asian	$1,063	$2,308

Age



Avg All Stu 26

	Ethnicity		Avg All Stu
F	Black Non-Hispanic	28%	30%
	Hispanic	16%	16%
	White Non-Hispanic	11%	11%
	Asian	6%	6%
	Unknown	2%	2%
	Multi-Racial	1%	2%
M	Black Non-Hispanic	15%	11%
	Hispanic	7%	8%
	Asian	7%	4%
	White Non-Hispanic	6%	5%
	Multi-Racial	0%	2%
N/A	White Non-Hispanic	0%	1%
	Black Non-Hispanic	0%	0%

Fall 2021 Programming

- Individual Meetings & Zoom walk-in hours with Success Coaches
- Catto Scholarship Specialists: Saturdays & Wednesday evenings
- Learning Lab Specialist Pods: Math, Writing & Learning Strategies
- Workshops & Catto Student Mixers
  - COVID Mandate Q&A, Intro to Single Stop, Mastering Online Learning, Mindfulness, Information Literacy & Research, Time Management, Career Exploration, FAFSA Completion, SP22 Recruitback (Ready, Set, REGISTER) & more…
- Fall Brush-ups (Nov. & Dec.)

Student Progress & the Student Experience

- Conduct Needs Assessments to understand & support needs that could become barriers for success, such as academic, social-emotional, housing, food assistance, etc.
- Individual Meetings & Zoom walk-in hours with Success Coaches
- Introductory emails to professors
- Midterm grades/Final grades
- Starfish Student Success and Retention System: Appointments, To Do's, & Notes, Kudos & Flags, Referrals, and Communications
- Weekly Student Assistance Team Meetings: Cross-functional review of individual students

Fall/Spring Outreach

- SP22 Recruitback: Ready, Set, REGISTER
- MarComms printed posters & mailers and digital materials to community orgs & high schools
- MarComms city-wide posters and social network campaign
- Catto Scholarship Fall & Spring Information Sessions
- Collaboration with Admission Events
- In person presentations and Zoom events to special groups
- Catto Scholarship Open House events & swag distribution
- Highlight Catto Scholar Stories via social media and live interviews

The Catto Scholarship Team

Dr. April Voltz, Executive Director

Dr. Aubria Nance, Associate Director

Jeffrey Haines, Success Navigator

Jazzmin Poole-Prosper, Success Navigator

Michael DiSalvia, Success Coach

Fred Fleming, Success Coach

George Walley-Sephes, Success Coach

Success Coach I, starts October 25

Keith Watkins, Single Stop Specialist

Paul Tamke, Financial Aid Specialist

Grant Heydenreich, Academic Advisor

Alexis Mercado, Career Connections Specialist **Dominic Nguyen,** Research Analyst

TBH: Success Coach II (offer pending background check), **Academic Advisor, OAA**

Lessons Learned

- Value of a **full complement of quality staff** for enrollment, programming & retention
- **Campus-wide support** to build and enhance our administrative infrastructure
- Critical need for **skill building & confidence** with writing and math beyond brush ups
- **Barriers the scholars face are real** (empathy & support for those facing barriers; pandemic & social justice issues created additional barriers). Realizing that some issues associated with the student experience are beyond our reach or resources
- **Employing promising practices** using our own institutional data to inform our work, obtaining student feedback, accessing the web of resources from partners in the work, and engaging CUNY-ASAP to provide technical assistance

Q&A and Feedback

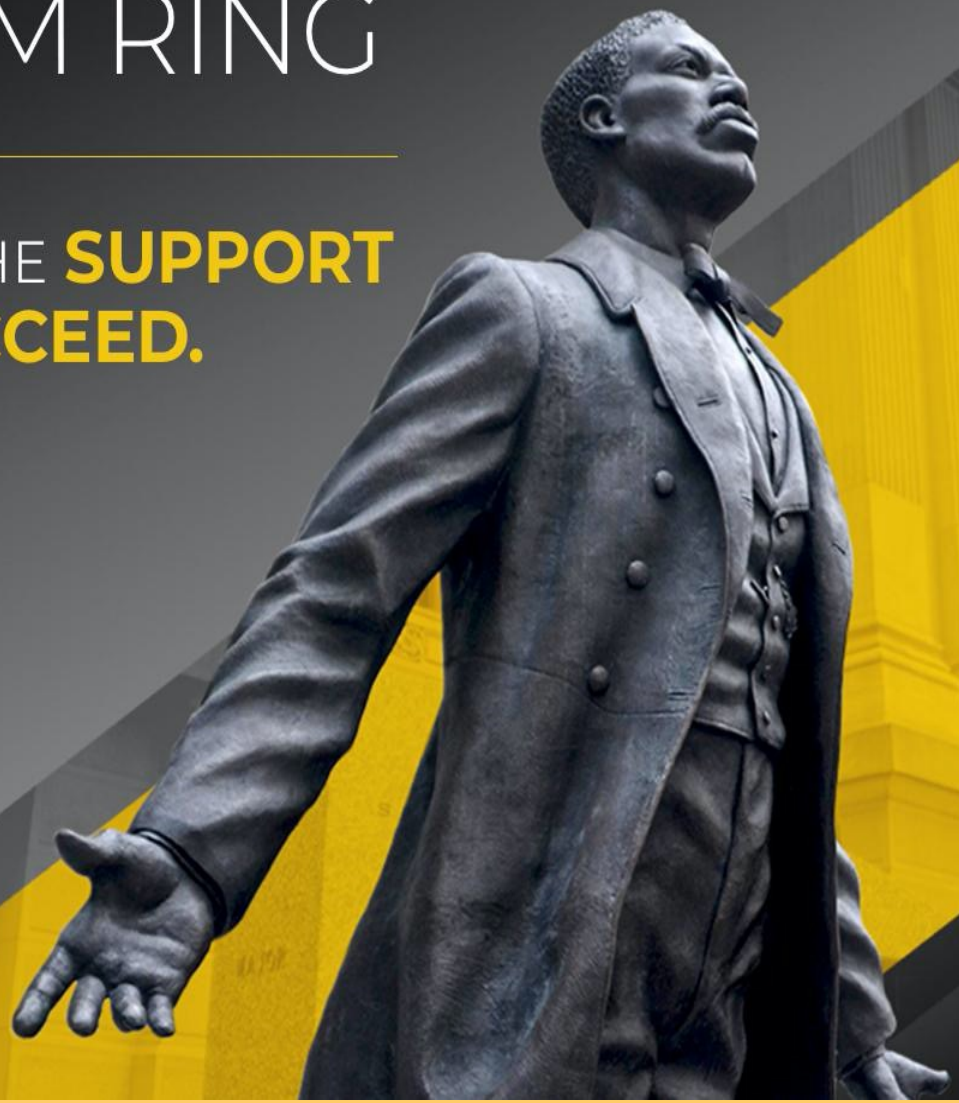
LET **FREE**DOM RING

FREE COLLEGE AND THE **SUPPORT** YOU NEED TO **SUCCEED.**

OCTAVIUS CATTO **SCHOLARSHIP**

Community College *of* Philadelphia

Learn more:
ccp.edu/catto



The Path to Possibilities™

Community College *of* Philadelphia

www.ccp.edu

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, October 7, 2021 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Bradley, Mr. Clancy, Mr. Dubow, Ms. Fulmore-Townsend, Ms. Gamble, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Dr. Roebuck, Mr. Soileau, Dr. Generals, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, Mr. Solomon, Ms. Hutcherson, Dr. Sweet, Dr. Carter, and Dr. Waller

(1) Meeting Called to Order

Mr. White called the meeting to order and reviewed the goals for the meeting. He thanked Board members for attending Dr. Jessica Brathwaite's presentation on equity vs. anti-racism on October 6, 2021. He stated that this issue is very important, and is a part of the Board development agenda.

(2) Public Comment

There were no requests for public comment.

(3) Report of the President

(3a) Activities/Meetings

Dr. Generals reported that he had participated in the following meetings/events:

- Met with Senator Bob Casey, Jr. on September 7, 2021 to discuss the needs of the College, and provided details and a tour of the Career and Advanced Technology Center;

- Met with City Council President Darrell Clarke on September 22, 2021 regarding his vision for Dobbins High School;

- Attended the *Al Dia News* Hispanic Heritage Gala held on September 24, 2021 at the Union League. Several staff members also attended; and

- Attended the welcome reception for Dr. Antonio Tillis, the new Chancellor of Rutgers University-Camden, on September 27, 2021. Dr. Generals stated that the College is pursuing an articulation agreement with Rutgers New Brunswick.

- Hosted a Fireside Chat on September 29, 2021 in celebration of LatinX Heritage Month. Dr. Generals stated that he had discussed two books during the presentation: *Our America: A Hispanic History of the United States* by Felipe Fernandez-Armesto, and *The Brief Wondrous Life of Oscar Wao* by Dominican American author Junot Diaz.

Dr. Generals reported that he had been selected to participate as a member of the Swarthmore Humanities Program Advisory Committee to develop a Leadership Development Program for Humanities faculty. He stated that the Presidents of Bryn Mawr, Haverford, and Lincoln Universities are also participating. Dr. Generals stated that the program is in response to the belief that not enough faculty in the Humanities go on to become institutional leaders. Dr. Generals stated that he had been asked to identify three faculty members to participate in the program. He stated that the Community College of Philadelphia faculty that are being invited to participate are Dr. Myla Morris-Skeiker, English; Dr. Aaron (Anyabwile) Love, History; and Dr. Nichole Webster, English. The program includes a $2,500 stipend.

Dr. Generals reported that he had attended the Global Community College Leadership Network(GCCLN) Fall Roundtable and Business meeting on October 5, 2021. He stated that he had been elected vice president of the group. Dr. Generals stated that Ms. Tierney Remick, Vice Chair, Board and CEO Services for Korn Ferry, led a discussion on *CEOs for the Future*. Ms. Remick serves on the Board of the Harvard Kennedy School's Women and Public Policy Program.

(3b) Philadelphia Housing Authority

At the request of Dr. Generals, Dr. Thomas reported that the College is supporting student housing insecurity specifically for foster care students. He stated that the College had entered into a shared housing program with the Philadelphia Housing Authority. Dr. Thomas stated that there are two units - one off of 10th and Spring Garden Street and the other off of 11th and Spring Garden Street. He stated that there are 16 rooms for 16 students, and that seven students are in the pipeline to be cleared for immediate occupancy. Furniture for the units has been purchased, delivered, and is being assembled. Dr. Thomas stated that the Board will be invited to the ribbon cutting once a date has been identified. Dr. Thomas thanked the Foundation for their financial support for furniture, and the Berwyn Foundation for their support for furniture and internet support services for students.

(3c) Opening of College

At the request of Dr. Generals, Ms. Hutcherson provided an update (**Attachment A**) of COVID 19 testing, and the number of faculty, staff, and students who are vaccinated.

Dr. Generals stated that no one expected the level of objection to getting vaccinated. There is a sizable number of students and staff who are not vaccinated, and staff are working to

reduce the number. Dr. Generals stated that masking, testing, and social distancing protocols will be in place for the return to campus.

(3d) Enrollment Trends

Dr. Generals called attention to a slide presentation (**Attachment B**) regarding the national trends in enrollment. He stated that higher education fell to new lows in spring 2021. He stated that overall enrollment fell to 16.9 million from 17.5 million. Dr. Generals stated that while every institutional sector saw undergraduate enrollment decreases for spring 2021, community colleges remained the hardest hit—9.5% or 476,000 fewer students. Dr. Generals stated that over 65% of the total undergraduate enrollment losses occurred in the community college sector. Dr. Generals reviewed enrollment declines across all sectors, in PA-2 year institutions, race and ethnicity, and Black male enrollment declines.

Dr. Generals reviewed a list of enrollment action steps, and asked Dr. Rooney to update the Board on marketing/branding. Dr. Rooney stated that branding was a three phase process: research and development which began in May, brand identity, and reimagining CCP.edu. Dr. Rooney stated that all phases are presently in progress. P'unk Av is working with Research for Action, the Cabinet, Enrollment, and the Communications staff, and are in the process of doing surveys, focus groups, and collecting data regarding CCP's reputation/perception in the community.

Dr. Rooney stated that Ruffalo Noel Levitz consultants had worked with the College during the past year regarding policies and approaches to enrollment, specifically, with the issue of students in the pipeline. Dr. Rooney stated that staff are working to make changes. She stated that she, Dr. Generals, and Dr. Lipscomb are meeting weekly to resolve this issue.

Dr. Generals stated he planned to implement a comprehensive customer service program for staff. He stated that customer training would be provided once a year and staff will be held accountable. Dr. Generals stated that surveys, secret shopper, and a QR code may be ways of getting feedback from students about their experiences at the College.

(3e) I Am More Reentry Engagement Program

Dr. Generals discussed the I Am More Reentry Engagement Program. He stated that the Board had committed $1 million to support the program. He stated that the Center for Male Engagement has been refunded. Dr. Generals stated that coaches and navigators are working hard to get Black males through the Community College of Philadelphia system. Dr. Generals stated that he will be coming back to the Board for additional resources for six recruiters for the program.

(3f) Middle States

Dr. Generals called attention to the Middle States Commission on Higher Education Standards and Requirements of Affiliation. He stated that all of the standards overlap. Dr. Generals reviewed the four principles that guided the development of the Middle States Standards: The mission-centric standards acknowledge the diversity of the institutions; focus the standards on the student learning experience; emphasize institutional assessment of student learning; and support innovation as an essential part of continuous institutional improvement. Dr. Generals stated that he planned to discuss the Middle States Standards and the College's Self-Study at every meeting of the Board.

At the request of Dr. Generals, Dr. Sweet and Dr. Carter provided a presentation (**Attachment C**) of how the College is using the AEFIS assessment system to manage assessment of program learning outcomes and course learning outcomes for the Middle States Standards.

(3g) Foundation Report

Dr. Zanjani reported that the Foundation ended the year strong by raising $3,576,223 in private philanthropic funds to the Foundation and $96,825,29 in public funding. She stated that for fiscal year 2021-2022, the Foundation goal is to raise $4 million in private/philanthropic dollars while the public/government dollars' goal is to raise $8 million.

Dr. Zanjani provided highlights of cash in hand which included:

- An anonymous gift of $100,000 to support emergency and basic student needs.
- Berwyn Foundation donation of $45,000 to support furniture, student computers, and student stipends referenced by Dr. Thomas earlier in the meeting.

Dr. Zanjani stated that the following public/governmental and private/philanthropic pledges are being finalized:

- $3 million renewal of the Center for Male Engagement grant over five years at $600,000 per year.

- $215,000 for the Jr. Stern Academy (kits, table tops, and Lego robots). Dr. Zanjani thanked Ms. Ireland for securing this funding.

- $250,000 for scholarships from Hilco Redevelopment Partners.

- $75,000 for scholarships from Kind family.

- $50,000 to establish a scholarship for theater in memory of two faculty members.

- A significant undisclosed dollar amount renewal from Goldman Sachs.

Dr. Zanjani reported that the search for the capital campaign consultant continues. The RFQ was sent to 12 firms. The deadline for firms to submit a proposal is October 8, 2021.

Dr. Zanjani shared a slide (**Attachment D**) regarding the Foundation investments growth over the last five years.

Dr. Waller reported that she is very optimistic that the Black and Gold Gala will be held in-person and is scheduled for Wednesday, June 1, 2022, at 6:00 p.m. The goal is to raise $405,000 gross compared to the $350,000 goal that was established last year. Dr. Waller stated that fundraising for the Gala will begin earlier this year. Dr. Waller stated that she was very excited about this year's nominees. Fatimah and Kenneth Gamble of Universal Companies will receive the Community Hero Award, and Michael Forman of FS Investments will receive the Corporate Leadership Award. Dr. Waller stated that several possibilities for the Alumni Award are being explored. Since the Black and Gold fundraising will begin early, sponsors are being offered $7,500 and above to be included on the invitation if they make their commitments by December 31, 2021.

Dr. Waller reported that last year, the Board of Trustees gave and or solicited $63,500 for the Black and Gold Gala, and gave or solicited $11,935 for other initiatives for a total of $73,435. She stated that the Foundation Directors gave or solicited $189,500 for the Black and Gold Gala and gave or solicited $164,407 for other initiatives for a total of $353,907. Dr. Waller stated that the chairs of the Gala, Ms. Gamble and Ms. Ralston, and she are excited to discuss the goals of the Trustees and the Directors to support the Black and Gold Gala and other initiatives.

Dr. Waller reported that the Foundation Board had approved a resolution to gift $315,000 to the College in support of the Career and Advanced Technology Center and other College facilities, furniture, and equipment capital needs.

Dr. Waller reported that the Foundation welcomed the newest director, Talib Ellison, Esq., Assistant General Counsel of Exelon Corporation. She stated that the Foundation is continuing to vet and source potential directors that represent key areas aligned with the Strategic Plan. Dr. Waller reported that Dr. Zanjani is working with Dr. Gay to create a Board Orientation and ongoing development program for the Foundation Board. Dr. Waller stated that the Board of Trustees can have three Trustees on the Foundation Board, and that she would welcome one more Trustee representative.

Dr. Waller reported that future meetings of the Foundation are scheduled for December 9, 2021, March 17, 2022, and May 26, 2022. She stated that a special meeting of the

Foundation will be held in early November to approve the Foundation's IRS Form 990, and possibly the campaign consultant.

(4) Report of the Workforce Subcommittee

Ms. Ireland reported that the Workforce Subcommittee met earlier today and focused on understanding employer relationships and workforce development, and how Board members can support those relationships. She stated that Ms. de Fries discussed five employer relationships and ways for Board members to leverage their relationships with those employers for the College.

Ms. Ireland stated that Mr. Eapen had provided an update on the status of construction of the Career and Advanced Technology Center. Dr. Thomas, Dr. Carter, and Ms. de Fries discussed programming for the Center.

(5) Report of the Student Outcomes Committee

Ms. Fulmore Townsend thanked Ms. Posoff for chairing the September 2, 2021 meeting of the Student Outcomes Committee as she was ill. She stated that she appreciated the support and leadership given by Ms. Posoff.

Ms. Fulmore-Townsend reported that that the Student Outcomes Committee reviewed and discused three academic program reviews: Facilities Management A.A.S. Degree; Construction Management, A.A.S. Degree; and the Respiratory Care Technology A.A.S. Degree. Ms. Fulmore-Townsend urged members of the Board to review the data included on these programs. She stated that the Committee had accepted all three program reviews and approved them for five years. Ms. Fulmore-Townsend stated that the Committee continues to monitor equity with the goal that programs will provide equal outcomes for all students.

(6) Report of the Audit Committee

Mr. Eapen reported that the Audit Committee met on September 27, 2021. He stated that the Committee reviewed the 2020-2021 Fiscal Year Audit prepared by Grant Thornton. Mr. Eapen stated that the College had received a clean audit. He stated that the audit went smoothly, and that there were no adjustments or findings.

(7) Report of the Business Affairs Committee

Mr. Soileau reported that the Committee had met on September 22, 2021. He asked that members of the Board review the minutes of the meeting. Mr. Soileau stated that the items approved by the Business Affairs Committee are part of the Consent Agenda.

Ms. Soileau reported that the Business Affairs Committee had also met earlier in the day and approved the Lease Agreement between Community College of Philadelphia as the

Landlord and Saxbys, PBC, as Tenant (with Final Terms). The Lease is to operate a student-run Café in the College's Mint Building near the entrance of the new Library and Learning Commons.

Mr. Soileau moved, with Ms. McPherson seconding, that the Board approve the Lease Agreement with Saxby's to lease and operate a student-run Café. The motion carried unanimously.

Mr. Soileau stated that the Capital Budget Plan will be discussed at the October 20, 2021 meeting of the Business Affairs Committee. He stated that he would also like a review of the operating budget as Federal funding declines.

Mr. White asked for a motion to approve the reports of the Student Outcomes, Business Affairs, and Audit Committees. Ms. Fulmore-Townsend moved, with Mr. Dubow seconding, that the Board approve the reports of the Student Outcomes, Business Affairs, and Audit Committees. The motion carried unanimously.

(8) Consent Agenda

Mr. White requested approval of the following Consent Agenda:

(a) Proceedings and Minutes of Decisions and Resolutions, Meeting of September 2, 2021
(b) Gifts and Grants
(c) Academic Program Reviews: Facilities Management, A.A.S. Degree; Construction Management, A.A.S. Degree; Respiratory Care Technology, A.A.S. Degree
(d) Northwest Regional Center Oil Tank Replacement Project (RFP 10151)
(e) Renewal of Contract with Cozen O'Connor Public Strategies
(f) Approval of Change Order-Two-McGoldrick Electric, Inc. for The Library and Learning Commons

Ms. Fulmore-Townsend moved, with Mr. Dubow seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(9) Report of the Chair

At the request of Mr. White, Dr. Gay reported that Dr. Debonair Oates-Primus, English Faculty; Dr. Faye Allard, Social Science Faculty; and Ms. Fulmore-Townsend's proposal for the American Association of Colleges & Universities Annual meeting "Educating for Democracy" has been accepted. The presentation is entitled "Enough is Enough: Strategies for Addressing Racial and Ethnic Disparities." The meeting will be held as a hybrid event January 19-21, 2022. The Board congratulated Dr. Oates-Primus, Dr. Allard, and Ms. Fulmore-Townsend.

Dr. Gay reported that Dr. Debonair Oates-Primus was selected as the winner of the ACCT Faculty Award for the Northeast Region. She stated that the national winner of the award will be announced at the October 15, 2021 ACCT Awards Gala at the Leadership Congress in San Diego. Dr. Gay stated that the College has been recognized in the past with the national faculty award.

(10) New Business

Ms. Zellers introduced David Solomon, Esq., newly hired Assistant General Counsel. The Board welcomed Mr. Solomon.

(11) Next Meeting

Mr. White stated that the next meeting of the Board of Trustees is scheduled for Thursday, November 4, 2021, at 3:00 p.m. He stated that according to recent changes in the Sunshine Law, Board meetings must be held in a hybrid model. He stated that the November 4th meeting will be a hybrid. Mr. White encouraged members of the Board to attend in-person.

The meeting adjourned at 4:30 p.m.

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

(12) Executive Session

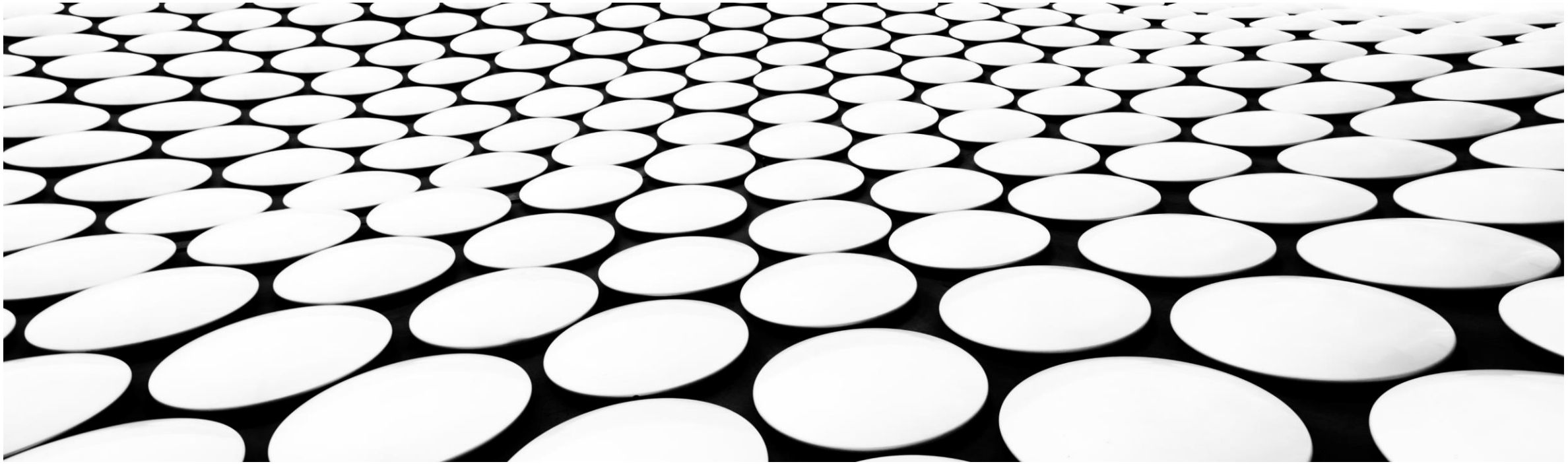
The Executive Session was devoted to a discussion of labor negotiations and personnel matters.

Community College of Philadelphia
www.ccp.edu

Attachment A

COVID-19 TESTING & VACCINATION UPDATES

OCTOBER 7, 2021



COVID TESTING

TESTING ON-SITE

	Week Ending					
Location	**9/5/2021**	**9/12/2021**	**9/19/2021**	**9/26/2021**	**10/3/2021**	**Total**
Main Campus	320	658	638	411	361	2,388
Northeast Regional	7	41	86	72	63	269
Northwest Regional	2	14	22	14	15	67
West Regional	0	5	2	5	0	12
Total	**329**	**718**	**748**	**502**	**439**	**2,736**

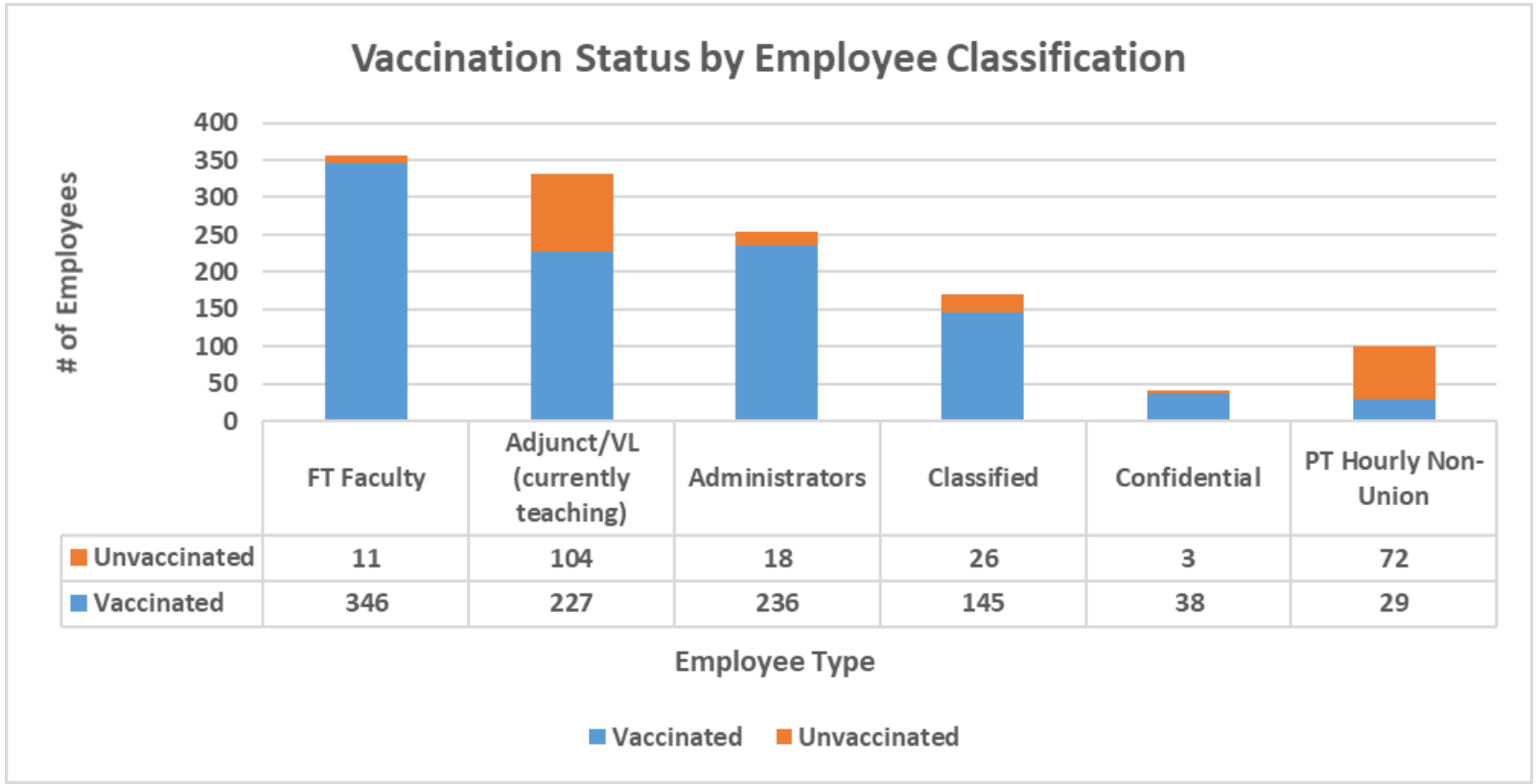
POSITIVE TEST RESULTS FROM ON-SITE TESTING

	Week Ending					
Location	**9/5/2021**	**9/12/2021**	**9/19/2021**	**9/26/2021**	**10/3/2021**	**Total**
Main Campus	3	2	4	0	2	11
Northeast Regional	0	0	0	0	0	0
Northwest Regional	0	0	0	0	0	0
West Regional	0	0	0	0	0	0

POSITIVE CASES REPORTED

	9/5/2021	**9/12/2021**	**9/19/2021**	**9/26/2021**	**10/3/2021**	**Total**
Staff	2	0	3	1	1	7
Students	2	2	3	1	1	9
Visitors	1	0	0	0	0	1

EMPLOYEE VACCINATION STATUS AS OF 10/06/21



STUDENT VACCINATION CARD STATUS

BANNER Credit and Non-Credit Students

	NOT Vaccinated	Vaccinated
Class Setting	1,415	4,100
Distance	4,957	5,321
DISTINCT STUDENT HEADCOUNT	5,399	6,400

Unduplicated headcount for Class Setting (In-Person or Hybrid).
Unduplicated headcount for Distance.
Students may be enrolled in both a Class Setting and Distance course.

Attachment B

President's Report

Activities

Meetings/Events/Upcoming Activities

- Senator Casey
- President Clarke
- Navy Pipeline Project
- Dr. Antonio Tillis
- Swarthmore
- GCCLN
- Hispanic Heritage Month
- PHA Opening

COVID/Re-opening

Enrollment

Middle States

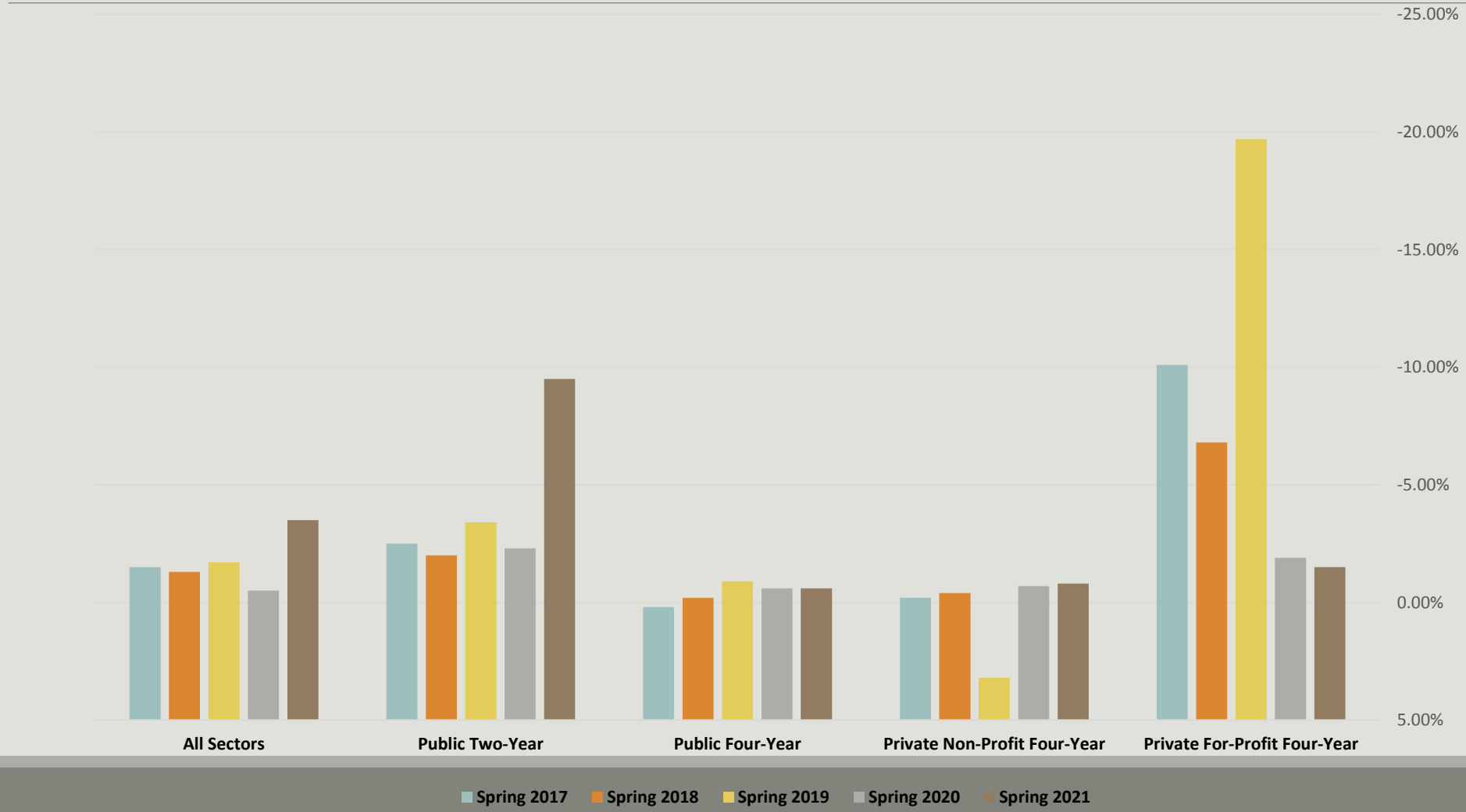
National Trends

Higher Education enrollment fell to new lows in spring 2021, showing the persistence impact of Covid-19 related disruptions. Overall **spring enrollment fell to 16.9 million from 17.5 million**, marking a one-year decline of 3.5% or 603,000 students. This was seven times worse than the decline in spring, 2020.

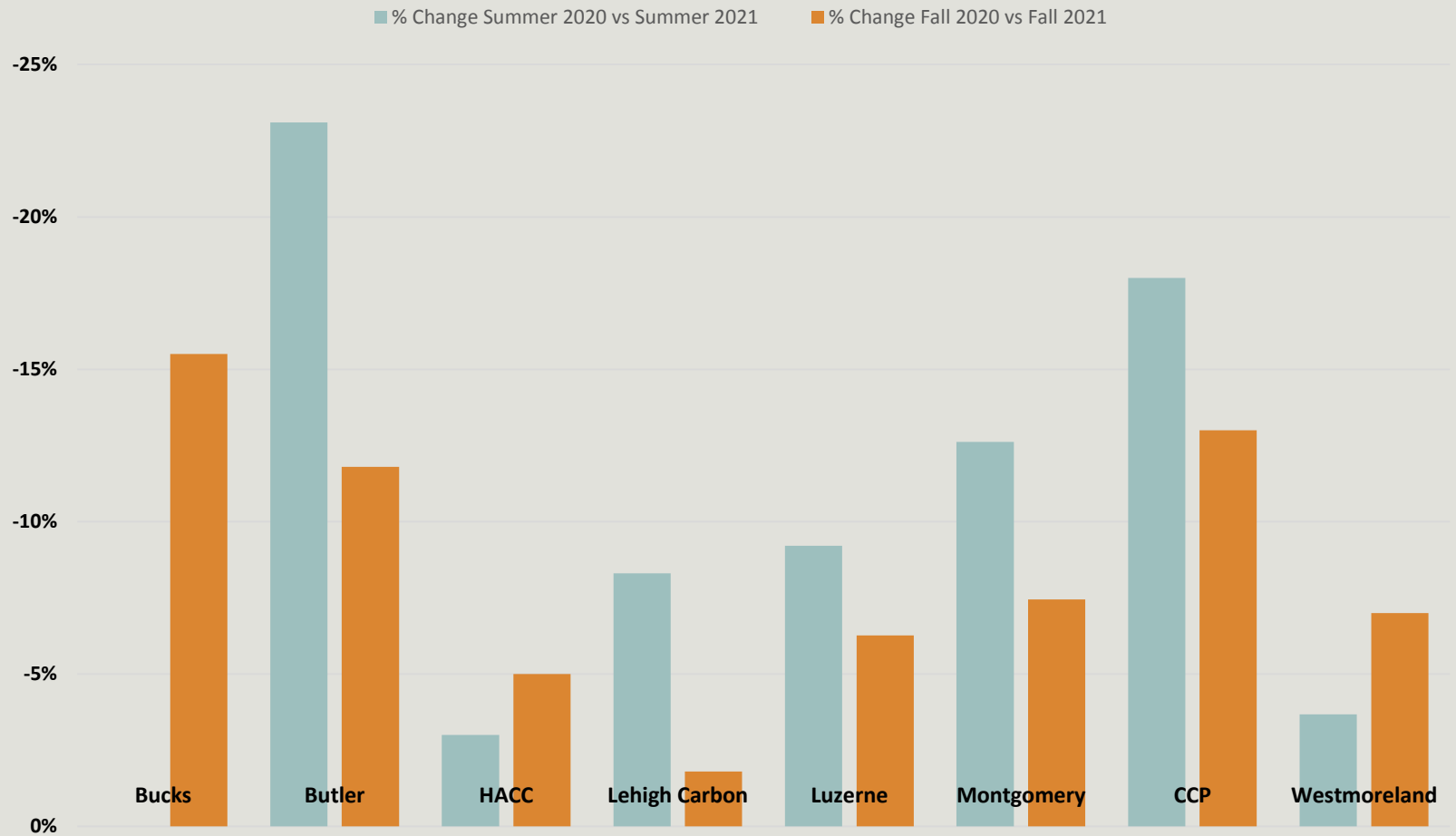
While every institutional sector saw undergraduate enrollment decreases spring 2021**, community colleges remained hardest hit—9.5% or 476,000 fewer students**. Over 65 percent of the total undergraduate enrollment losses occurred in the community college sector.

Source: National Student Clearinghouse

Enrollment Decline Across all Sectors



Enrollment Decline in PA 2-year Institutions



Enrollment Declines by Race and Ethnicity

In spring 2021, public colleges reported sharp declines in enrollment broken down by race and ethnicity:

Native American men (18.4%)

Black men (14.3%)

Latino men (12.6%)

White men (11.7%)

Native American women (11.2%)

White women (7.0%)

Black women (6.9%)

Latina women (5.1%)

Source: https://www2.ed.gov/about/offices/list/ocr/docs/20210608-impacts-of-covid19.pdf

Black Male Enrollment Declines

Men of color enrolled at particularly low rates amid a pandemic that affected Black students and their families disproportionately who suffered from infections, job loss and financial strains.

Enrollment for **Black men dropped 14.3%** in spring 2021 compared to the previous spring.

Enrollment for **Black women fell 6.9%** over the same time period.

Community colleges, which faced the sharpest enrollment declines over all, “lost Black men in droves” the number of Black male students enrolled in public two-year institutions **plunged 21.5%.**

Source: Inside Higher Ed

Enrollment Action Steps

Organizational Changes

Guided Pathways: Placement Process, Dev.Ed, ESL, FYE

Marketing/Branding – Punk Ave

RNL Report

I Am More

Customer Service: Awareness, Training, Accountability

- Training
- Satisfaction Surveys/Data
- Secret Shoppers

Resources

The Middle States Commission on Higher Education

Accreditation Standards and Requirements of Affiliation

Comprised of seven standards and 15 requirements.

Standard I: Mission and Goals

Standard II: Ethics and Integrity

Standard III: Design and Delivery of the Student Learning Experience

Standard IV: Support of the Student Experience

Standard V: Educational Effectiveness Assessment

Standard VI: Planning, Resources, and Institutional Improvement

Standard VII: Governance, Leadership, and Administration

Four principles guided the development of Middle States Standards

1. The mission-centric standards acknowledge the diversity of institutions;

2. Focus the standards on the student learning experience;

3. Emphasize institutional assessment and assessment of student learning;

4. Support innovation as an essential part of continuous institutional improvement.

Attachment C

Academic Program and Course Assessment

Current Status and Future Initiatives

presented by

Dr. Pam Carter, Dean of Business & Technology

Dr. Chae Sweet, Dean of Liberal Studies

October 8, 2021

Presentation Overview

- **CCP meets Standard V for Middle States.**
- **Assessment is comprehensive, valid and meaningful.**
- **A culture of assessment has grown since the last Middle States visit, and faculty have taken ownership of assessment.**
- **Assessment is being used to affect changes in teaching and learning.**
- **Work is ongoing that will further enhance a culture of assessment.**

CCP Compliance with Standard V Evidence

1. ***Clearly <u>stated</u> educational goals at the institution, and degree/program levels which are <u>interrelated</u> with one another, with <u>relevant</u> educational experiences….***

- ❑ **Comprehensive assessment framework that integrates assessment at the institutional, programmatic and course levels.**

- ❑ **Created an online Assessment Academy through the work of the Divisional Curriculum Facilitators and the Faculty Center for Teaching and Learning.**

CCP Compliance w. Standard V Evidence

1. ***Clearly stated educational goals at the institution…which are interrelated….and relevant….***

- ❑ **Well defined and measureable course learning objectives (CLOs) for all college credit bearing courses.**
- ❑ **Well defined and measureable program learning objectives (PLOs) for all college credit bearing programs.**
- ❑ **Newly revised General Education assessment plan which better clarifies the connection between classroom teaching and institutional outcomes.**

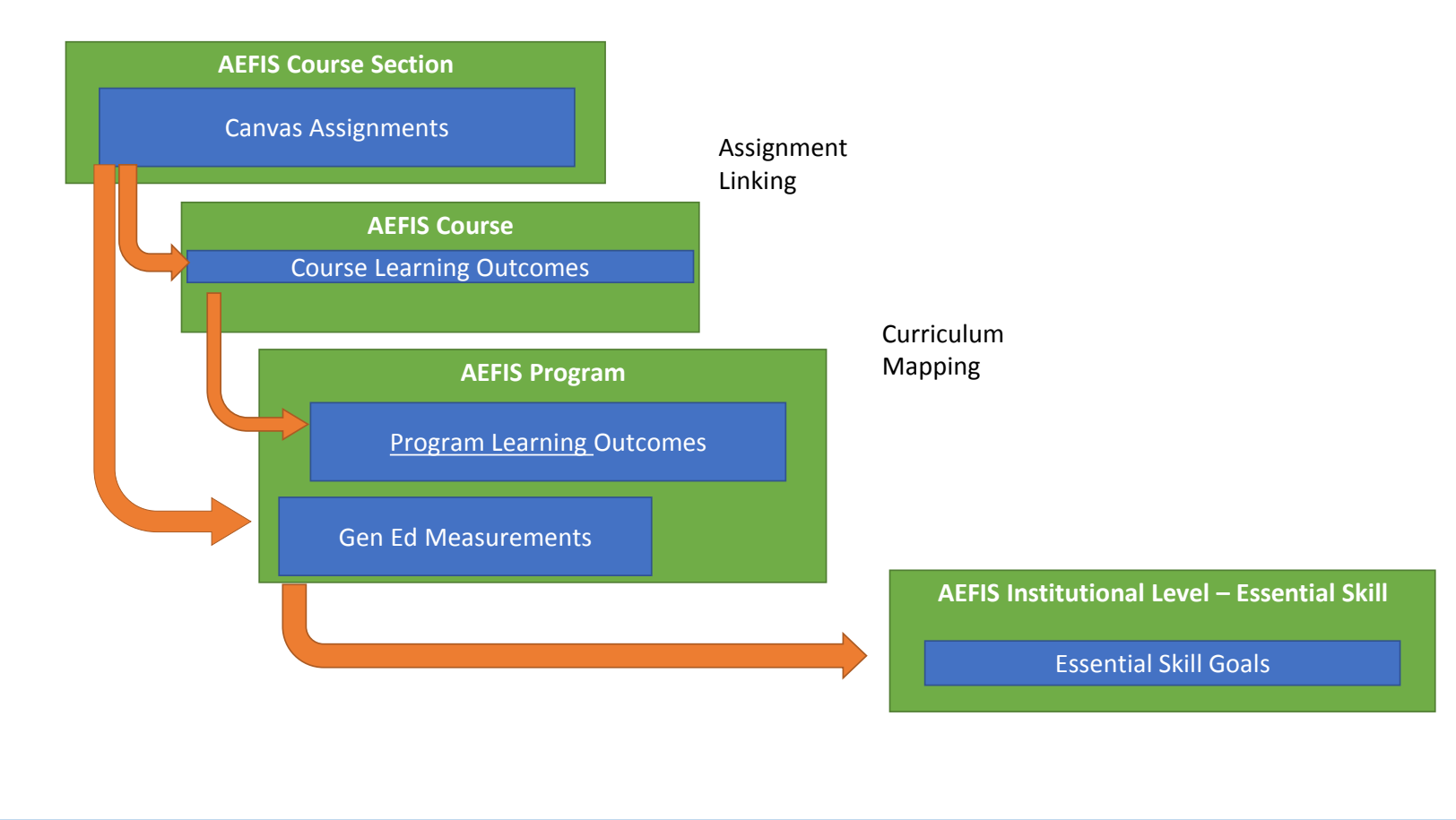
CCP Compliance with Standard V Evidence

2. Organized and systematic assessments, conducted by faculty….

- ❑ **All Programs have a curriculum map that links CLOs to PLOs.**
- ❑ **Assessment outcome reports are available and instructive.**
- ❑ **Program plans for improvement and action steps are clearly noted in compiled documents and in AEFIS.**

Demonstration in AEFIS

General Education Assessment Linked to Program Assessment



CCP Compliance with Standard V Evidence

2. Organized and systematic assessments, conducted by faculty….

How have we engaged faculty in the development of a culture of assessment?

- ❑ **Established Divisional Curriculum Assessment Facilitators team who work within divisions and as a collective team to increase understanding and quality of assessment among faculty.**
- ❑ **Facilitators work with departments to establish better assessment practices to make assessments are more precise and meaningful.**
- ❑ **Facilitators meet with their respective deans, every other Thursday as group, and every other Tuesday with AEFIS.**

CCP Compliance with Standard V Evidence

2. Organized and systematic assessments, conducted by faculty….

❑ **Fall 2021 Assessment Tuesday Professional Development Sessions prepared and presented by faculty:**

- *General Education Assessment and AEFIS: Overview & Training (2)*
- *AEFIS as the College's Assessment Repository*
- *Using Data to Engage in Continuous Improvement*
- *Aligning Assignments to Course Learning Outcomes*
- *AEFIS Brush-up for Program Coordinators and Department Heads*

CCP Compliance with Standard V Evidence

3. *Consideration and use of assessment results for the improvement of educational effectiveness.*

Demonstration of closing the loop activities with informational reports outside of AEFIS.

Work in Progress to Continue to Enhance Assessment Practices

Creation of formal module in AEFIS to document institutional academic assessment reporting (Cycle of Assessment) by program

- ❑ **For each PLO assessed: summary of prior Close the Loop activities, current Assessment results, and groups/stakeholders that have reviewed assessment results.**
- ❑ **Overall summary of strengths and areas in need of improvement/updating**
- ❑ **For each PLO assessed Actions Steps to document**
  1. *Planned teaching and learning improvements*
  2. *Semester action plan to be implemented*
  3. *Semester action plan will be reassessed following implementation*
  4. *List of additional resources necessary to implement the action plan*

Attachment D

Foundation -Investments

	2017	2018	2019	2020	2021
Investments $	9,976,007	11,210,672	11,880,209	12,369,001	15,562,198
Annual growth $	999,419	1,234,665	669,537	488,792	3,193,197
Annual growth %	11.1%	12.4%	6.0%	4.1%	25.8%

Notes:

- Investments were managed by PFM before transitioning to Vanguard in October 2019.
- Investment portfolio includes stock equities, bonds and real estate investments.
- Investments above are at market value as of June 30th. of each fiscal year.

Source: Audited Financial Statements

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, October 7, 2021 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bradley, Mr. Clancy, Mr. Dubow, Ms. Fulmore-Townsend, Ms. Gamble, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Dr. Roebuck, Mr. Soileau, Dr. Generals, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Hirsch, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, Mr. Solomon, Ms. Hutcherson, Dr. Sweet, Dr. Carter, and Dr. Waller

(1) Meeting Called to Order

Mr. White called the meeting to order and reviewed the goals for the meeting.

(2) Public Comment

There were no requests for public comment.

(3) Report of the President

(3a) Activities/Meetings

Dr. Generals reported that he had participated in the following meetings/events:

- Met with Senator Bob Casey, Jr. on September 7, 2021 to discuss the needs of the College, and provided details and a tour of the Career and Advanced Technology Center;
- Met with City Council President Darrell Clarke on September 22, 2021 regarding his vision for Dobbins High School.
- Attended the *Al Dia News* Hispanic Heritage Gala held on September 24, 2021 at the Union League. Several staff members also attended;
- Attended the welcome reception for Dr. Antonio Tillis, the new Chancellor of Rutgers University-Camden, on September 27, 2021; and
- Hosted a Fireside Chat on September 29, 2021 in celebration of LatinX Heritage Month. Dr. Generals stated that he had discussed two books during the presentation: *Our America: A Hispanic History of the United States* by Felipe

Fernandez-Armesto, and *The Brief Wondrous Life of Oscar Wao* by Dominican American author Junot Diaz.

Dr. Generals is a member of the Swarthmore Humanities Program Advisory Committee to develop a Leadership Development Program for Humanities faculty. The Presidents of Bryn Mawr, Haverford, and Lincoln Universities are also participating on the advisory group.

Dr. Generals attended the Global Community College Leadership Network(GCCLN) Fall Roundtable and Business meeting on October 5, 2021.

(3b) Philadelphia Housing Authority

The Board was provided with an update on the Community College of Philadelphia and the Philadelphia Housing Authority shared housing program for students.

(3c) Opening of College

The Board was provided with an update of on-campus COVID 19 testing, and the number of faculty, staff, and students who have been vaccinated.

(3d) Enrollment Trends

The Board was provided with a slide presentation regarding the national trends in enrollment, a list of enrollment action steps, and an update on marketing/branding.

(3e) I Am More Reentry Engagement Program

The Board was provided with an update on the I Am More Reentry Engagement program.

(3f) Middle States

The Board was provided with an update on the Middle States Commission on Higher Education Standards and Requirements of Affiliation. The Middle States Standards and the College's Self-Study will be discussed at every meeting of the Board.

(3g) Foundation Report

Dr. Zanjani and Dr. Waller provided an update on fundraising, the Black and Gold Gala scheduled for Wednesday, June 1, 2022 at 6:00 p.m., Foundation investments growth, and a status of the campaign consultant search.

(4) Report of the Workforce Subcommittee

The Workforce Subcommittee met earlier today. The meeting focused on understanding employer relationships and workforce development, and how Board members can support those relationships for the College.

(5) Report of the Student Outcomes Committee

The Committee met on September 2, 2021. The Committee reviewed and discused three academic programs: Facilities Management A.A.S. Degree; Construction Management, A.A.S. Degree; and the Respiratory Care Technology A.A.S. Degree.

(6) Report of the Audit Committee

The Audit Committee met on September 27, 2021. The Committee reviewed the 2020-2021 Fiscal Year Audit.

(7) Report of the Business Affairs Committee

The Committee met on September 22, 2021. Items approved by the Business Affairs Committee are part of the Consent Agenda.

The Board approved the Lease Agreement with Saxby's to lease and operate a student-run Café in the College's Mint Building near the entrance of the new Library and Learning Commons.

The Board approved the reports of the Student Outcomes, Business Affairs, and Audit Committees.

(8) Consent Agenda

The Board approved the following Consent Agenda:

(a) Proceedings and Minutes of Decisions and Resolutions, Meeting of September 2, 2021
(b) Gifts and Grants
(c) Academic Program Reviews: Facilities Management, A.A.S. Degree; Construction Management, A.A.S. Degree; Respiratory Care Technology, A.A.S. Degree
(d) Northwest Regional Center Oil Tank Replacement Project (RFP 10151)
(e) Renewal of Contract with Cozen O'Connor Public Strategies
(f) Approval of Change Order-Two-McGoldrick Electric, Inc. for The Library and Learning Commons

(9) Report of the Chair

The Board was informed that Dr. Debonair Oates-Primus, English Faculty; Dr. Faye Allard, Social Science Faculty; and Ms. Fulmore-Townsend's proposal for the American Association of Colleges & Universities Annual meeting "Educating for Democracy" has been accepted. The presentation is entitled "Enough is Enough: Strategies for Addressing Racial and Ethnic Disparities."

(10) New Business

The Board welcomed David Solomon, Esq., newly hired Assistant General Counsel.

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, November 4, 2021, at 3:00 p.m. The November 4th meeting will be hybrid.

The meeting adjourned at 4:30 p.m.

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

(12) Executive Session

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

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
November 4, 2021 Meeting of the Board of Trustees

Summary by Source:

	FY 2022		FY 2021
Held by College	**9/16/21 - 10/15/21**	**Fiscal Year to Date 7/1/21 - 10/15/21**	**7/1/20 - 10/15/20**
Federal	$ 504,879	$ 4,494,531	$ 2,992,319
State	$ -	$ -	$ 3,237,171
Local	$ -	$ -	$ 29,800
Total	**$ 504,879**	**$ 4,494,531**	**$ 6,259,290**
Held by Foundation	**9/16/21 - 10/15/21**	**Fiscal Year to Date 7/1/21 - 10/15/21**	**7/1/20 - 10/15/20**
Corporation	$ 46,460	$ 81,660	$ 100,000
Foundation	$ 532,097	$ 1,073,994	$ 1,355,356
Individual	$ 58,093	$ 193,081	$ 32,654
Organization	$ 3,602	$ 23,844	$ 10,660
Total	**$ 640,252**	**$ 1,372,579**	**$ 1,498,669**
TOTAL	**$ 1,145,131**	**$ 5,867,110**	**$ 7,757,959**

PUBLIC GRANTS SUMMARY
Since Meeting of October 7, 2021

FEDERAL

National Science Foundation awarded $32,140 for year two of the five-year grant AMP VI/Alliance for Minority Participation. The grant period is 8/1/2021 – 7/31/2022. The College is a subcontractor for Phase VI of Louis Stokes STEM Pathways and Research Alliance: Greater Philadelphia Region LSAMP (Philadelphia AMP) grant through Drexel University. The LSAMP program directly supports approximately 100 first-year STEM students each year through mentoring and scholarship support and reaches over 1,000 through speakers and other broader activities.

National Science Foundation awarded $27,198 for year two of the five-year grant NNCI: Establishment of a Nanotechnology User Node at UPenn (Phase 2). The grant period is 9/1/2021 – 8/31/2022. As a subcontractor on this project, the College will develop an internship program targeting CCP students; build on the work done during first phase of grant by improvement of Additive Manufacturing 3D print course; Intro to Nanotechnology Course; and implementing a Robotics course. The project will also include joint programming that will include lab experiences at the Singh Center for CCP students and activities to generate interest in the program.

U.S. Department of Education awarded $445,541 for year two of the five-year grant Transforming the Student Experience: Holistic Student Support. The grant period is 10/1/2021 – 9/30/2022.