

Meeting of the Board of Trustees, Thursday, February 3, 2022 - 3:00 p.m. Zoom

AGENDA

(1) Meeting Called to Order

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

(a) Provide an Update on Progress on the Middle States Self-Study and Continue to Update the Board on Middle States Standards by Reviewing Standard III (Design and Delivery of the Student Learning Experience)

(b) Provide Information on the Return to Campus for Spring Semester

(2) Public Comment

(3) Report of the President

(a) Middle States Standard III – Design and Delivery of the Student Learning Experience

(b) Return to Campus for Spring 2022

- COVID Update
- Enrollment Update

(c) Search Update – Vice President for Academic and Student Success

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

(4) Student Outcomes Committee, January 6, 2022

1.6.22 Student Outcomes Committee Minutes.pdf 3

(5) Business Affairs Committee, January 19, 2022

1.19.22 Business Affairs Committee Minutes.pdf 49

(6) Workforce Subcommittee, January 28, 2022

Employer Connections Ask.pdf 57

(7) Consent Agenda

(a) Proceedings and Minutes of Decisions and Resolutions Meeting of January 6, 2022

1.6.22 Board Proceedings.pdf 58

Attachment A- Standard II.pdf 68

1.6.22 Board Minutes of Decisions and Resolutions.pdf 69

(b) Gifts and Grants

Record of Grants & Gifts (2.03.22).pdf 73

(c) Medical Laboratory Technician Program

(d) HVAC and Plumbing Bid Results for the Library & Learning Commons Café

(e) Six-Month Extension Agreement with Allied Universal Security Services

(f) Procurement and Installation of Security Cameras from ADT

(g) Change Order for HDR for the Library & Learning Commons

(h) Procurement of Network Infrastructure for the CATC (Career and Advanced Technology Center)

(i) Energy Procurement from AEP

**(8) Report of the Chair**

(a) Middle States Self-Study Progress

(b) Update on Policy Project

(c) ACCT Governance Leadership Institute, March 23-25, 2022  
Community College of Philadelphia

(d) Black and Gold Gala Reminder

**(9) New Business**

**(10) Next Meeting: Committee of the Whole, March 2-3, 2022**

**(11) Executive Session**

**Future Committee Meetings**

Student Outcomes Committee Thursday, February 3, 2022, 1:00 p.m.

Business Affairs Committee Wednesday, February 16, 2022 - 9:00 a.m.

Workforce Subcommittee, Thursday, March 3, 2022 - 10:00 a.m.

Audit Committee, Tuesday, March 29, 2022 - 10:00 a.m.  
Isadore A. Shrager Boardroom, M2-1 and Zoom

**Upcoming Events**

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

Fox Rothschild Center for Law and Society Week, February 28-March 4,  
2022

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

**MINUTES**

**Thursday, January 6, 2022**

**1:00 p.m.**

**Zoom**

**Presiding:** Ms. Fulmore-Townsend

**Committee**

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

**Board**

**Participants:** Mr. Soileau

**College**

**Members:** Ms. de Fries, Dr. General, Dr. Hirsch, Ms. Liautaud-Watkins, Dr. Roberts, Dr. Rooney, Dr. Thomas

**Cabinet**

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

**Guests:** Ms. Gordon, Dr. Lewis, Dr. Nagaswami, Dr. Scordia, Dr. Shah, Dr. Sinnott

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of November 4, 2021**

The minutes were approved unanimously.

**(b) Academic Program Review: Medical Laboratory Technician (A.A.S. Degree)**

Dr. Shah, dean of the Math, Science, and Health Care division, noted that the Medical Laboratory Technician (MLT) program is one of the flagship programs in the College's Allied Health department. The program has 100% pass rate on the Medical Laboratory Technician ASCP Board of Certification Exam and 100% job placement. Dr. Sinnott, from the Office of Assessment and Evaluation, explained that in September 2021, the program completed its periodic review for its national accrediting agency, the National Accrediting Agency for Clinical Laboratory Sciences; the program was awarded a 10-year accreditation. Most students are part-time and career-age. The program has strong retention and graduation rates and a consistent 100% job placement rate. The program plans to introduce more molecular

methods into the curriculum to continue to innovate. There is a national and local shortage of medical laboratory technicians, in part because of increased testing with COVID.

Committee members asked about the program's demographics. Dr. Lewis, the Department Head for Allied Health programs, explained that having a higher percentage of Asian students and female students is on trend for the industry and for related allied health fields; the advisory board is comprised of the same demographics. There may be a lower percentage of African-American females because the field is not well-known, and students in high schools are not aware of it. However, because of COVID, the program has had opportunities to interact more with younger students, which should raise awareness. Dr. Thomas added that because of a recent grant, the College has been hosting more STEM events for middle and high school students; these events also address the health care field.

Dr. Lewis discussed recruiting students internally from the Health Care Studies program. There are monthly health care admissions events, at which students can meet with faculty, talk about the admissions process, careers, job prospects, salaries, etc. Recently, students were invited to see a day-in-the-life for all the Allied Health programs. The MLT program is always at capacity. Additionally, students are all employed before graduation. Students must complete clinical experiences; most of those clinical sites go on to hire them. This is common in health care in general. While having enough clinical sites can be challenging, the program director keeps a list that meets 150% of clinical sites needed, in case of limitations. The program has developed new affiliations in the City, and the program director is persistent in contacting new offices acquired by area hospitals.

In regards to the high retention and completion rates, Dr. Lewis noted the outstanding faculty in the program. The program is consistent with assessing student learning, closing the loop, and making changes based on evidence. Because of the low number of students allowed by capacity, faculty are able to build relationships with students, which may help retention.

**Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review for the Medical Laboratory Technician program with approval for five years.**

**(c) Cultivating a Culture of Excellence in Teaching & Learning at CCP**

Dr. Scordia, Assistant Professor of English and Professional Learning Coordinator (Title III), began the presentation explaining that investing in faculty professional learning is an essential part of ensuring students are learning. It also relates directly to *Impact 2025* and the Student Experience pillar, to Guided Pathways efforts, and to Middle States accreditation. A commitment to teaching and learning is one of the five institutional priorities the College developed for the Middle States self-study, and Standard III includes criteria devoted to faculty professional learning. With the

Faculty Center for Teaching and Learning (FCTL), the College has long been in compliance with these criteria. Because of the Title III grant awarded in 2020, the College has been able to build on the work of the FCTL and offer a more sustained professional learning program which is being regularly assessed.

Dr. Nagaswami, Professor in the Department of English and Facilitator of the FCTL, discussed how the FCTL has a mission statement and has developed a strategic plan with five goals, which is based on *Impact 2025* and best practices in the field. Each goal has action items. They have been assessing progress on faculty professional learning and will soon be posting the results of those assessments. Despite the pandemic, they have been able to make progress on all the goals, including hosting two joint conferences with area community colleges.

Dr. Scordia explained how the Title III grant encompasses faculty professional learning in an institutional goal (Increase retention and completion rates by having student supports more effectively integrated with academics and by *promoting the capacity for teaching and learning among faculty*) and has objectives related to faculty professional development, with goals each year for the number of full- and part-time faculty taking part in professional learning. The grant also seeks to increase effective use of Starfish and Canvas. The College has built a Title III Faculty Professional Learning Core Team, comprised of faculty representing a range of departments and including the Associate Director of the grant, Sharmon Bryant.

As one of its first activities, the Core Team held a Summer Institute last year. They consulted with the Director of Teaching & Learning at Achieving the Dream, who provided opening and closing remarks, and utilized ATD's new Teaching & Learning Toolkit in planning the event and activities. They identified four high-impact practices (HIPs) for faculty to learn about and then implement in their own course in the following fall semester. Over 50 faculty from across the academic divisions took part, including both full- and part-time faculty. Building on the work from the Summer Institute, the FCTL implemented learning communities devoted to the HIPs to support faculty while they added HIPs to their courses. They are working with Institutional Research on data analysis and will have data on the first semester outcomes soon.

Dr. Nagaswami discussed the array of professional learning opportunities that were provided in the fall semester. These included a mini-conference on HIPs for faculty who could not attend the Summer Institute. They also had a session on supporting first-generation students that led to a mini-conference on the topic (which took place on National Gen 1 Day and included a panel of students); this will continue to be a focus in the spring semester. They recognize that the College's students have gone through various forms of trauma, including those COVID-related. As preview for upcoming spring activities, they held a mini-conference in November on trauma-informed pedagogy. They also created the Virtual Learning Exchange Series, with weekly meetings for faculty to discuss with each other their practices and share their tools. There were four rotating topics: Starfish, Canvas, data-informed teaching, and

inclusive teaching practices. Across all the various sessions in the summer and throughout the fall semester, a total of 54 part-time and 108 full-time faculty took part. Additional FCTL programming includes the Assessment Academy, the FCTL Fellows and Communities of Practice, New Faculty Orientation, and an upcoming joint conference with area community colleges.

Dr. Scordia provided an overview of topics for the spring semester. She also explained that all the professional learning programs must be developed through an equity lens. Moreover, everything FCTL and the Core Team are doing must be assessed, not just for Middle States but also for continuous improvements. They plan to analyze data on retention and completion to look at the faculty implementation of HIPs, including a student survey. They conducted a faculty survey in Fall 2021; 69% of respondents said the most important reason to take part in faculty professional learning opportunities was to improve student learning. She stressed that the College's commitment to supporting these endeavors is critical to students and student success. Dr. Hirsch stated that the College will receive \$2.25 million over the five years of the Title III grant, and a major portion of those funds is to support faculty professional learning.

Annual updates on faculty professional learning will be added to the Committee calendar.

**(d) New Business**

There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for February 3rd at 1:00 p.m. via Zoom.

**Attachments:**

Minutes of November 4, 2021

Academic Program Review: Medical Laboratory Technician Program

Cultivating a Culture of Excellence in Teaching & Learning at CCP presentation

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

**MINUTES**

**Thursday, November 4, 2021**

**1:00 p.m.**

**Pavilion Klein Cube, P2-3 and via Zoom**

**Presiding:** Ms. Fulmore-Townsend

**Committee**

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

**Board**

**Participants:** Mr. Epps

**College**

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

**Cabinet**

**Members:** Ms. Witherspoon

**Guests:** Ms. Gordon, Ms. Krombie, Mr. Perkins, Dr. Sinnott, Dr. Sweet

**(1) Executive Session**

There were no agenda items for the Executive Session.

**(2) Public Session**

**(a) Approval of the Minutes of October 7, 2021**

The minutes were approved unanimously.

**(b) Academic Program Review**

**Digital Video Production (A.A.S. Degree)**

Dr. Sinnott, from the Office of Assessment and Evaluation, provided highlights from the academic program review. Enrollments have been stable (averaging over 100 students per semester) until COVID-19 hit, after which enrollments dropped. It is recommended that the program watch enrollments closely in upcoming semesters. With an average of about 100 students per semester, courses were running at 96% capacity, which should be considered when dealing with enrollments. Students are predominantly career-seeking students. Career opportunities are very strong; there is an 18% growth predicted in the field of camera operators/editors, and demand in the Philadelphia area is above average. There is a significant number of students who do

transfer to pursue filmmaking, mostly at Temple. Regarding transfer, Ms. McPherson suggested the program also look at top film schools such as those at New York University and University of Southern California, which might have scholarships. The program has been responsible in regards to assessment, with faculty engaged in conducting assessments and continuous improvement. All recommendations from the last APR have been completed.

Ms. Crombie, department head of Photographic Imaging, explained that the program is currently geared towards television production, but the program review indicated students are interested in making films and not just being on a TV crew. The industry has changed dramatically. New faculty are self-employed filmmakers, which is a future field on which the program should focus. Ms. Crombie stated that the program's students are more technically advanced than those at four-year schools in the area. As such, she does not want to encourage students to invest tens of thousands of dollars further in education when the program's students are already competitive in the field. In regards to questions about expanding the program and opportunities, Ms. Crombie explained that the College has already invested in the most expensive components: a TV studio and high-end equipment. Moving forward, a focus on screenwriting or small-scale entrepreneurial film-making would be beneficial. Revising the second-year curriculum to address these areas with more electives and options while moving away from the TV studio environment would help. Board members suggested that the program explore relationships with Comcast and NBC and that board members could help extend the program's advisory committee.

**Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review for the Digital Video Production program with approval for five years.**

**(c) Academic Program Review Updates**

**Liberal Arts: Honors Program**

**Behavioral Health/Human Services Program**

Dr. Sweet, Dean of Liberal Studies, explained that in November 2020, the two programs underwent the review process; both programs were given clear pathways for going forward before being considered for renewal.

The Liberal Arts: Honors program completed an environmental scan, talking with students, graduates, and those who did not join the program. The program has a new coordinator: Dr. Sarah Iepson, the department head of Art and the coordinator for the Phi Theta Kappa Honor Society. Faculty have started revising the program, completing assessments, and making changes that will attract more students and capture those who take courses in the program but do not graduate with the Honors degree. The program is also considering a certificate in which student participation in the Honors program would be noted. Dr. Sweet concluded that the program has completed the work necessary to receive approval.



The Behavioral Health/Human Services program had the same charge as the Honors program. After much collaboration with the program coordinator Dr. Pat Scoles and department head Dr. Fran DiRosa, the program has developed program revisions which address the needs of the Philadelphia workforce and the BHHS community. The program changes are going through the review process this semester. The updated program will go into effect in Fall 2022. The program will be able to assess the impact of the changes sometime after that.

**Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review updates for the Liberal Arts: Honors and the Behavioral Health/Human Services programs and approve the programs for three years with a one-year update from each program.**

**(d) Center for Male Engagement (CME) Progress Report**

Mr. Perkins provided information on the impact of the CME. It is a cohort-based program, with four support coaches and up to 75 students per coach. The CME examined retention rates: CME students have higher retention rates compared to both College-wide and to Black males who are not part of CME - 50% retention for new students, 60% for returning students. Regarding developmental education coursework, CME students have not compared as well to the general College population. However, 62% of students College-wide have to take at least one developmental education course, compared to 92% of CME students.

Regarding diversity, equity and inclusion, Mr. Perkins has conducted many sessions with faculty and staff. The College has started implementing the Academic Equity Coaches initiative. Based on the top 25 enrolled courses, departments with courses with the largest equity gaps were chosen to take part: Allied Health, English, and Foundational Math. They have identified faculty in those departments who will disaggregate data, look at circumstances underlying the equity gaps, and then implement changes to decrease these gaps.

The CME is grant-funded; the grant was just extended for an additional five years and received the maximum amount awarded (\$3 million). Over 1,000 students have been served over the last five years. With the new expansion, they are trying to increase the number of students per coach to 150. Most CME students are part-time (typically 6-9 credits per year); they therefore take on average 4.5 years to complete their associate's degree. Of the CME participants, 341 received an associate's degree or certificate, and 57 of those students have gone on to attain their bachelor's degree (across more than 40 institutions).

However, Black and Brown males still have the lowest retention rates and academic outcomes. Enrollments for these students have declined since the pandemic – 46% decline in Black and Brown males in the last four years. They have competing priorities, such as work, childcare, mental health, and taking care of family members

because of COVID-19. As such, we need to support them better. The College has recommitted to this work. In order to provide more supports, the number of positions has been increased to seven, including a retention coordinator and a community outreach coordinator. CME will therefore be able to serve an additional 1,000 students over the next five years with the expansion, which means a total of 2,000 over the next five years.

In response to questions from Board members, Mr. Perkins explained that recruitment efforts will target Black and Brown males more holistically. The recruiter (in Enrollment Management) will work more with students in high schools, from community-based organizations, and the I Am More initiative. They are also eliminating the requirement that students could have earned no more than 30 credits, because students still need support after their first 30 credits. He also explained that increasing the number of students per coach from 75 to 150 will be possible because the program is expanding to include more students who are not at-risk; with different levels of being at-risk, not all students need the same level of support. They are also creating cohorts across academic departments; they have identified faculty in English, Foundational Math, and Allied Health to provide support and outreach. CME staff have to create space where Black and Brown males can be vulnerable and get the support they need in real time, which might be new for some of them. If students have one trusted person, they are more likely to be retained.

Mr. Perkins provided an update on the I Am More initiative. I Am More has two pathways - credit and non-credit. They have an initial recruitment goal of 120 students over three years. Recruitment can be challenging because the program cannot do direct outreach to students because they do not self-identify as a returning citizen on any forms. The students have to reach out to the program. The retention goals are 60% for new students and 70% for returning. The completion goal is 60%, with an 85% recidivism goal (i.e., fewer than 15% will be arrested again). The program has a career development piece and they are planning to develop paid internship opportunities, with one support coach devoted to this area. Mr. Perkins described the eligibility requirements and key partnerships. For the non-credit courses, some are not available for financial aid, so the program is looking to scholarships or donor contributions.

**(e) New Business**

There was no new business.

**Next Meeting**

The next meeting of the Student Outcomes Committee of the Board is scheduled for Thursday, January 6, 2022 at 1:00 p.m. in the Pavilion Klein Cube, P2-3 and via Zoom.

**Attachments:**

Minutes of October 7, 2021

Academic Program Review: Digital Video Production (DVP)

Final Update on Academic Program Review

Liberal Arts: Honors Updates for November 2021

Behavioral Health/Human Services Update

Center for Male Engagement presentation

# Community College *of* Philadelphia

## Academic Program Review: Medical Laboratory Technician (MLT)

Authors: Ekaterina Mashkina, Dr. Dawn Sinnott  
Fall 2021

## Executive Summary

### Key Findings

#### Enrollment and Demographics

##### Exhibit 1: College and Program Enrollment

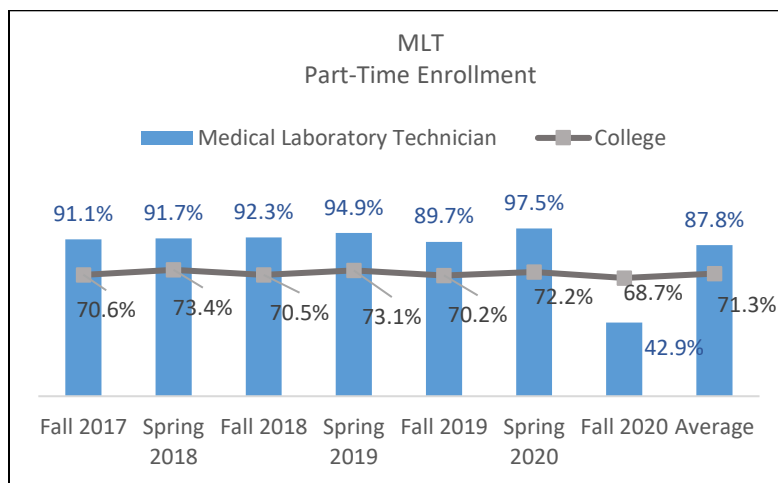
- In Fall 2017, the CLT (Clinical Laboratory Technician) Program closed, and MLT (Medical Laboratory Technician) Program opened. The following table demonstrates the enrollment migration from CLT to MLT. Since MLT is now the active program, from this point forward, all data will reference the combined enrollment as MLT program

Exhibit 1: College and Program Enrollment

	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Average
College-Wide	18,125	17,019	17,296	16,503	16,671	15,544	15,996	14,789	13,673	16,180
CLT	43	40	27	25	4	4	0	1	1	16
MLT	0	0	18	23	35	35	39	39	27	24
MLT and CLT Total	43	40	45	48	39	39	39	40	28	40

##### Exhibit 2: College and Program Part-Time Enrollment

- Students enrolled in the MLT Program are predominantly part-time except for fall 2020, which was at the height of the COVID-19 restrictions period. On average, almost 90% of MLT Program enrollment is part-time.

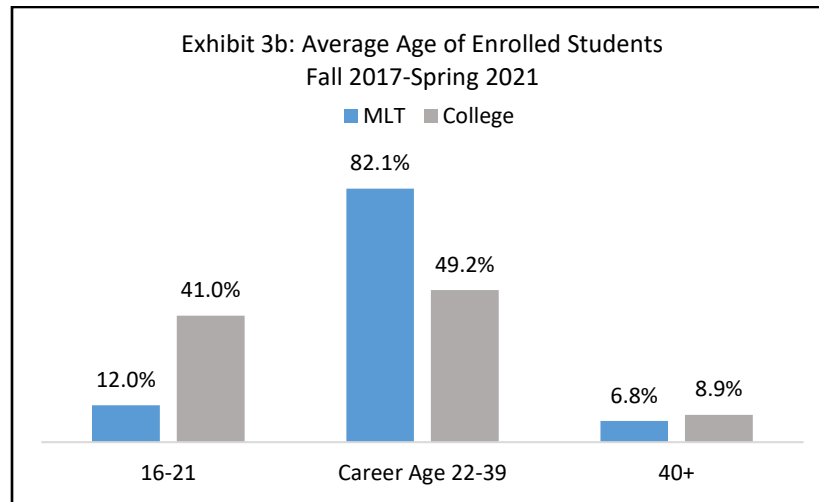


**Exhibit 3: College and Program Enrollment by Age**

- On average, MLT students were more likely to be career age students between 22 and 39 years of age than the college-wide average; MLT 82% and CW 50%; see Exhibit 3a and 3b.

Exhibit 3a Enrollment by Age

MLT	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	MLT Avg	CW Avg
	43	40	45	48	39	39	39	40	28	35	40	
16-21	4.4%	0.0%	16.7%	17.4%	11.4%	8.6%	12.8%	10.3%	14.8%	8.6%	12.0%	41.0%
22-29	44.4%	40.0%	66.7%	43.5%	48.6%	51.4%	64.1%	61.5%	55.6%	60.0%	56.6%	33.4%
30-39	35.6%	35.6%	16.7%	34.8%	31.4%	34.3%	17.9%	23.1%	18.5%	25.7%	25.5%	15.7%
40+	11.1%	13.3%	0.0%	4.3%	8.6%	5.7%	5.1%	5.1%	11.1%	5.7%	6.8%	8.9%



**Exhibit 4: Program Enrollment Gender Within Race**

- On average, the MLT Program enrolled a higher percentage of Asian females (26.5%) than the college overall (5.1%)
- On average, the MLT Program enrolled a higher percentage of White females (31.7%) than the college overall (13.3%)
- On average, the MLT Program enrolled a lower percentage of Black females (8.8%) than the college overall (28.1%)
- On average, the MLT Program enrolled a higher percentage of females (83.3%) than the college overall (56.0%)

Exhibit 4: College and Department Enrollment by Gender within Race

MLT		Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	MLT Average	College Average
Asian	Female	22.2%	21.7%	25.7%	25.7%	28.2%	28.2%	29.6%	27.3%	26.5%	5.1%
Asian	Male	5.6%	4.3%	2.9%	2.9%	2.6%	2.6%	3.7%	3.0%	3.2%	4.3%
Black	Female	22.2%	17.4%	11.4%	8.6%	7.7%	5.1%	3.7%	3.0%	8.8%	28.1%
Black	Male	0.0%	0.0%	5.7%	5.7%	10.3%	10.3%	11.1%	12.1%	7.6%	12.6%
Hispanic	Female	5.6%	13.0%	5.7%	5.7%	7.7%	7.7%	11.1%	9.1%	8.0%	9.4%
Hispanic	Male	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.6%
White	Female	33.3%	34.8%	34.3%	37.1%	33.3%	33.3%	18.5%	27.3%	31.7%	13.3%
White	Male	5.6%	4.3%	5.7%	5.7%	2.6%	2.6%	0.0%	3.0%	3.6%	8.0%
Total Females		83.3%	87.0%	77.1%	77.1%	74.4%	63.0%	66.7%	75.1%	83.3%	56.0%
Total Males		11.1%	8.7%	14.3%	14.3%	15.4%	14.8%	18.2%	14.5%	11.1%	29.4%

## Retention – Returned or Graduated

### Exhibit 5: Fall to Spring Retention

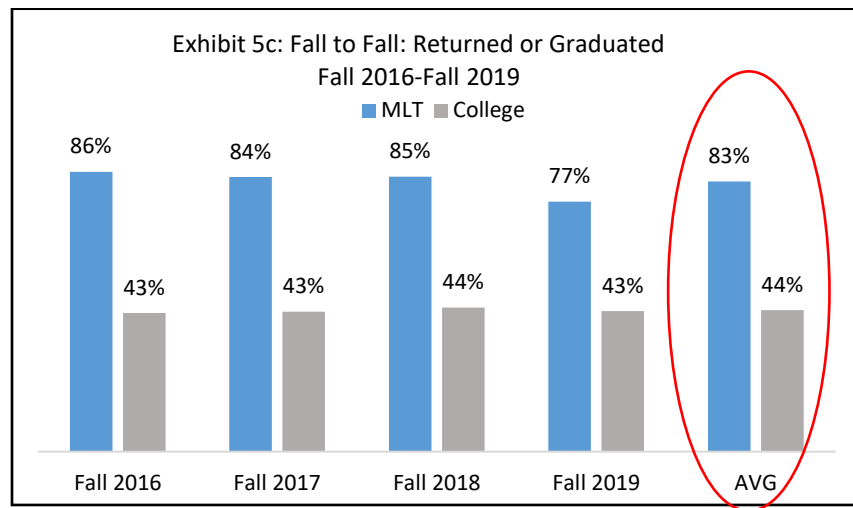
- Fall to spring retention is strong, with an overall average of 92.8% of enrolled students persisting to the following spring; see Exhibit 5a.
- Fall to fall retention for the MLT Program continues to outpace the College average, with an overall average of 83% of enrolled MLT students graduating or persisting to the following fall: College average 44%; see Exhibit 5b and 5c.

Exhibit 5a: Fall to Spring Retention

MLT	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	MLT Average	College Average
Headcount	43	45	39	39	28	39	15,909
Returned to Same Program	90.7%	91.1%	94.9%	94.9%	92.9%	92.8%	64.4%
Returned to Different Program	0.0%	2.2%	0.0%	5.1%	0.0%	1.5%	4.8%
Graduated	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%
Did Not Persist	9.3%	6.7%	5.1%	0.0%	7.1%	5.7%	27.8%

Exhibit 5b: Fall to Fall Retention

MLT	Fall 2016	Fall 2017	Fall 2018	Fall 2019	MLT Average	College Average
Headcount	43	45	39	39	41	17,022
Returned to Same Program	51%	35.6%	41.0%	33.3%	40.4%	34.1%
Returned to Different Program	0%	6.7%	0.0%	7.7%	3.6%	7.2%
Graduated	35%	48.9%	43.6%	43.6%	42.8%	9.5%
Did Not Persist	14%	8.9%	15.4%	15.4%	13.3%	49.2%



**Graduation**

**Exhibit 6: Degrees Awarded**

- A total of 89 AAS degrees were awarded between 2016 and 2020, see exhibit 6

Exhibit 6: Degrees Awarded in Medical Laboratory Technician program, and all AAS Degree Programs

	2016	2017	2018	2019	2020	Total
MLT	0	0	0	16	17	33
Clinical Lab Technician	17	18	19	2	0	56
Total	17	18	19	18	17	89
AAS Degrees	603	587	530	558	482	3,384

**Workforce Development**

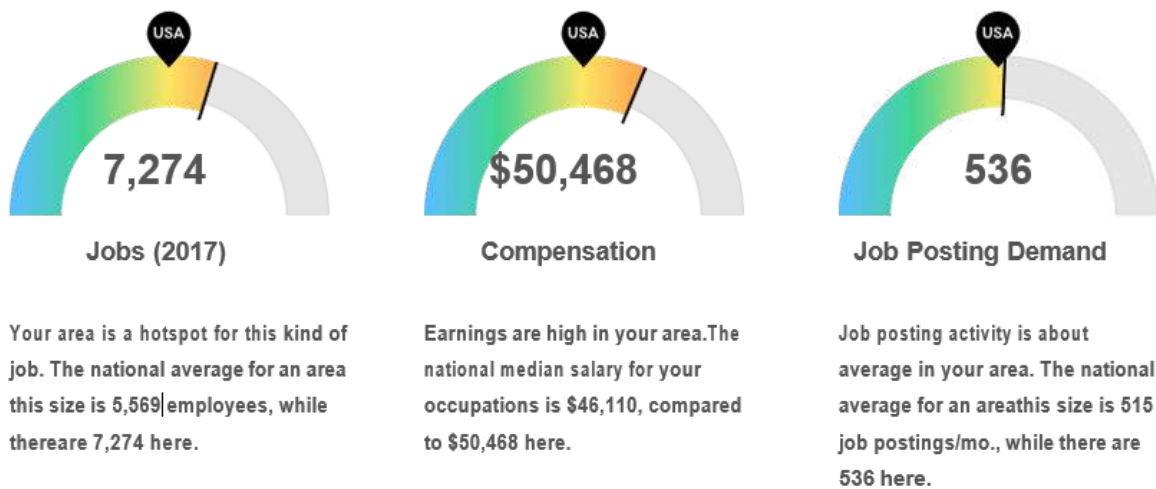


**Exhibit 7: Workforce Development**

- An average area of this size typically has 5,569 jobs, while 7,274 are in the Philadelphia area. This higher-than-average job supply may make it easier for workers in this field to find employment in the local area; see Exhibit 7a.
- All data reflects pre COVID-19 employment trends; data should be reprocessed in 2022 to reflect the current environment.

**Exhibit 7a: Employment Demand**

**Average Job Posting Demand Over a Deep Supply of Regional Jobs**



- Labor and wage data finds, there are 962 employers in the local area. Penn Medicine, University of Pennsylvania, and Patient First Corporation of three of the most active employers see Exhibit 7b.
- Employment areas in highest demand include Veterinary Technicians, Medical Technologists, and Laboratory Technicians, see Exhibit 7c.
- CCP is a leader in local programs that can train for these occupations; 19 institutions have produced completions in the last five years, see Exhibit 7d.
- National US Bureau of Labor Statistics projects 11% growth nationally, see Exhibit 7e

**Exhibit 7b: Top Local Employers**

	Unique Postings
Penn Medicine	811
University of Pennsylvania	648
Patient First Corporation	298
Quest Diagnostics Incorporated	294
Thomas Jefferson University	241
Crozer-Keystone Health System	240
Banfield Pet Hospital	215
Einstein Healthcare	211

Main Line Health	185
Tower Health	185

Exhibit 7c: Areas of High Job Posting

	Unique Postings
Veterinary Technicians	940
Medical Technologists	793
Sterile Processing Technicians	555
Medical Technologists/Medical Laboratory Technicians	532
Medical Laboratory Technicians	277
Histotechnologists	227
Laboratory Technicians	225
Travel Medical Technologists	181
Medical Laboratory Technologists	161
Resource Technologists	156

Exhibit 7d: Local Programs That Train for These Occupations

Top Schools	Completions (2020)
Community College of Philadelphia	246
Bucks County Community College	134
Temple University	134
Delaware County Community College	123
University of the Sciences	121
Thomas Jefferson University	117
Drexel University	94
Philadelphia College of Osteopathic Medicine	83
University of Pennsylvania	76
Saint Joseph's University	70

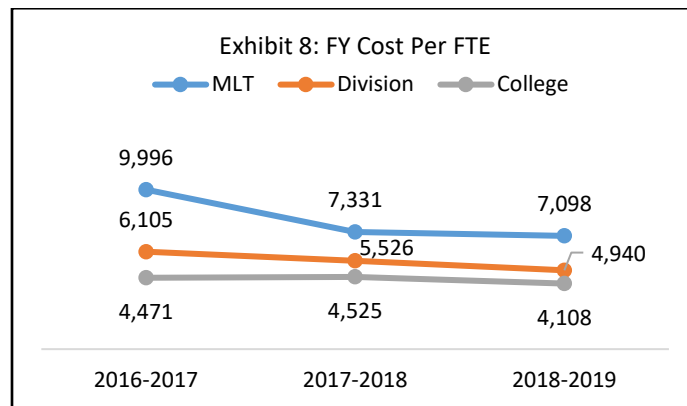
National Employment Projections

621500 Medical and diagnostic laboratories  
Employment in thousands.

Occupation Title	Occupation Code	Employment 2020	Employment 2030	Employment Change, 2020-2030	Employment Percent Change, 2020-2030	Occupational Openings, 2020-2030 Annual Average	Median Annual Wage 2020
Clinical laboratory technologists and technicians	29-2010	335.5	372	36.5	10.9	25.9	54,180

## Cost

- See Exhibit 8
- The MLT and Phlebotomy programs are supported by one budget and two sources derived from general College funds: the Operating and Capital budgets. The operational budget is developed for each fiscal year; resource allocation decisions are made within the College's strategic plan, and the various cost center plans parameters. Operating budgets are designed to meet the immediate functional needs of the Program. The MLT/Phlebotomy operational budget is adequate for the continued operation of both Programs. Program faculty annually review the Operating Budget and can request needed changes to the budget.
- The MLT/Phlebotomy Capital budget is allocated to provide for the purchase of equipment for the program. At the beginning of the budget process, each program is asked to request the necessary equipment to support the program. In addition, the College receives Perkins funding to procure equipment designed to enhance student success in the program.
- Under current leadership, Cost Per FTE has decreased by almost 30% over the past three years while increasing program outcomes.



## Assessment

A fully documented holistic plan that includes a timeline for continuous and systematic assessment of the program's effectiveness guides the Program's assessment practice. The plan includes:

- Advisory Committee: The purpose of the Advisory Committee is to provide input from the clinical laboratory setting and related settings to assure that courses and content of the program are current and relevant to the workplace.
- Student evaluation of faculty and courses is done using Allied Health Department evaluation forms and completed by mid-semester to determine if changes are needed.
- Student evaluation of clinical sites
- Employer and graduate job placement surveys
- Analysis and publication of program outcomes on the MLT web page annually (includes ASCP pass rate, graduation, and job placement rates)

- Peer-evaluation of teaching effectiveness – every faculty is evaluated by a College faculty on a specific schedule (see attachment). New faculty evaluated every year.
- Faculty are required to perform an assessment of each course they teach after its completion at the end of each semester based on the benchmarks for each established Course Learning Outcome (CLO) via **AEFIS** software.
- Faculty meetings - the MLT faculty meet at least once a semester to discuss student progress, course evaluations, program effectiveness, and clinical affiliates. Changes are made after each semester to improve the quality of the MLT Program, whenever necessary

The MLT Program has exceeded expectations for the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) Benchmark for American Society for Clinical Pathology (ASCP) Certification Rates, the NAACLS Benchmark for Graduation Rates, and the NAACLS Benchmark for NAACLS Benchmark for Graduate Placement Rates.

[American Society for Clinical Pathology \(ASCP\) Exam Outcomes<sup>1</sup>](#)

Date	Graduation Rate	ASCP Rate	Job Placement	Attrition
<a href="#">MLT 2019 Outcomes Data</a>	100%	85%	100%	0%
<a href="#">MLT 2018 Outcomes Data</a>	95%	92%	100%	5%
<a href="#">MLT 2017 Outcomes Data</a>	100%	73%	100%	0%
<a href="#">MLT 2016 Outcomes Data</a>	94%	100%	100%	n/a

## B. Prior Audit

- This is the first APR for the current Medical Laboratory Technician Program

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<sup>1</sup> MLT Self-Study Page 14

### C. Action Items

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

#### **Enrollment and Demographics**

1. Continue to monitor all The National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) standards for reaccreditation and meet required deadlines for the five-year interim report due Oct 2025 and the next self-study scheduled for Oct 2029.  
Person Responsible: Department Head  
Timeline: Fall 2022 through Fall 2029
2. Continue to maintain admission number at the maximum capacity (24 students accepted for the first year of the program)  
Person Responsible: Department Head  
  
Timeline: Fall 2022 through Fall 2027
3. Collaborate with Marketing and Recruitment to improve awareness of the MLT career opportunities and to recruit students from underrepresented populations.  
Person Responsible: Department Head  
Timeline: Fall 2022 through Fall 2027

#### **Workforce Development**

4. Continue monitoring student post-graduation outcomes to maintain 100% Placement Rate  
Person Responsible: Department Head  
Timeline: Fall 2022 through Fall 2027

#### **Program Development**

5. Continue plans to update curriculum introducing more molecular biological methods for detecting and characterizing microorganisms that are critical to diagnostic microbiology and are now part of routine specimen processing.  
Person Responsible: Department Head  
Timeline: Fall 2022 through Fall 2027
6. Continue the development of a flexible curriculum with lectures online and labs in person on campus using various technologies (videos, case studies, procedure simulations, online image databases) and assessments after each module. This structure has demonstrated enhanced learning, and current assessments show that this format is beneficial for the students.  
Person Responsible: Department Head  
Timeline: Fall 2022 through Fall 2027

## 1. Narrative

The Medical Laboratory Technician associate degree program at CCP is nationally accredited. It prepares individuals to enter a career as a Medical Laboratory Technicians (MLT) for work in hospitals, research centers, biomedical laboratories, commercial labs, clinics, public health facilities, and the pharmaceutical industry.

The medical laboratory technician is an important part of the health care team. Technicians work under a medical laboratory scientist and perform a wide range of tests and laboratory procedures that require a high level of skill. They analyze blood, body fluids, and other specimens using precision instruments. They look for bacteria, parasites, and other microorganisms, analyze fluids' chemical content, match blood for transfusions, and test for drug levels in the blood to show how a patient responds to treatment. They also prepare specimens for examination, count cells, and look for abnormal blood and body fluids cells.

The MLT Program is designed to provide students with a thorough background in physical, biological, and chemical sciences; safety, specimen collection, handling, and processing; pre-analytical, analytical, and post-analytical components, instrumentation theories, and the application of these theories to a clinical laboratory science practice.

The National Accrediting Agency for Clinical Laboratory Sciences (NAACLS) reaccredited the MLT Program at Community College of Philadelphia for ten years with a five-year interim report due Oct 2025 and the next self-study scheduled for Oct 2029.

The MLT Program has exceeded expectations for the NAACLS Benchmark for American Society for Clinical Pathology (ASCP) Certification Rates, the NAACLS Benchmark for Graduation Rates, and the NAACLS Benchmark for NAACLS Benchmark for Graduate Placement Rates.

Multi-layered assessment methods provide a rich foundation for continuous improvement. Data included in the program's comprehensive schedule for assessing course learning outcomes and program learning outcomes also incorporates reviews of clinical performance by the Advisory Committee, student evaluation of faculty and courses, student evaluation of the clinical sites, employer and graduate job placement surveys, peer-evaluation of teaching effectiveness.

Faculty closely monitor student attrition and graduation, discuss curriculum, and evaluate the experiences students receive during their clinical rotation. The Program Director systematically analyzes data for each semester resulting in a 2% attrition rate for the past three years.

MLT faculty also meet at least once a semester to review the outcome measures, discuss student progress, changes to the course content to prepare graduates and pass the ASCP exam, course evaluations, program effectiveness, and clinical affiliates. Changes are made after each semester to improve the quality of the MLT Program whenever necessary. This data is also shared with the Advisory Committee once a year, and feedback is requested. For example, changes made due to the students' and clinical affiliate feedback from Spring 2019. The student's feedback indicated that there were too many assignments in the MLT 265. After discussing this issue with faculty in Fall 2019, the assignment structure was reworked. The clinical affiliates' feedback indicated that our evaluation forms are outdated. It was decided to create new evaluation forms and add checklists for all clinical courses of the MLT program after discussing this issue with the faculty during the meeting in Fall 2019.

Over the next five years, the department plans to introduce more molecular methods into the MLT curriculum. More and more labs are now using molecular techniques to diagnose pathogens like COVID-19, MRSA, and C-Diff (*Clostridioides difficile*) due to the importance of timely patient isolation. It used to be that only Medical Lab Scientists (4-year degree) were allowed to handle the PCR analyzers. Now our MLT students can also run PCR. Examples of new equipment we will be using include mini-PCR and electrophoresis chambers in the Clinical Chemistry course; Multiplex PCR (Biofire film array) in the Microbiology course.

There is a nationwide shortage of lab professionals due to increases in lab testing due to COVID-19 and large numbers of techs retiring. Moreover, there is a shortage of affordable MLT programs in our region. To maintain high-quality standards and optimal outcomes, the department plans to keep the admission number at the maximum capacity (24 students accepted for the program's first year).

# Cultivating a Culture of Excellence in Teaching & Learning at CCP

Prepared for the Student Outcomes Committee Meeting  
January 6, 2022

Dr. Girija Nagaswami, Faculty Center for Teaching & Learning Facilitator  
Dr. Stephanie Scordia, Title III Professional Learning Coordinator





# MSCHE Self-Study Institutional Priorities

Standards	Institutional Priorities				
	Commitment to Teaching and Learning	Diversity/ Equity/ Inclusion	Student Experience	Student Success	Workforce Dev., Readiness, Economic Innovation
I. Mission & Goals	X	X	X	X	X
II. Ethics & Integrity		X	X		
III. Design & Delivery of the Student Learning Experience	X	X	X	X	X
IV. Support of the Student Experience	X	X	X	X	
V. Educational Effectiveness Assessment	X	X		X	
VI. Planning, Resources, & Institutional Improvement	X		X	X	X
VII. Governance, Leadership, & Administration		X			

# Professional Learning & the Student Experience

## Standard III

Student learning experiences that are designed, delivered, and assessed by faculty (full-time or part-time) and/or other appropriate professionals who are:

- A) rigorous and effective in teaching, assessment of student learning, scholarly inquiry, and service, as appropriate to the institution's mission, goals, and policies;
- B) qualified for the positions they hold and the work they do;
- D) *provided with and utilize sufficient opportunities, resources, and support for professional growth and innovation*

## Impact 2025: An Uncompromising Focus on Student Success

**"Ensure students are challenged by intellectually rigorous teaching and learning techniques inside and outside the classroom leading to high academic standards through a culture focused on assessment of student learning outcomes and *continuous professional development of faculty.*"**

-The Student Experience Pillar

## Professional Learning & Workforce Development

- Workforce Development, Readiness and Economic Innovation pillar: **"Connect students with the world of work in ways that allow them to direct their learning and future employment to fields that fuel their personal ambitions and the region's economic opportunities"** (Impact 2025).
- Collaborative Learning and Problem Based Learning practices provide students opportunity to gain real-world skills in the classroom

# 2019 Student Surveys Results

## Noel-Levitz Student Satisfaction Inventory

- Saw increased rates in overall satisfaction from 2016 inventory
- Instructional Effectiveness ranked 3rd in top five areas
- Faculty are fair and unbiased
- Faculty use a variety of technology and media

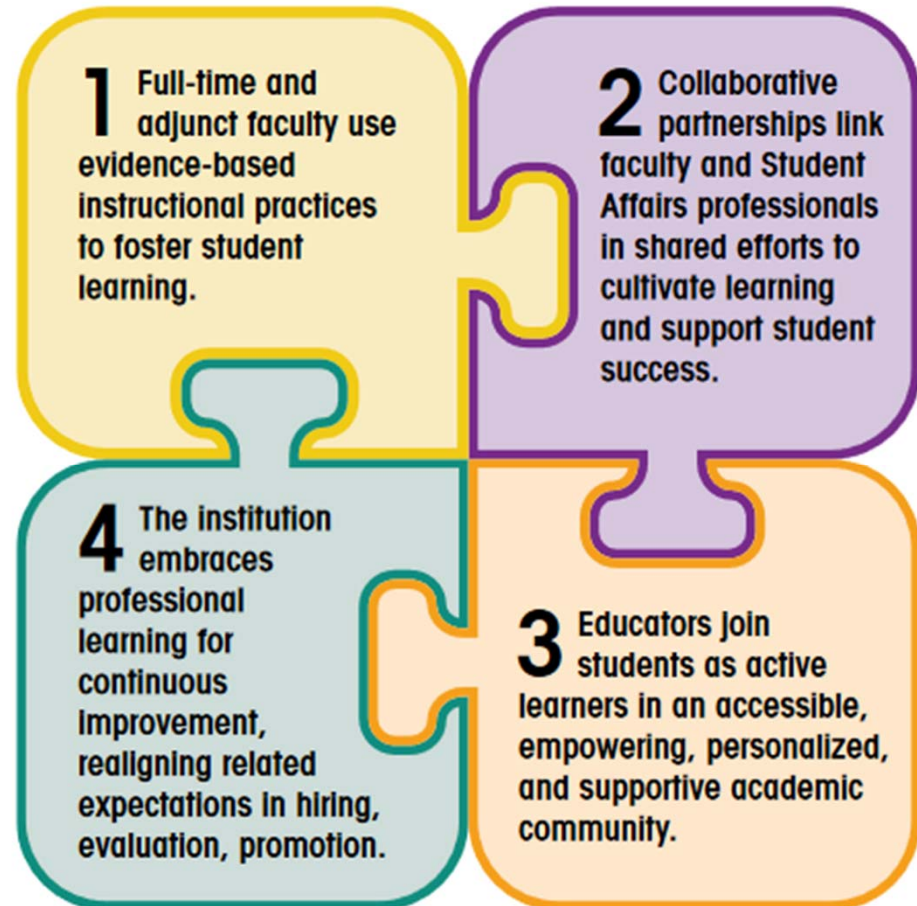
## Community College Survey of Student Engagement (CCSSE)

- Met Benchmark of Effective Educational Practice
- Slight decrease in Faculty-Student Interaction since 2016
- Slight decrease in Faculty use of Active and Collaborative Learning Practices since 2016

# Faculty Center for Teaching & Learning (FCTL)

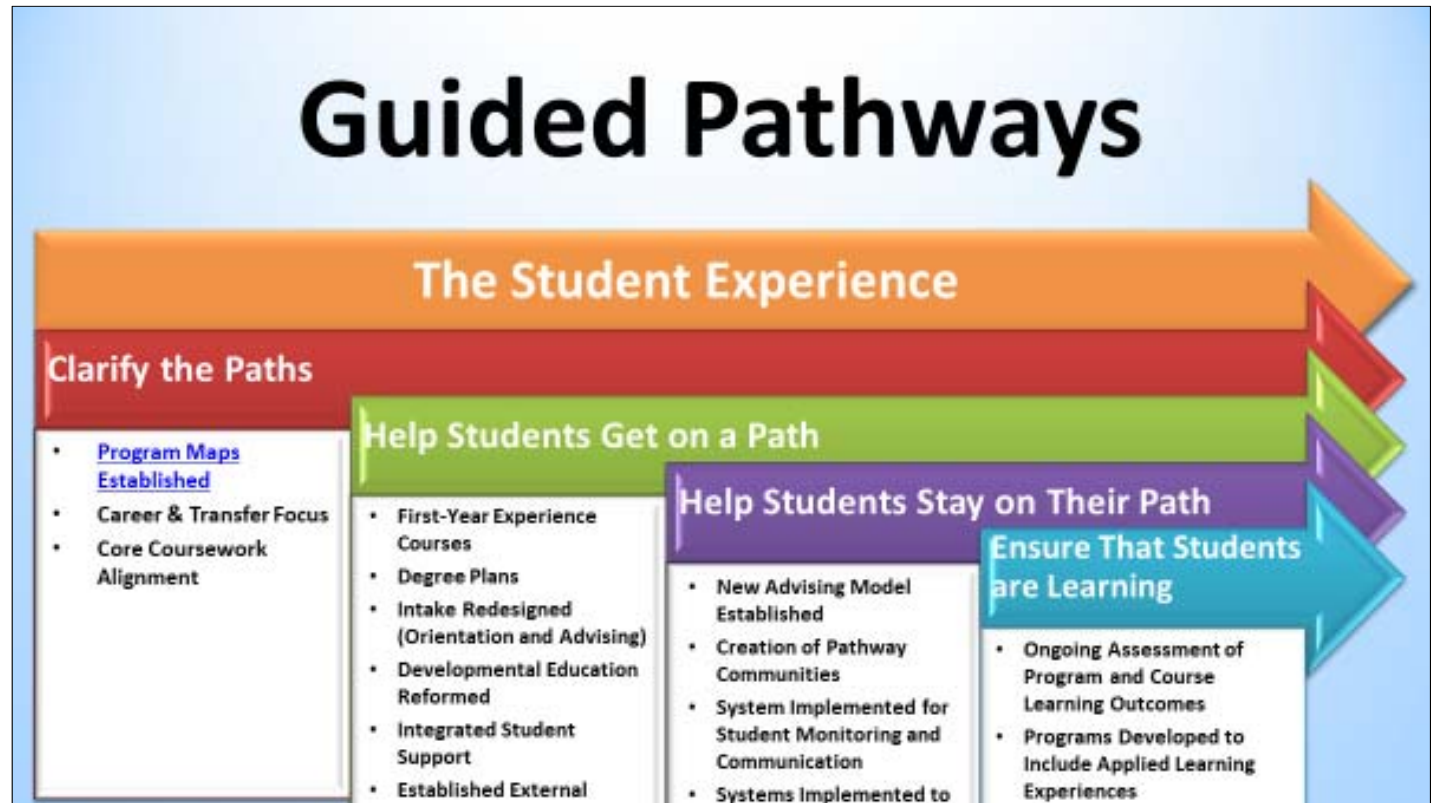
- FCTL Mission
- FCTL 2020-25 Strategic Plan
  - GOAL 1: Promote a culture of academic excellence by ensuring new PT and FT faculty are supported during their first year at the College and beyond
  - GOAL 2: Increase engagement, retention, and student success through continuous faculty professional development
  - GOAL 3: Support innovations in technology to enhance student learning
  - GOAL 4: Strengthen teaching, learning, and assessment through interdisciplinary approaches
  - GOAL 5: Become a driving force of pedagogical development in the region
- Relocation of FCTL to B2-36

# Achieving the Dream— The Four Cornerstones of Professional Learning Excellence





# Professional Learning & Guided Pathways



# Professional Learning & Guided Pathways: How to Ensure Students Are Learning

## Ensure That Students are Learning

- **Ongoing Assessment of Program and Course Learning Outcomes**
- **Programs Developed to Include Applied Learning Experiences**
- **Improved Focus on Faculty Development**

Title III Grant:  
Expanding Our  
Capacity  
for Professional  
Learning

- Transforming the Student Experience: Holistic Student Supports (October 2020-September 2025)

**Institutional Goal: Increase retention and completion rates by having student supports more effectively integrated with academics and by *promoting the capacity for teaching and learning among faculty.***

- Collaboration with the FCTL

# Title III Faculty Professional Learning Core Team

Sharmon Bryant, Associate Director

Girija Nagaswami, English, FCTL Facilitator

Stephanie Scordia, English, Professional Learning Coordinator

- Edite Birnbaum , Foundational Math
- Khalica Collins, Advising
- Judy Cruz-Ransom, Criminal Justice
- Taoufik Ennoure, Computer Technologies
- Catherine Malele, Chemistry
- Jennifer Schneider, Paralegal Studies
- Jocelyn Sirkis, Business Leadership, Fashion, & Hospitality
- Christine Veal, Nursing

Summer  
Institute  
High-Impact  
Practices  
(HIPs)  
June 15-17,  
2021



# 2021 Summer Institute Attendance

51 faculty

- 27 full-time faculty
- 24 part-time faculty

- Architecture, Design, & Construction
- Art
- Allied Health
- Biology
- Business Leadership, Fashion & Hospitality
- Computer Technologies
- English
- Foundational Math
- History, Philosophy, & Religious Studies
- Library
- Math
- Psychology, Education, & Human Services
- Social Science
- World Languages

Fall HIPs  
Learning  
Communities:  
40 faculty in  
6 Virtual  
Learning  
Communities

# Active Learning Canvas Learning Community

The screenshot shows a Canvas Learning Community interface. At the top, the breadcrumb path is 'High Impact Practices: Active Learning & Learner-Centered Pedagogies > Modules'. On the left, a navigation menu lists 'Home', 'Announcements', 'Modules', 'Discussions', and 'Assignments'. The main content area is divided into two sections: 'Welcome / Start Here!' and 'High Impact Practices (Overview)'. The 'Welcome / Start Here!' section contains a document icon and the text 'Welcome!'. The 'High Impact Practices (Overview)' section contains three items: 'Achieving the Dream Teaching and Learning Toolkit', 'High Impact Practices, A Brief Overview', and 'High Impact Educational Practices Table.pdf'. On the right side, there are three utility buttons: 'View Course Stream', 'View Course Calendar', and 'View Course Notifications'. Below these is a 'To Do' list with three items: 'Assignment / Delivera... Oct 15 at 11:59pm', 'Please Mark Your Cale... Oct 18 at 9:12pm', and 'Assignment / Delivera... Nov 21 at 11:59pm'. A 'Collapse All' button is located at the top right of the main content area.

# Cultivating a Culture of Excellence in Teaching & Learning Friday, Oct. 22

**TEACHING**

**CULTIVATING A CULTURE OF EXCELLENCE IN TEACHING & LEARNING**

Friday, October 22  
11 a.m.-12 p.m.

Please join the FCTL and members of the Title III Professional Learning Core Team for this informative session on four High-Impact Practices which are currently being implemented by a cohort of faculty from across the College. In this one-hour session, we will also hear from Achieving the Dream's Director of Teaching & Learning, Jonathan Iuzzini, who will discuss how we can expand our collective capacity for excellence in teaching and learning.

**Jonathan Iuzzini**  
Director of Teaching and Learning, Achieving the Dream

TO JOIN THE SESSION, [CLICK HERE](#)

Community College of Philadelphia  
www.ccp.edu



Gen 1:Leading  
the Pride  
Program  
Launch &  
Professional  
Learning  
Virtual Session  
Monday, Nov. 8



Gen 1: Leading the Pride is a program that celebrates, encourages, and supports students on their way to becoming the first in their family to earn a college degree. This program helps students adjust and navigate college by offering referrals, resources, and personal development activities, such as mentoring, networking, workshops for college success, and leadership opportunities. Community College of Philadelphia recognizes that being the first person in the family to earn a college degree takes courage, leadership, and drive. We are proud of our first-generation students and are committed to their success.

# Let's Get Trauma-Informed Virtual Conference Friday, Nov. 19

Personal Development Know  
Lead Teaching  
**TEACHING**  
Skills Learning  
Mentorship

**LET'S GET TRAUMA-INFORMED**  
Friday, November 19, 2021  
9 a.m.-12 p.m.

Interested in learning about taking a trauma informed teaching approach? Please join the FCTL and members of the Title III Professional Learning Core Team for a half-day virtual conference on trauma-informed pedagogy. The day will feature two sessions: "Let's Get Trauma-Informed" and "Creating a Trauma-Informed Curriculum." Both sessions will be recorded.

[CLICK HERE TO REGISTER](#)

**Judy Cruz-Ransom**  
Assistant Professor of Criminal Justice

**Shawne Johnson**  
Assistant Professor of English

**Julie Odell**  
Associate Professor of English

**Malika Rahman**  
Assistant Professor of Criminal Justice

# Virtual Learning Exchange (VLX) Series



Faculty Center for Teaching and Learning

## Fall Virtual Learning Exchange (VLX) Series

**WEDNESDAYS FROM 1:00-2:00 P.M.**

Canvas: 1st Wednesday (9/8, 10/6, 11/3)  
Starfish: 2nd Wednesday (9/15, 10/13, 11/10)  
Data-Informed Teaching: 3rd Wednesday (9/22, 10/20, 11/17)  
Inclusive Teaching Practices: 4th Wednesday (9/29, 10/27, 11/24)

**WANT TO ATTEND?** Every Wednesday this semester, join the FCTL and members of the Professional Learning Core Team in a virtual learning exchange. These sessions will not be recorded. No registration required. Simply join in the session to share tips, ask questions, learn new strategies, and connect with colleagues. For more information, please contact the FCTL at [ftl@ccp.edu](mailto:ftl@ccp.edu).

# Summer/Fall 2021 Professional Learning Program Attendance

Summer/Fall 2021 Professional Learning Programming	# of PT	# of FT	Total # of Participants
Summer Institute (June 15-17)	24	27	51
HIPs Learning Communities	11	27	38
Virtual Learning Exchange Series (VLX)	10	14	24
Cultivating a Culture of Excellence in T&L (Oct. 22)	3	14	17
Gen 1: Leading the Pride Kick-Off (Nov. 8)	3	13	16
Let's Get Trauma Informed! (Nov. 19)	3	13	16
<b>TOTAL</b>	<b>54</b>	<b>108</b>	<b>162</b>

# Additional FCTL Programming

- Assessment Academy
- FCTL Fellows and Communities of Practice
- New Faculty Orientation
- Joint conference with area community colleges (February 2022)

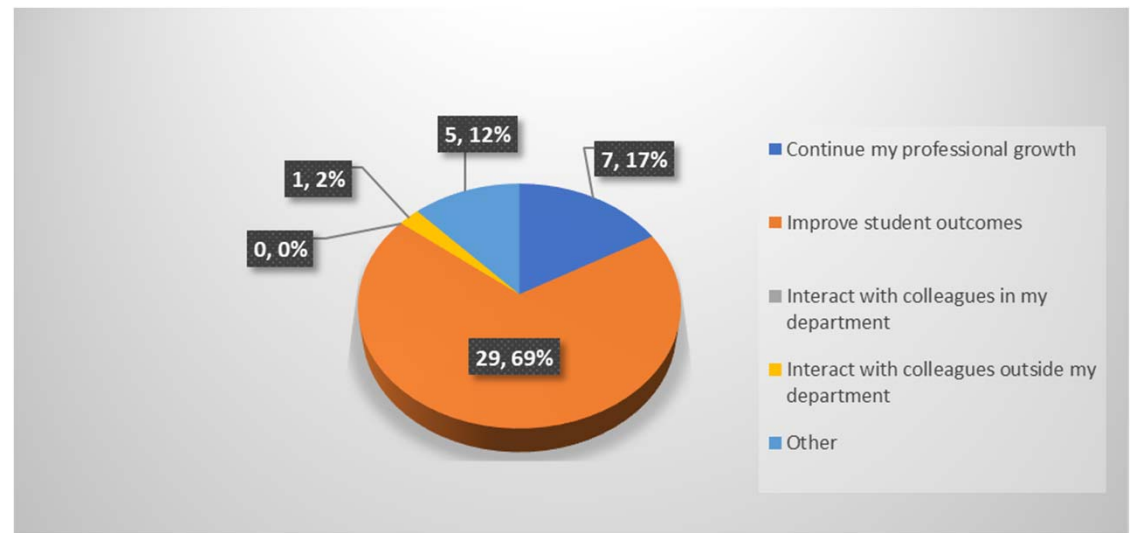
# Professional Learning Programs Spring 2022 & Beyond


- Continue to offer professional learning on HIPs
- Continue to offer professional learning/engagement opportunities for faculty to better support our Gen 1 students
- Develop a trauma-informed pedagogy teaching certificate
- Develop an online teaching certificate
- Develop an equity-minded teaching certificate
- Assess PL programming and work with Institutional Research to collect data to gauge impact on student outcomes

## Fall 2021 Professional Learning Survey Results

Question: When thinking about the benefits to faculty professional learning, which of the following outcomes is most important for you?

- Improve student outcomes (69%)
- Continue my professional growth (17%)





Attention to teaching and learning  
has never been more important.  
To meet the challenges of this  
upheaval and to prepare for a “new  
normal” of ongoing uncertainty,  
colleges must find ways to support  
educators in an ongoing process of  
learning-focused change.



**ZOOM MEETING OF THE BUSINESS AFFAIRS  
COMMITTEE OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, January 19, 2022 – 9:00 A.M.**

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

**Present for the Administration:** Dr. Donald Guy General, Mr. Jacob Eapen, Ms. Carol de Fries, Ms. Josephine DiGregorio, Ms. Marsia Henley, Dr. Samuel Hirsch, Ms. Anela Kruse, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Dr. Darren Lipscomb, Dr. Shannon Rooney, Mr. Derrick Sawyer, Mr. Vijay Sonty, Dr. David Thomas, Mr. John Wiggins, Dr. Mellissia Zanjani, and Victoria L. Zellers, Esq.

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

**PUBLIC SESSION**

**AGENDA**

Mr. Soileau called the meeting to order at 9:01 A.M. He focused the Committee's attention to Attachment A which contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding (i.e., Capital Budget, Operating Budget and Bond Proceeds) which College Administration is seeking approval. Mr. Soileau asked Mr. Eapen to proceed with Item 1.

**(1) HVAC and Plumbing Bid Results for the Library & Learning Commons Café (Action Item)**

Background: The College is completing the renovation of approximately 55,000 square feet within its interconnected Bonnell and Mint Buildings to create a new Library/Learning Commons space. As part of this renovation, approximately 2,400 square feet has been allocated for a Café with seating. Based on the Agreement with Saxbys, the College envisions a Café offering coffees and specialty drinks, grab 'n go sandwiches, snacks, and a panini-style warming oven.

Discussion: Mr. Eapen stated that the College did not receive any bids for the HVAC & Plumbing trades in the first RFP, therefore a new bid was initiated, RFP 10168. The solicitation was available on the 13<sup>th</sup> of December, followed by a PreBid Meeting on the 21<sup>st</sup> where there were 5 companies in attendance. Bids were due on the 11th of January, at which time College staff received three bids for HVAC and three bids for Plumbing. Mr. Eapen stated that the lowest responsible bidders were: HVAC: John Meehan & Sons at \$180,000; and Plumbing: John J. Bee, Inc. at \$137,500. He stated that the funds for the HVAC and plumbing will be provided from the Capital Budget.

Ms. Henley referenced the demographics. She stated that the College has used the services of John J. Bee, Inc. Ms. Henley stated that John J. Bee, Inc. is locally based at 547 N.

5<sup>th</sup> Street in Philadelphia with 8 employees, of which 12.5% are minority employees. Ms. Henley mentioned that John Meehan & Sons is locally based at 9301 Krewstown Road in Philadelphia and pointed out that she is currently waiting on the demographics and will share with the Committee once received.

Mr. Epps asked how long has the College used the services of John J. Bee, Inc. and how long has the company been in business. Mr. Wiggins responded that John J. Bee, Inc. was employed over the summer working on the water meter pit renovation shut off valve. He also stated that John J. Bee, Inc. has been in business for over 25 years. Mr. Epps suggested that the College encourage John J. Bee, Inc., which is based in North Philadelphia and has only 12.5% minority employees, to increase the diversity of its workforce to be more in alignment with the community of color in which they reside.

Action: Mr. Epps moved and Ms. Hernández Vélez seconded the motion that the Business Affairs Committee recommend to the Board of Trustees the approval to accept the bid results to the two lowest responsible bidders: John Meehan & Sons at \$180,000 for the HVAC; and John J. Bee, Inc. at \$137,500 for Plumbing for the Library & Learning Commons Café. Funds will be provided from the Capital Budget. The motion passed unanimously.

**(2) Six-Month Extension Agreement with Allied Universal Security Services (Action Item)**

Background: Allied Universal Security Services, AUS, a contracted security guard service provider, provides service at the Main Campus and Regional Center sites. AUS has completed a 5-year contract, and 2 extensions due to the COVID-19 pandemic. AUS has met the performance requirements and has been asked to provide a proposal to provide Main Campus as well as all Regional Center site security services for an additional 6-month term, until June 30, 2022. The cost will include guard services for all campus buildings, rovers, relief personnel, and management staff. The minimum wage will be \$15 per hour. In addition, the cost will include healthcare cost as allotted by SEIU collective bargaining agreements.

Discussion: Mr. Eapen stated that the College has 21 staff members in Public Safety and 67 AUS security guards covering the Main Campus and Regional Center sites twenty-four hours a day, seven days a week. He stated that the contract extension is for \$775,000. Mr. Eapen stated the College will competitively bid this service during this extension term in the Spring and will encourage minority participation in the RFP.

Ms. Henley provided the demographics on AUS. She stated that AUS is locally based in Philadelphia with 4,700 employees, of which 90% are minority employees. At the College, there are 67 AUS employees, of which 96% are minorities.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the Board of Trustees extending the service contract for six months until June 30, 2022 in the amount of \$775,000 with Allied Universal Security Services (AUS) for security at the Main Campus and Regional Center sites. The funds for the security services will be provided from the Operating Budget. The motion passed unanimously.

### **(3) Procurement and Installation of Security Cameras from ADT (Action Item)**

Background: In April 2017, the College issued an RFP for upgrading the CCTV systems as part of the Public Safety enhancements. Access Systems Integration was the lowest responsible bidder. ADT acquired Access Systems Integration and has been working with the College for the past several years installing and maintaining the College's CCTV system. ADT is currently under contract for full service maintenance of all cameras & software (Qoqnify) related to the operation of the cameras. The College has identified areas needing additional cameras to deter and monitor areas with high foot traffic and vehicle property. The staff/student parking garage on 17<sup>th</sup> Street needs camera upgrades as the current system is at end of life and not connected with the existing collegewide system. Additionally, the College needs security cameras for the Career and Advanced Technology Center and other critical areas.

Discussion: Mr. Eapen stated that the College has 353 security cameras between the Main Campus and Regional Center sites. He stated that College staff is requesting an additional 93 security cameras at a cost of \$243,000 to be installed in the CATC, the parking decks, and other critical areas. The security cameras have a two-year warranty and the funds will be coming from the Capital Budget. Mr. Eapen addressed a question that Mr. Soileau had in their pre-meeting. He stated that there is a total of 27 elevators in the Main Campus and Regional Center sites and only 4 elevators have security cameras. He stated that College staff will perform a full evaluation and will report back to the Committee.

Action: Ms. Hernández Vélez moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Board of Trustees the procurement of the security cameras from ADT at a cost of \$243,000 for installation and integration to the College's existing system. The funds for this purchase will be provided from the Capital Budget. The motion passed unanimously.

### **(4) Change Order for HDR for the Library & Learning Commons (Action Item):**

Background: HDR's proposal assumed a project scope of approximately 50,000 SF and based the fee accordingly. During the programming phase additional project scope was added in order to consolidate all of the learning labs including the Math Lab on the second floor and the Central Learning Lab. The original project scope only included the space currently occupied by the Library, the Library mezzanine, the FCTL, the Science and Health Learning Lab and the offices for Trio and Academic Connections. The FCTL and the offices for Trio were not able to fit within the original assigned footprint so additional space had to be added in to accommodate them. Currently the net assignable square footage of the project scope is at 64,600 SF which is an increase of about 29%. Additionally, the Student Academic Computer Center (SACC) Lab (currently on the second floor) and a Makerspace are now being incorporated into the Library and Learning Commons both of which were not part of the original scope outlined in the RFP. Although these do not increase the overall square footage, the requirements needed to include these spaces do add to the overall engineering design effort.

Discussion: Mr. Eapen stated that in 2018, the Business Affairs Committee approved the first change order for HDR at the request of the College to increase the project scope by 8,000 square feet for an additional amount of \$132,220 above the original amount of \$1,264,377. The

revised adjustment fee increased fees to \$1,396,597 which was approved at the August 29, 2018, Business Affairs Committee meeting.

Mr. Wiggins stated that due to unforeseen conditions with the Mint Building being over 100 years old, there was some redesign required on many aspects of the building. These conditions were not visible on the drawing sets provided as many areas have changed over time and some were not documented in the past. COVID-related issues, like supply chain, have caused this project to run past the estimated time for inspections and meeting allotments based on the original proposal. Mr. Wiggins stated that the contractor, New Age Development Corporation, produce substitutions late in the project causing HDR to perform additional reviews and coordination efforts which have incurred additional costs as related to all of the above matters. Mr. Wiggins stated that HDR is asking for \$251,000 in compensation.

Ms. Henley provided the demographics on HDR which is locally based at 1515 Market Street in Philadelphia. HDR has 10,881 employees of which 21% are minority employees. Mr. Eapen stated that College staff will adjust the Capital Budget to accommodate the increase of \$251,000.

Ms. Hernández Vélez asked that if College staff created a new "library" of documents since in the past, drawings were not updated sufficiently. Mr. Wiggins stated that in the past, all projects did not have as-builts when changes were made. He stated that College staff will be getting all projects permitted going forward and proper records will be maintained.

Mr. Herzog asked what percent is the College "overrun" on this project. Mr. Eapen responded that most of the change orders were for New Age Development Corporation with the last one approved for Change Order Six for the Library & Learning Commons Project in the amount of \$221,000. Mr. Eapen stated that over \$1 million are in change orders primarily due to unforeseen conditions.

Action: Mr. Dubow moved and Mr. Epps seconded the motion that the Business Affairs Committee recommend to the Board of Trustees the approval of the revised agreement with HDR increasing the fees by \$251,000, which brings the total amount to \$1,647,597. The funds for this project will come from the Capital Budget. The motion passed unanimously.

**(5) Procurement of Network infrastructure Equipment for CATC (Career and Advanced Technology Center) (Action Item):**

Background: The College has to install the network infrastructure for CATC given the anticipate opening in Fall 2022. Routers and switches are network connecting devices. Routers are network layered and are responsible for analyzing the shortest path for a packet to traverse from one network to another. Therefore, its primary objective is to act as a connector between networks. Switches help connect various input and output devices to one network. Router and switches have become an essential commodity for almost all fields of life requiring access to the internet or connectivity of a local area network (LAN). They form the steppingstones of data exchange and connectivity.

Discussion: Mr. Eapen stated that with the anticipated opening of CATC in Fall 2022, College staff obtained the pricing from SHI through COSTARS (Commonwealth of Pennsylvania's

Cooperative Purchasing Program). Network Infrastructure for CATC (Cisco Routers, Switches and Wireless Access Points) total \$233,977 which includes three-year Maintenance & Support and excludes Professional Services. Mr. Eapen stated that the funds for this project will come from Bond Proceeds. He mentioned that one of the questions Mr. Soileau asked during their pre-meeting was regarding the procurement process. Mr. Eapen stated that in addition to doing an RFP process, the College looks at consortiums whose pricing is very competitive.

Action: Ms. Hernández Vélez moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Board of Trustees to purchase the CATC Network Infrastructure Project at the total cost of \$233,977 from SHI, using Bond Proceeds, which includes three-year maintenance and support. The motion passed unanimously.

**(6) Energy Procurement from AEP (Action Item):**

Discussion: Mr. Eapen stated that the College's electricity agreement with Constellation Energy will expire in February 2022. Amerex Energy Service has been engaged as the energy broker for the College. Amerex conducted a competitive bid for electric capacity and distribution for all College buildings. Six suppliers submitted bids for 12 to 60-month contracts. He stated that College staff reviewed the pricing received with the Office Sustainability, City of Philadelphia current rates. AEP was the lowest responsible bidder for a 60-month contract. See Attachment B.

Mr. Eapen thanked Mr. Dubow who recommended Mr. Dominic McGraw and Ms. Madeline Schuh from the Office of Sustainability, City of Philadelphia, who provided good recommendations.

Action: Mr. Herzog moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Board of Trustees the procurement from AEP for a 60-month contract at the rate of \$0.05476 per kilowatt hours (kWh). The estimated annual expenditure for the energy procurement is \$800,000. The College will be using funds from the Operating Budget. The motion passed unanimously.

**(7) Next Meeting (Information Item):**

The next regularly scheduled meeting of the Committee is set for Wednesday, February 16, 2022 at 9:00 A.M.

The meeting adjourned at 9:20 A.M. The Business Affairs Committee then went into an Executive Session to discuss financial matters.

**JE/lm**  
**Attachments**

**ATTACHMENT A  
FUNDING FOR ACTIONS ITEMS**

**BUSINESS AFFAIRS COMMITTEE MEETING**

**AGENDA: JANUARY 19, 2022**

<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
1	John Meehan & Sons (HVAC)	\$180,000	Capital Budget
1	John J. Bee Inc. (Plumbing)	\$137,500	Capital Budget
2	Allied Universal Security (AUS) Services	\$775,000	Operating Budget
3	ADT	\$243,000	Capital Budget
4	HDR	\$251,000	Capital Budget
5	SHI	\$233,977	Bond Proceeds
6	AEP	\$800,000	Operating Budget

**ATTACHMENT B**

**Community College of Philadelphia  
Electric Pricing Summary**

Electric Pricing Summary

Date: 1/18/2022

State: PA

Current Contract Summary	
Supplier Name:	Constellation
Electric Rate (\$/kWh):	0.04285
Est. Annual Cost:	\$627,153
Pricing Structure:	Fixed All In
Contract End Date:	1/31/2022

New Contract Summary	
Proposed Start:	2/1/2022
Market:	PJM
# of Accounts:	9
Estimated Annual kWh:	14,636,000
Pricing Structure:	Fixed All in

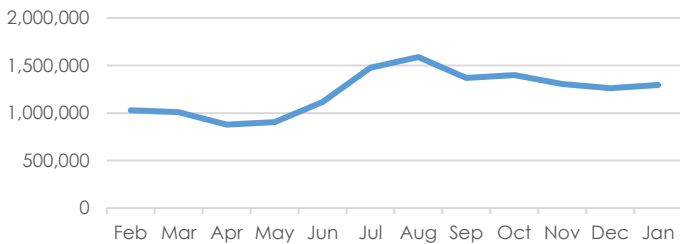
Lowest Price Offer Summary

Term (Mo.)	Rate (\$/kWh):	Supplier	Est. Annual Cost	Annual Impact (\$)	Annual Impact (%)	Term Impact (\$)
36	\$0.05562	Freepoint	\$814,054	↑ -\$186,902	↑ -30%	↑ -\$560,705
48	\$0.05473	Freepoint	\$801,028	↑ -\$173,876	↑ -28%	↑ -\$695,503
60	\$0.05476	AEP	\$801,467	↑ -\$174,315	↑ -28%	↑ -\$871,574

Offer Details

Supplier	36 Months	48 Months	60 Months
Engie	\$0.05876	\$0.05795	\$0.05741
EDF	\$0.05912	\$0.05825	\$0.05778
Freepoint	\$0.05562	\$0.05473	
AEP	\$0.05680	\$0.05561	\$0.05476

Historical Usage (kWh)



Energy Price Comparison (\$/kWh)



Notes

Fixed All In (with capacity and transmission adjustments)  
 10% add and delete language



### CCP Employer Asks

Employer	C-Suite Executive	Title	Meeting Focus	Board Member with Connection	Status
<u>Penn Medicine</u>					
	Kevin Mahoney	CEO	Expanding Opportunities for Employees to enroll in CCP Programs; program development aligned with their labor needs; expanded workforce discussion needs across operational areas		Dr. Generals and Carol have had a one on one meeting with Kevin Mahoney in the Fall; and Carol de Fries has had a follow up meeting with the Dean of the Dental School
	Cindy Morgan	VP, Learning Organization & Development Senior VP and Chief Human Resources Officer, UPHS			
	Dwaine Duckett	CEO HUP			
	Regina Cunningham <i>Other Operational Executives</i>				
<u>UPS</u>					
	Kim Van Utrecht	Chesapeake District President/Mid Atlantic District President	Strengthening and increasing visibility with local area executives; expanding UPS employee enrollment in CCP Programs		
	Trayce Parker	President East Region at UPS			
	<i>Other Operational Executives</i>				
<u>Einstein Medical Center</u>					
	Dixieanne James	President & Chief Operating Officer	Reinstating CCP's relationship enrolling Einstein employees in CCP after Jefferson merger; expanding programming to include online programs; expanded workforce connections	Roz McPherson	Meeting Scheduled 3/8 with Dr. Generals
	<i>Other Operational Executives</i>				
<u>CHOP</u>					
	Madeline Bell, President & CEO	President & CEO	Early Stage Workforce conversations to see how CCP can meet their workforce needs at their operational levels	Roz McPherson	
	Gilbert Davis	Chief Diversity Officer			
	Calvin Allen	EVP and Chief Human Resources Officer			
	<i>Other Operational Executive</i>				
<u>Aramark</u>					
	John Zillmer	CEO	Re-engage conversations around how to serve their local area workforce needs as they begin to recover from the pandemic		
	Lynn McKee	Executive Vice President, Human Resources			
	Ashwani (Ash) Hanson	Chief Diversity and Sustainability Officer			
	<i>Local Executives focused on Philadelphia Area</i>				

COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, January 6, 2022 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Clancy, Mr. Dubow, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Thomas, Dr. Hirsch, Dr. Roberts, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. Zellers, Ms. de Fries, 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

Ms. Mallory Fix, Assistant Professor of English, discussed the importance of Boards, administration, and faculty working together and listening to each other. She also expressed her concerns regarding disciplinary notices that faculty received regarding failing to upload their attendance/enrollment verification reports into the College's Banner system in a timely manner, and that some faculty received these even though there were technical difficulties with the College's system.

Mr. White thanked Ms. Fix for addressing the Board.

(3) Report of the President

Dr. Generals welcomed members of the Board and wished them a Happy New Year.

Dr. Generals congratulated Ms. Fulmore-Townsend and Mr. Clancy on being selected as one of the Top 100 leaders by *Philadelphia Magazine*. Dr. Generals stated that he was in great company having been selected as well.

(3a) Return to Campus

Dr. Generals reported that Omicron is affecting everyone. He stated that there has been a change for a return to campus. Dr. Generals stated that the spring semester which is scheduled to begin on January 18 will be virtual until February 14, 2022. Dr. Generals stated that faculty and staff will also work remotely.

At the request of Dr. General, Ms. Zellers provided the following COVID update:

- The College has updated its plan to align with the City's COVID guidelines.
- There were more COVID cases on campus which are listed on the College's COVID website.
- The College is complying with CDC guidelines. However, regarding the number of days of quarantine, the College will remain at 10 days which is aligned with the City of Philadelphia's guidelines.
- College classes will be remote through February 14, 2022. Essential employees will be on campus, and hands on classes will take place in-person.
- Testing will be required every 72 hours for anyone coming to campus. DOC's Health is on campus in the Winnet Building to do the testing. Testing begins as early as 7:30 a.m.
- The City has recommended that institutions of higher education require the booster. The College does not want to be in a position to keep students from classes: however, the College will require the booster effective May 15, 2022 or 30 days after one is eligible.

At the request of Dr. General, Dr. Hirsch reported that departments are presently deciding which courses/programs are going to be shifted to online and in-person. He stated that students will be informed of all changes that are made. Dr. Hirsch stated that classes will resume in-person on February 15, 2022. Regarding online classes, Dr. Hirsch stated that 40% of course sections are online, and 60% are in-person/hybrid.

At the request of Dr. General, Dr. Rooney provided a comprehensive list of communications that will be sent to faculty, staff, and students regarding the changes for the spring semester. Communications included emails to staff, faculty, and students; emails to students regarding classes; emails to faculty outlining guidance on how to manage classroom behavior; and emails to students on how to upload their vaccination card. Dr. Rooney stated that this information will be posted on the College's COVID website and on social media.

Mr. White stated that testing has become a difficult problem in the City. He stated that he was hopeful that the College could figure out a way to help as part of the College's social justice agenda.

Dr. General stated that an update on the spring reopening will be made during the opening session of Professional Development Week scheduled on January 10, 2022.

In response to a question from Mr. Soileau on how the College keeps the Mayor and his administration updated on the changes made by the College as a result of COVID, Ms. Hurst stated that she is in constant communication with the City of Philadelphia's Health Department. She stated that she keeps the Health Department updated on a regular basis.

Ms. Witherspoon stated that she, informally, also keeps the Mayor updated.

(3b) Enrollment

Regarding enrollment, Dr. Generals stated that new students are up 4% for spring while returning students are down 16%.

(3c) Middle States Standard II – Ethics and Integrity

Dr. Generals reviewed and discussed Middle States Standard II – Ethics and Integrity (see **Attachment A**). This standard states that “an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.” It is the hallmark of effective higher education institutions. Dr. Generals reviewed the 9 Middle States criteria to evaluate institutions on Ethics and Integrity.

Dr. Roberts stated that the Middle States Self-Study Steering Committee is preparing work for Middle States with the most critical and cynical of readers in mind.

(3d) Funding Opportunities

Dr. Generals stated that at this point, the Build Back Better Bill did not pass. Dr. Generals stated that the State does have funds, and that he was hopeful that community colleges would receive funding.

Several members of the Board discussed potential funding opportunities and grants.

Ms. Ireland stated that staff and Board members who will be attending the National Legislative Summit February 6-9, 2022 in Washington, DC should advocate on this issue during meetings with legislators.

(3e) Foundation Report

Dr. Zanjani called attention to the gifts and grants report in the Board packet. She indicated that the chart specifies grants from public, government resources, and philanthropy from the Foundation. Dr. Zanjani stated that in addition to the list of gifts and grants in the Board Packet, the Foundation had received a Title III Grant of \$2.25 million, and \$600,000 for year one of the Predominantly Black Institutions Program grant.

Dr. Waller reported that as of December 2, 2022, the following five new members were added to the Foundation Board of Directors: Michelle Lawrence, Market Expansion Business and Community Development, J.P. Morgan Chase; Mia Fioravanti, Vice President, Corporate Affairs, Hilco Redevelopment Partners; Mark Silow, Chair, Fox Rothschild, LLP; Michele Thornton, Founder and Principal Member, Thornton Group Financial Services, LLC; and Deana Gamble, Assistant Vice President for National Media Strategy, Thomas Jefferson University and

Jefferson Health. She stated that there are more individuals in the pipeline, and that she would keep the Board updated.

Dr. Waller reported that the Board of Trustees will be invited to the March 17, 2022 Foundation Board meeting with the new campaign fundraising consultant, the Armistead Group, and the Institutional Advancement staff.

Dr. Waller reported that as of December 23, 2021, the Foundation has met 56% of the \$500,000 goal for the Black and Gold Gala.

At the request of Dr. Waller, Mr. Soileau stated that the original goal for the Gala was \$400,000. However, for the first time, the Foundation has a \$45,000 level sponsor by Parx Casino and two \$35,000 sponsors. Mr. Soileau stated that this is due to the networking that has been done to reach this milestone. Mr. Soileau stated that Trustee endorsement of the Gala is very important. Goals were defined and each Board member was asked to work together to increase support for the Gala by reaching out to individuals and ask them to contribute. Mr. Soileau stated that thus far, he and one other Trustee have made a contribution to support the Gala. Mr. Soileau stated that he will be emailing members of the Board to encourage their support of the Black and Gold Gala.

Dr. Waller highlighted the contribution from Craig Stock and Rosalie Phipps of \$100,000 for the naming of the Courtyard in the Library and Learning Commons “The Absalom Jones Courtyard.” She stated that it was fitting for the Courtyard to be named “The Absalom Jones Courtyard” as Reverend Absalom Jones has a rich history in the City of Philadelphia and the Episcopal Church of St. Thomas. Dr. Waller noted that Craig Stock and Rosalie Phipps’ gift has elicited great excitement in our community, and that she believes that this gift will “open the door” to other donations connected to the church.

Dr. Waller summarized a list of additional gifts and grants received by the Foundation in late December.

Mr. White thanked Dr. Waller and the Foundation Board for all their hard work.

(4) President’s Compensation

At the request of Mr. White, Ms. Ireland moved for the Board of Trustees, on this 6<sup>th</sup> day of January 2022, to approve the salary increase and bonus for the College’s President, Dr. Donald Generals, as recommended by the Board’s Performance Evaluation Committee. Ms. Fulmore-Townsend seconded the motion. The motion carried unanimously.

Mr. White stated that Mr. Epps will continue to serve as a member of the Performance Evaluation Committee, but that going forward, Ms. Ireland will chair the Committee.

(5) Report of the Student Outcomes Committee  
Meeting of November 4, 2021

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on November 4, 2021. She stated that the Committee is very focused on their responsibilities for program reviews, being very connected to Middle States, and making sure that assessment is taking place. Ms. Fulmore-Townsend stated that she is proud of the Committee members, and congratulated staff for their work.

Ms. Fulmore-Townsend reported that the Committee reviewed the Digital Video Production Program. She stated that the Committee was pleased with the progress of the program. Courses are running at 96% capacity; a myriad of opportunities are available with the Digital Production Program; and that the goal is to add screenwriting and a small scale entrepreneurial film-making. Ms. Fulmore-Townsend stated that the program has been responsible in regards to assessment, with faculty fully engaged in conducting assessment and continuous improvement. She stated that students are encouraged to tap into all the different aspects of video production. Ms. Fulmore-Townsend stated that all of the recommendations from the last Academic Program Review (APR) have been completed. She stated that the program review was accepted and approved by the Committee.

Ms. Fulmore-Townsend reported that the Committee was provided with an update of the Liberal Arts Program. She stated that faculty have started revising the program, completing assessment, and making changes that will attract more students. Ms. Fulmore-Townsend stated that the program is also considering a certificate in which student participation in the Honors program would be noted. She stated that the program has completed the work necessary to receive approval.

Ms. Fulmore-Townsend reported that the Committee was provided with an update of the Behavioral Health/Human Services (BHHS) Program. She stated that the program has developed revisions which address the needs of the Philadelphia workforce and the BHHS community. Ms. Fulmore-Townsend stated that the program changes are going through the review process this semester, and that the updated program will go into effect fall 2022. Ms. Fulmore-Townsend stated the Committee accepted the program review updates for the Liberal Arts: Honors and the Behavioral Health/Human Services programs and approved the programs for three years with a one-year update from each program.

Ms. Fulmore-Townsend reported that the Committee was provided with a report on the impact of the Center for Male Engagement (CME). She stated that CME students have higher retention rates compared to both College-wide and to Black males who are not part of CME—50% retention for new students and 60% for returning students. Regarding developmental education coursework, Ms. Fulmore-Townsend stated that CME students have not compared well to the general College population. She stated that 62% of students College-wide have to take at least one developmental education course, compared to 92% of CME students.

At the request of Dr. Generals, Ms. Liautaud-Watkins reported that she was serving as a Tri-Chair of the Search Committee for the Vice President for Academic and Student Success. She stated that the College has retained the Association of Governing Boards as the search firm. Ms. Liautaud-Watkins stated that members of the Search Committee have been identified, and that a meeting will be scheduled later this month. She stated that Ms. Fulmore-Townsend is the Board representative on the Committee. Ms. Liautaud-Watkins stated that there will be many opportunities for the College community to provide input. She stated that the Search Committee plans to complete their work by April so that the new Vice President for Academic and Student Success can shadow Dr. Hirsch prior to his retirement.

(6) Report of the Business Affairs Committee

Mr. Soileau reported that the Committee had met on November 17 and jointly with the Executive Committee on December 19, 2021. He stated that the Committee discussed and approved the Investment Policy for Operating Funds. He stated that a clear roadmap was developed with the roles and responsibilities of staff, the Board of Trustees, and the investment consultants as to how these funds should be managed by stating investment goals and objectives. Mr. Soileau stated that a calendar of activities will be established outlining when to review the policy. He stated that the Committee discussed establishing a subcommittee on investments. Mr. Soileau stated that this item is part of the Consent Agenda.

Mr. Soileau stated that the Committee had reviewed and approved a number of College maintenance and infrastructure proposals totaling about \$4 million, specifically for the Library and Learning Commons Café and the Career and Advanced Technology Center (CATC) projects. Mr. Soileau stated that the large majority of those dollars were from HEERF funds and grants. He stated that these items are part of the Consent Agenda.

Mr. Soileau stated that the College has agreed to hire an independent consultant to conduct a compensation study. He stated that the study has not been done in a very long time, and that the primary goals of the study are to ensure that the College's compensation structure and practices are compliant with the Collective Bargaining Agreement, internally equitable, and externally competitive. Mr. Soileau stated that this item is part of the Consent Agenda.

(7) Report of the Workforce Subcommittee

Ms. Ireland reported that the Workforce Subcommittee had met on November 19, 2022. She stated that the Subcommittee is continuing to work on employer relationships focused around trying to facilitate relationships with specific employers. Ms. Ireland stated that Ms. de Fries will reach out to Board members regarding relationships and contacts.

Ms. McPherson stated that she will contact Dixie James, President and Chief Operating Officer, Einstein Medical Center, to facilitate a meeting with Dr. Generals. Ms. de Fries stated that she will work with the President's Office to schedule the meeting with Ms. James.

Ms. Ireland reported that the Subcommittee was provided with a good report regarding the School-to-Work Program grant. She stated that the grant supports a pipeline of students from three School District of Philadelphia schools into Community College of Philadelphia manufacturing programs.

Ms. Ireland stated that Ms. de Fries provided an update on entrepreneurship at the College, and that Dr. Carter had made a wonderful presentation on the restructuring of the College's Entrepreneurship Proficiency Certificate.

In response to a question regarding Hire! Philly, Dr. Lipscomb stated that the contract has been executed and that two meetings have taken place. He stated that the focus is on how Hire! Philly can work with our current students as well as how to bring in new students.

Ms. Fulmore-Townsend moved, with Mr. Clancy seconding, that the Board approve the Committees' reports. 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 November 4, 2021
- (b) Gifts and Grants
- (c) Academic Program Review: Digital Video Production (A.A.S.  
Degree
- (d) Academic Program Review: Liberal Arts: Honors Program and  
Behavioral Health/Human Services Program
- (e) Resolution re Absalom Jones Courtyard in the Library and  
Learning Commons
- (f) Campaign Fundraising Consultant for the Foundation
- (g) Investment Policy for Operating Funds
- (h) Dental Chairs and Cabinetry from Benco Dental for the Career  
and Advanced Technology Center (CATC)
- (i) Mechatronics Equipment from Education Solution Enterprises  
(ESE) for the Career and Advanced Technology Center (CATC)
- (j) Phillips Computer Numerical Control (CNC) Machines from the Haas  
Corporation for the Career and Advanced Technology Center (CATC)
- (k) Tools and Cabinets from Snap-On Manufacturing for the Career and  
Advanced Technology Center (CATC)
- (l) Lifts and Equipment from Tool & Equipment Solutions (TES)  
for the Career and Advanced Technology Center (CATC)
- (m) JMT Change Order One for the Library and Learning Commons
- (n) DeWitt Mechanical Change Order Two for HVAC Projects
- (o) L&M Change Order One for HVAC Projects



- (p) Bid Results for the Library and Learning Commons Café
- (q) Resolution on Community College of Philadelphia Offering In-County Tuition Rates for all Students in AAS T-Ten Automotive Technology Degree Program
- (r) Compensation Study
- (s) CATC Furniture (RFP #10167)
- (t) Resolution on One-Time Retirement Incentive

At the request of Mr. White, Mr. Eapen stated that the one-time retirement incentive is being offered to 67 possible retirees. He stated that the decision to accept the incentive must be made by March 15, 2022.

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

(9) Report of the Chair

Mr. White thanked Ms. McPherson for delivering greetings on behalf of the Board of Trustees at the opening session of Professional Development Week on January 10, 2022.

Mr. White stated that Mr. Epps will chair the February 3, 2022 Board meeting on his behalf.

(9a) Update on Board Terms and Renewals

At the request of Mr. White, Ms. Witherspoon reported that the advertisement for Board membership has been advertised, and that applications are open to current Board members whose terms expired June 2021 and June 2022. She stated that applications for membership must be received by January 31, 2022. Ms. Witherspoon stated that she will be emailing the email address to members of the Board where applications for Board membership can be obtained.

Ms. Witherspoon stated that the National Legislative Summit is scheduled February 6-9, 2022 in Washington, DC. She stated that proof of vaccination will be required for access to the Summit. Ms. Witherspoon stated that security has changed for access to the Capitol for meetings with legislators. She stated that some of the meetings with legislators will take place elsewhere or virtually. Ms. Witherspoon stated that a packet of materials will be provided to Board members who are attending the Summit, including issues for which to advocate with legislators during the Summit.

Mr. White stated that he and Dr. General had sent a letter of support of Ms. Ireland's application to serve on the ACCT Board of Directors.

At the request of Mr. White, Dr. Gay stated that in an effort to raise the College's national profile, she was planning to develop a list of awards and speaking opportunities available for the College to consider whether or not it wants to make an application.

(9b) City Update on Finances

At the request of Mr. White, Mr. Dubow provided an update on the City's finances. He stated that the City does not have any extra funds due to the pandemic. He stated that tax revenue is down, and that the additional costs due to the pandemic have affected the City's finances. In response to a question regarding the Catto scholarship, Mr. Dubow stated that to his knowledge, the Catto scholarship will remain whole.

(9c) Policy Work

At the request of Mr. White, Ms. Posoff reported that she is working with Dr. Gay regarding College policies and oversight procedures. She stated that a meeting was held on December 20, 2021 and that a very robust discussion had taken place regarding all of the College's policies and what in fact is the Trustees oversight. Ms. Posoff stated that we are not looking to "reinvent the wheel" but rather come up with a format that identifies the committees' responsibility and Board oversight.

Dr. Gay stated that the impetus for this review came from the Board self-assessment and their responses about policy. Ms. Posoff stated that it was important to memorialize for new Board members that come on the Board.

In response to a question regarding the outcomes from Board interviews, Dr. Gay stated that Board members expressed an interest in the tracking of projects and initiatives, looking at trends, and an interest in a dashboard for providing information to the Board on an ongoing basis.

(10) New Business

There was no new business discussed.

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, February 3, 2022 at 3:00 p.m. via Zoom.

The meeting adjourned at 4:40 p.m.

The Board reconvened in Executive Session.

(12) Executive Session

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

## ATTACHMENT A

### Standard II: Ethics and Integrity

1. **The Hallmark to Institutions of Higher Education. The expectation that there is Fealty to honesty, truth and Transparency**
  - a. Academic Freedom
  - b. Freedom of Expression
  - c. Respect for Intellectual property rights
  - d. Grievance Policies that are documented and disseminated
  - e. Fair and impartial practices in hiring, evaluation
  - f. Honesty and truthfulness in public relations, marketing and communications
  - g. Avoidance of conflict of Interests
2. **Statutory compliance: federal, State and Commission guidelines/requirements**
  - a. Full disclosure in matters related to graduation rates, enrollment (IPEDS), Certifications, Licensing board pass/fail rates.
  - b. Requirements of affiliation. This overlaps in may areas
  - c. Substantive Changes – Mission, Programs, sites (site, Center, Campus). Any material changes
3. **Assessment of Ethics and Integrity: institutional policies, procedures and practices.**

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, January 6, 2022 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Clancy, Mr. Dubow, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Mr. Eapen, Dr. Thomas, Dr. Hirsch, Dr. Roberts, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. Zellers, Ms. de Fries, Dr. Waller, and Ms. Fix

(1) Meeting Called to Order

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

(2) Public Comment

Ms. Mallory Fix, Assistant Professor of English, discussed the importance of Boards, administration, and faculty working together and listening to each other. She also expressed her concerns regarding disciplinary notices that faculty received regarding failing to upload their attendance/enrollment verification reports into the College's Banner system in a timely manner, and that some faculty received these even though there were technical difficulties with the College's system.

(3) Report of the President

Dr. Generals welcomed members of the Board and wished them a Happy New Year.

(3a) Return to Campus

The Board was provided with an update of the return to campus, COVID-19, and plans for the spring semester. College classes will be remote until February 14, 2022. Faculty and staff will also work remotely. In-person classes will resume on February 15, 2022.

The Board was provided with a comprehensive list of communication strategies to faculty, staff, and students regarding changes for the spring semester.

(3b) Enrollment

The Board was provided with an update on enrollment for spring. New students are up 4%, and returning students are down 16%.

(3c) Middle States Standard II – Ethics and Integrity

Dr. Generals reviewed and discussed Middle States Standard II – Ethics and Integrity.

(3d) Funding Opportunities

The Board discussed potential funding opportunities and grants.

(3e) Foundation Report

Dr. Zanjani reviewed and discussed a list of gifts and grants received by the Foundation.

Dr. Waller provided an update on the Black and Gold Gala, informed the Board of Trustees of the addition of five new members to the Foundation Board, and summarized a list of additional gifts and grants received by the Foundation in late December. Dr. Waller highlighted the contribution from Craig Stock and Rosalie Phipps for \$100,000 for the naming of the Courtyard in the Library and Learning Commons “The Absalom Jones Courtyard.”

(4) President’s Compensation

The Board of Trustees approved the salary increase and bonus for the College’s President, Dr. Donald Generals, as recommended by the Board’s Performance Evaluation Committee.

(5) Report of the Student Outcomes Committee Meeting of November 4, 2021

The Student Outcomes Committee met on November 4, 2021 and discussed the Digital Video Production Program review, and updates of the Liberal Arts Program and the Behavioral Health/Human Services (BHHS) Program.

The Board was provided with an update on the search for the Vice President for Academic and Student Success.

(6) Report of the Business Affairs Committee

The Committee met on November 17, and jointly with the Executive Committee on December 19, 2021. The Committee approved the Investment Policy, and a number of College maintenance and infrastructure proposals for the Library and Learning Commons Café and the Career and Advanced Technology Center (CATC).

The Board was informed that the College has agreed to hire an independent consultant to conduct a compensation study.

(7) Report of the Workforce Subcommittee

The Workforce Subcommittee met on November 19, 2022. The Subcommittee is continuing to work on employer relationships focused around trying to facilitate relationships with specific employers. The Subcommittee also discussed the School-to-Work Program grant, entrepreneurship at the College, and a presentation on the restructuring of the College's Entrepreneurship Proficiency Certificate.

The Board approved the Committees' reports.

(8) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of November 4, 2021
- (b) Gifts and Grants
- (c) Academic Program Review: Digital Video Production (A.A.S.  
Degree
- (d) Academic Program Review: Liberal Arts: Honors Program and the  
Behavioral Health/Human Services Program
- (e) Resolution re Absalom Jones Courtyard in the Library and  
Learning Commons
- (f) Campaign Fundraising Consultant for the Foundation
- (g) Investment Policy for Operating Funds
- (h) Dental Chairs and Cabinetry from Benco Dental for the Career  
and Advanced Technology Center (CATC)
- (i) Mechatronics Equipment from Education Solution Enterprises  
(ESE) for the Career and Advanced Technology Center (CATC)
- (j) Phillips Computer Numerical Control (CNC) Machines from the Haas  
Corporation for the Career and Advanced Technology Center (CATC)
- (k) Tools and Cabinets from Snap-On Manufacturing for the Career and  
Advanced Technology Center (CATC)
- (l) Lifts and Equipment from Tool & Equipment Solutions (TES)  
for the Career and Advanced Technology Center (CATC)
- (m) JMT Change Order One for the Library and Learning Commons
- (n) DeWitt Mechanical Change Order Two for HVAC Projects
- (o) L&M Change Order One for HVAC Projects
- (p) Bid Results for the Library and Learning Commons Café
- (q) Resolution on Community College of Philadelphia Offering  
In-County Tuition Rates for all Students in AAS T-Ten Automotive  
Technology Degree Program
- (r) Compensation Study
- (s) CATC Furniture (RFP #10167)

(t) Resolution on One-Time Retirement Incentive

(9) Report of the Chair

Mr. White thanked Ms. McPherson for delivering greetings on behalf of the Board of Trustees at the opening session of Professional Development Week on January 10, 2022.

Mr. Epps will chair the February 3, 2022 Board meeting.

(9a) Update on Board Terms and Renewals

The Board was provided with an update on the advertisement for Board membership, and that applications are open to current Board members whose terms expired June 2021 and June 2022.

(9b) City Update on Finances

The Board was provided with an update on the City's finances.

(9c) Policy Work

The Board was provided with an update on the work that has begun to review College policies and oversight procedures.

(10) New Business

There was no new business discussed.

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, February 3, 2022 at 3:00 p.m. via Zoom.

The meeting adjourned at 4:40 p.m.

The Board reconvened in Executive Session.

(12) Executive Session

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



**Community College of Philadelphia  
Office of Institutional Advancement  
Record of Grants and Gifts  
February 3, 2022 Meeting of the Board of Trustees**

**Summary by Source:**

	FY 2022		FY 2021	FY2022 and FY2021
Held by College	12/16/21 - 1/15/22	Fiscal Year To Date 7/1/21 - 1/15/22	Fiscal Year To Date 7/1/20 - 1/15/21	Variance 7/1 - 1/15
Federal	\$ -	\$ 5,102,031	\$ 3,021,185	\$ 2,080,846
State	\$ -	\$ -	\$ 4,200,696	\$ (4,200,696)
Local	\$ -	\$ -	\$ 29,800	\$ (29,800)
<b>Total</b>	<b>\$ -</b>	<b>\$ 5,102,031</b>	<b>\$ 7,251,681</b>	<b>\$ (2,149,650)</b>
Held by Foundation	12/16/21 - 1/15/22	Fiscal Year To Date 7/1/21 - 1/15/22	Fiscal Year To Date 7/1/20 - 1/15/21	Variance 7/1 - 1/15
Corporation	\$ 44,000	\$ 233,163	\$ 158,550	\$ 74,613
Foundation	\$ 204,286	\$ 1,412,935	\$ 1,460,325	\$ (47,390)
Individual	\$ 148,801	\$ 529,791	\$ 135,224	\$ 394,567
Organization	\$ 181	\$ 30,625	\$ 12,299	\$ 18,326
<b>Total</b>	<b>\$ 397,268</b>	<b>\$ 2,206,515</b>	<b>\$ 1,766,399</b>	<b>\$ 440,116</b>
<b>TOTAL</b>	<b>\$ 397,268</b>	<b>\$ 7,308,546</b>	<b>\$ 9,018,080</b>	<b>\$ (1,709,534)</b>

**PUBLIC GRANTS SUMMARY  
Since Meeting of January 6, 2022**

*No public grants this report period.*