

Meeting of the Board of Trustees, Thursday, January 6, 2022 - 3:00 p.m. Zoom

AGENDA

(1) Meeting Called to Order

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

(a) Continue to update the Board on Middle States Standards by reviewing Standard II (Ethics & Integrity) including the connection to the Anti-Racist College effort.

(b) Provide information on the return to campus for spring semester.

(c) Clarify Board terms and renewals.

(2) Public Comment

(3) Report of the President

(a) Middle States Standard II – Ethics and Integrity

(b) Return to Campus Spring 2022

(c) Announcements

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

(4) President's Compensation (A)

(5) Student Outcomes Committee, November 4, 2021

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(6) Business Affairs Committee, November 17, 2021

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(7) Combined Meeting of the Business and Executive Committees, December 9, 2021

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(8) Workforce Subcommittee, November 19, 2021

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(9) Consent Agenda

(a) Proceedings and Minutes of Decisions and Resolutions Meeting of November 4, 2021

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(b) Gifts and Grants

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(c) Academic Program Review: Digital Video Production (A.A.S. Degree)

(d) Academic Program Review Updates: Liberal Arts: Honors Program and Behavioral Health/Human Services Program

(e) Resolution on the 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 (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 & 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

(10) Report of the Chair

(a) Update in Board Terms and Renewals

(b) City Update on Finances

(c) Policy Work

(11) New Business

(12) Next Meeting: February 3, 2022

Future Committee Meetings

Student Outcomes Committee Thursday, January 6, 2022
1:00 p.m.

Business Affairs Committee Wednesday, January 19, 2022
9:00 a.m.

Workforce Subcommittee Friday, January 28, 2021
10:00 a.m.

Upcoming Events

Philadelphia Housing Authority Wednesday, January 12, 2022
Ribbon Cutting 11:00 a.m. – 544 North 10th Street

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

**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

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

MINUTES

Thursday, October 7, 2021

1:00 p.m.

Zoom

Presiding: Ms. Fulmore-Townsend

Committee

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

Board

Participants: Mr. White

College

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

Cabinet

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

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

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

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

The minutes were approved unanimously.

(b) Catto Scholarship Update

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

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

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

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

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

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

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

(c) Student Debt Relief and Funding Distribution

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

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

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

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

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

(d) New Business

There was no new business.

Next Meeting

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

Attachments:

Minutes of September 2, 2021

Power Point Presentation - Student Debt Relief and Funding Distribution

Power Point Presentation– Octavius Catto Scholarship Update

Community College *of* Philadelphia
Academic Program Review:
Digital Video Production (DVP)

Authors:

Kara Crombie, Dr. Dawn Sinnott

Fall 2021

Executive Summary

A. Key Findings

Enrollment and Demographics

- Over the period studied, the Digital Video Production (DVP) program remained stable with an average of 102 students per semester; see Exhibit 1.

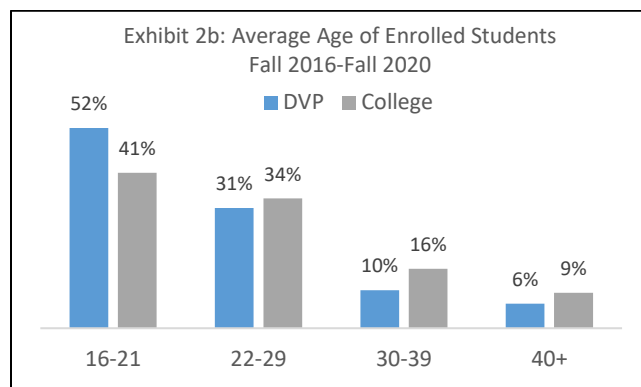
Exhibit 1: College and Program Enrollment

	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
DVP	106	103	110	107	104	104	108	107	66	102

- On average, Digital Video Production (DVP) students were more likely to be younger students between 16 and 21 years of age than the college-wide average; DVP 52% and CW 41%; see Exhibit 2a and 2b.

Exhibit 2a Enrollment by Age

DVP	Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Average
	106	103	110	107	104	104	108	107	66	102
16-21	45.3%	39.8%	56.4%	51.4%	54.8%	53.8%	58.3%	54.2%	57.6%	52.2%
22-29	36.8%	36.9%	27.3%	29.9%	26.9%	32.7%	32.4%	30.8%	27.3%	31.4%
30-39	8.5%	13.6%	10.9%	11.2%	11.5%	8.7%	5.6%	9.3%	10.6%	9.9%
40+	9.4%	9.7%	5.5%	7.5%	6.7%	4.8%	3.7%	5.6%	4.5%	6.4%



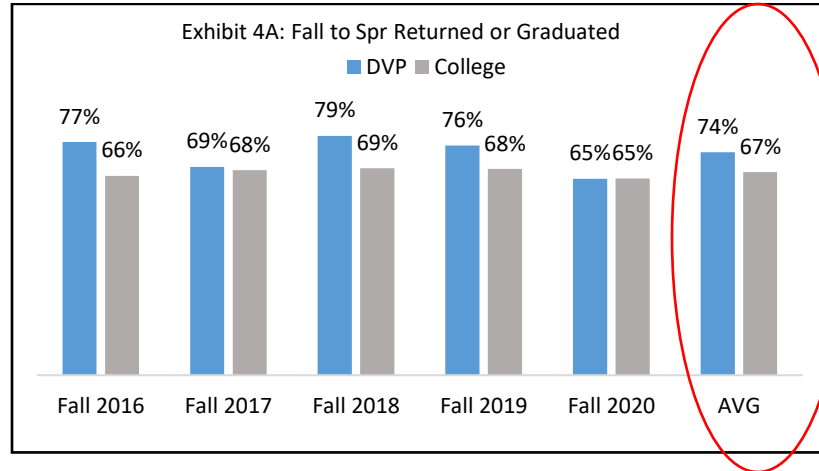
- The Bureau of Labor Statistics finds that television, video, and motion picture camera operators and editors are predominantly male, with women making up 21.4% of the field. The Digital Video Production enrollment at CCP is 21.2% female, matching the national industry average. DVP enrolled a higher percentage of Black males (DVP 33.3%, College 14.7%), Hispanic males (DVP 12.8%, College 5.0%), and White males (DVP 18.6%, College 9.0%) than the general college-wide population; see Exhibit 3.

Exhibit 3: College and Department Enrollment by Gender within Race

DVP		Fall 2016	Spring 2017	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	DVP Average	College Average
Asian	Female	1.9%	2.9%	0.9%	2.8%	1.9%	2.9%	0.9%	0.9%	1.9%	5.3%
Asian	Male	3.8%	3.8%	3.6%	4.7%	5.8%	4.8%	2.8%	3.7%	4.1%	4.6%
Black	Female	12.3%	15.4%	12.7%	11.2%	8.7%	10.6%	18.5%	15.9%	13.2%	30.6%
Black	Male	31.1%	32.7%	38.2%	31.8%	31.7%	30.8%	34.3%	35.5%	33.3%	14.7%
Hispanic	Female	3.8%	1.9%	2.7%	3.7%	3.8%	3.8%	4.6%	2.8%	3.4%	9.4%
Hispanic	Male	15.1%	13.5%	9.1%	14.0%	13.5%	11.5%	11.1%	15.0%	12.8%	5.0%
White	Female	2.8%	2.9%	1.8%	3.7%	4.8%	3.8%	0.9%	0.9%	2.7%	13.9%
White	Male	24.5%	22.1%	20.9%	16.8%	17.3%	16.3%	16.7%	14.0%	18.6%	9.0%
Overall Female										21.2%	59.2%
Overall Male										68.8%	33.3%
Unknown											7.5%

Retention – Returned or Graduated

- Fall to spring retention is strong, with an overall average of 74% of enrolled students graduating or persisting to the following spring; see Exhibit 4a.
- Fall to fall retention is similar to the college average, with an overall average of 31.1% of enrolled DVP students graduating or persisting to the following fall; College 33.6%; see Exhibit 4c.
- In the 2016 Academic Program Review, the DVP Program was asked to investigate and improve lagging retention. The department faculty worked collaboratively to develop a process to assess student progress and support students struggling academically. This new process was implemented in the fall of 2018 and has demonstrated effectiveness in improving fall to spring retention. The retention rate (returned to the same program) rose 8% in the following two years, from 67% in Fall 2017 to 75% in Fall 2018 and 74% in Fall 2019; see Exhibit 4B.
- Fall to fall retention in the DVP Program is similar to college-wide; see Exhibit 4C.



DVP	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	DVP Average	College Average
Headcount	106	110	102	105	66	98	15,909
Returned to Same Program	72%	67%	75%	74%	62%	71%	64.4%
Returned to Different Program	4%	5%	4%	1%	0%	3%	4.8%
Graduated	6%	2%	4%	2%	3%	3%	2.9%
Did Not Persist	19%	26%	17%	23%	35%	23%	27.8%

DVP	Fall 2016	Fall 2017	Fall 2018	Fall 2019	DVP Average	College Average
Headcount	106	110	104	108	107	17,412
Returned to Same Program	27.4%	31.8%	39.4%	25.9%	31.1%	33.6%
Returned to Different Program	8.5%	5.5%	6.7%	6.5%	6.8%	7.8%
Graduated	14.2%	10.0%	11.5%	11.1%	11.7%	9.7%
Did Not Persist	50.0%	52.7%	42.3%	56.5%	50.5%	49.0%

Success and Graduation

- The DVP program has demonstrated a consistent increase in graduates over the six years 2015-2020 for a total of 59 graduates; see exhibits 5A.

	2015	2016	2017	2018	2019	2020	Total
Digital Video Production	6	5	17	7	12	12	59
AAS Degrees	624	603	587	530	558	482	3,384

Workforce Development

- The local Philadelphia employment market for film and video editors and camera operators is slightly lower than the overall national average for the number of jobs and compensation but above average in job posting demand; see Exhibit 7A.
The National Bureau of Labor Statistics does not reflect entrepreneurial work. Qualitative data finds that many former CCP students are engaged in creatively driven entrepreneurial activities with no compensation ceiling.
- Overall employment of film and video editors and camera operators is projected to grow 18% from 2019 to 2029, much faster than the average for all occupations¹; see Exhibit 7B.

Exhibit 7A: National Comparisons for Jobs, Compensation, and Employment Demand



¹ U.S. Bureau of Labor Statistics. (2021, April 9). *Film and video editors and camera operators: Occupational Outlook Handbook*. U.S. Bureau of Labor Statistics. <https://www.bls.gov/ooh/media-and-communication/film-and-video-editors-and-camera-operators.htm#tab-6>.

Exhibit 7B: US Bureau of Labor Statistics Employment Projections

Employment projections data for film and video editors and camera operators, 2019-29

Occupational Title	SOC Code	Employment, 2019	Projected Employment, 2029	Change, 2019-29	
				Percent	Numeric
Television, video, and film camera operators and editors	27-4030	67,900	80,400	18	12,400
Camera operators, television, video, and film	27-4031	29,700	33,800	14	4,200
Film and video editors	27-4032	38,300	46,500	22	8,300

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

- DVP students and faculty support the award-winning content and production for CCPTV, Community College of Philadelphia's cable channel viewable throughout the city of Philadelphia. Viewership, currently exceeding 2,000,000 views since Aug 2013, is a testament to the community reception for college-produced programming; see Exhibit 8 viewership statistics.

Views	Watch-time	Subscribers	Impressions
2,027,563	525,361	11,992	3,857,283

Transfer

- Digital Video Production (DVP) is an A.A.S. degree program. The focus of this program is direct-to-work as opposed to transfer. However, of the students who do transfer, 42% (13 of 31) enrolled at Temple University. Qualitative evidence indicates students transfer to Temple University's School of Theater, Film, and Media Arts. The department plans to review the articulation agreement and discuss how course alignment with Temple may encourage more students to transfer; see Exhibits 9A and 9B.

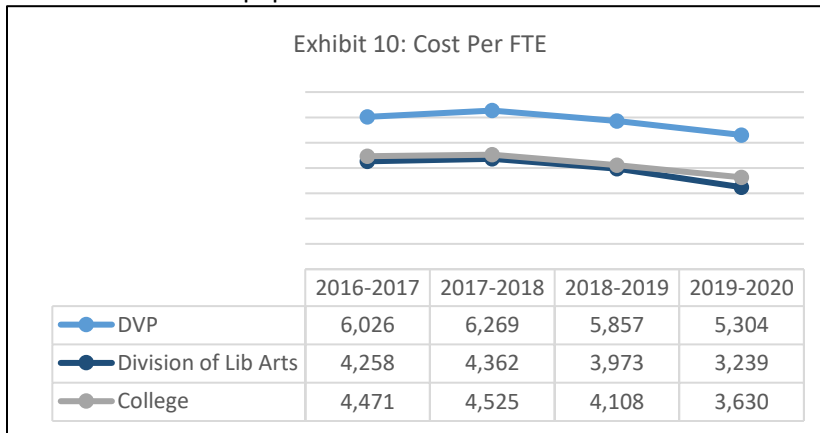
Exit Status	Transfer		Did Not Transfer		Total Count of Departing Students
	Count	Percent	Count	Percent	
Graduate	1	50%	1	50%	2
Earned 45 or more credits	2	11%	16	89%	18
Earned 23 to 44 credits	10	24%	31	77%	41
Earned 12 to 22 credits	12	25%	36	75%	48
Earned less than 12 credits	6	5%	116	95%	122
Total Departing Students	31	13%	200	87%	231

Exhibit 9B: Sample of Top 4-year Transfer Schools

- Temple University
- University of the Arts
- Millersville University
- Lincoln University
- Shippensburg

Cost

13. The Digital Video Production Program purchases and maintains digital video and sound professional sound equipment and software. These resources are available to our students and



reflect current professional practice in the field; see Exhibit 10.

Assessment

14. The 2016 Academic Program Review asked the DVP program to improve the PLO assessment rubrics. New rubrics were subsequently designed, aligned with specific learning outcomes, implemented in all DVP courses, and used to improve student learning.
15. The DVP program has three Program Learning Outcomes (PLOs). In spring 2018, PLOs were remapped to target the most relevant courses and collect data systematically at the midpoint and completion of the curriculum. This revision streamlines assessment and targets courses that most accurately reflect the PLOs. These revisions ensure that future analysis will be more focused and thorough.
16. The Digital Video Production program at CCP has engaged in systematic and high-quality continuous improvement in various aspects to maximize student success. Faculty started using AEFIS in Spring 2021. An assessment plan ensures all PLOs will be assessed in AEFIS, reaching full cycle in Spring 2022.

Prior Audit

Recommendations from Prior Audit

1. Examine reasons why students are leaving at high rates with less than twelve credits and develop a retention plan:

Students are leaving this program at a higher rate than other programs at the College. This may be a function of the rigor of the Program or that students enrolled in the Program are disproportionately young, male, and minority. Additionally, while students in the Program are more likely to place at college level than those in the Division and the College, some of the outcomes recorded are weaker than those of the Division and the College. The DVP faculty must provide additional opportunities to foster student success. This could include connecting students with services, creating intervention strategies for students during the first 12 credits, and increasing faculty involvement through advising.

Program Response:

Following up on the recommendations from the previous audit, the Digital, Video, Production faculty met at the beginning of Fall of 2018 to devise a support system for students in the DVP program, including identifying students who may need closer supervision.

This support system, implemented in Fall 2018, provided a structured communication between instructors by mid-semester to share information regarding motivated and career-oriented students demonstrating academic difficulties. The process has been effective in improving retention. The fall to spring retention rose almost 10% in the following two years, from 67% in Fall 2017 to 75% in Fall 2018 and 74% in Fall 2019. The following template is the system faculty devised and now uses for assessment of student progress and courses of action:

1. Is the student in more than one class in the major?
2. If yes, is the student experiencing difficulty in both classes?
3. Determine which faculty member might be or already is the person with whom the student has accessible communication.
 - a. Identify the source of the issue
 - b. The level of technical difficulty of the class
 - c. Causes of pressure on the student's time and attention, including job hours, family issues, medical issues, or others
4. Determine if the student needs to meet with a counselor or receive assistance from the Single Stop Office.
5. Offer tutoring during Office Hours or arrange to attend the student's class crew meetings to assess and aid in the group dynamics.
6. Providing the students with class participation and assignment assessment questionnaire at mid-semester, including a "suggestions" area for each class

Recommendations from Prior Audit

2. **Assessment:** Reviewing the Program documents makes it clear that assessment is occurring. The Program has assessed all five Program Level Student Learning Outcomes and made improvements to teaching and learning in each PLO. Faculty are meeting weekly to discuss assessment. However, the assessment design (multiple outcomes use the same rubric for assessment) and reporting make it difficult for program faculty to determine where program deficiencies exist. The Program should use assignments with unique rubrics in order to assess each outcome. Using unique rubrics or identifying specific areas of the rubric for each PLO, enables the faculty to identify where specific deficiencies exist, as opposed to using aggregated data which solely identifies whether all outcomes meet the benchmark or none of the outcomes meet the benchmark.

Program Response:

New rubrics for all DVP courses were designed with attention to course associations to specific PLOs. Course learning outcomes were linked to program learning outcomes. These rubrics were then used to develop the program's assessment structure in AEFIS, the newly implemented college assessment software. All DVP courses are now integrated into AEFIS.

Course learning outcomes are now assessed in each course through student assignments. This outcome data is fed into the program learning outcomes. The assessment data helps the program understand student success and areas for improvement.

C. Action Items

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

Enrollment and Demographics

1. Increase Enrollment as follows:

	Fall 2019 (Benchmark)	Fall 2020**	Fall 2022 Increase in Headcount*		Fall 2023 Increase in Headcount		Fall 2025 Increase in Headcount	
Headcount	108	66	76	15%	87	15%	100	15%
Returned to Same Program	25.9%	N/A	21	27%	25	29%	31	31%
Graduated	11.1%	N/A	9	12%	10	12%	13	13%

* Covid impacted enrollment

**Enrollment growth reflects Fall 2020 headcount building back to prior momentum

Retention

2. The retention/graduation measures have been moving in an upward trajectory for the past three years. Fall 2020 realized a sharp decrease in returning students that could be related to the impact of COVID-19. Retention should be watched closely for the next several fall to spring and fall to fall cycles to determine if this is an anomaly related to the COVID-19 or a new trend. Recovery plans should be discussed and ready for implementation.

Person Responsible: Department Head

Timeline: Fall 2023 to monitor and develop a recovery plan. Fall 2025 to implement and assess effects of interventions

3. Review and update program curriculum to ensure that the curriculum flow is optimized to encourage continuous enrollment, that the curriculum supports creative opportunities for students, that concepts of entrepreneurship are threaded into the curriculum, and that students have the most current skills necessary upon graduation.

Person Responsible: Department Head, Department Faculty, and Advisory Committee

Timeline: Beginning in Fall 2021 and ongoing

Program Growth

4. The local and national marketplace and student interest support growth for the DVP program; however, before the DVP program launches a growth initiative, a plan should be thoughtfully developed to assess the challenges and opportunities. Program course enrollment is currently running 90% efficiency, indicating that, on average, 90% of the seats are filled each semester. Growing too fast could jeopardize the high standards and student

support that has been established. The department should investigate the projected impact of growth on space, faculty, and equipment and consider innovative opportunities to manage costs while expanding enrollment by attracting new students and increasing retention for existing students. An enrollment growth strategy should include a marketing and recruitment strategy; the program offers creative and innovative opportunities with projected employment growth.

Person Responsible: Department Head, Department Faculty, and Enrollment Management
Timeline: Spring 2022 begin developing growth and marketing strategy; Fall 2023 begin implementation.

Workforce Development

5. The advisory board's role is to help ensure the quality and currency of the curriculum and the program's responsiveness to the labor market in an evolving and dynamic industry. The DVP advisory board comprises twenty-nine local businesses, professionals, and former students working in the industry. In 2020, the DVP Advisory Board met twice.

The DVP program should review recent meetings, assess the current DVP advisory board's effectiveness, and engage the Advisory Board in planning for the future. Future visions beneficial to CCP and all of Philadelphia include creating a filmmaking culture, establishing a film and media screening series, opening more opportunities for CCPTV with more experimental videos and creative programming, and establishing a photo and video production agency with a very distinctive urban and fresh style.

Person Responsible: Department Head, Department Faculty, and Advisory Board
Timeline: Fall 2025

Transfer

Continue to develop a pathway for students interested in continuing their education in Temple's School of Theater, Film, and Media Arts (FMA). Explore with Temple the possibility of establishing a transfer partnership. An association with Temple's FMA program would benefit the students and add a high degree of recognition for the DVP program.

Person Responsible: Department Head
Timeline: Fall 2024

1. Narrative

Using today's technology, anyone with a cellphone or tablet can create a video, but producing a great video requires forethought, planning, and understanding the video production process from concept to completion². While productions can vary in style, content, audience, and budget, successful video producers have established foundational methods that remain constant. The Digital Video Production (DVP) program at CCP brings this established methodology to students launching new career interests as well as professionals looking to grow and develop within the industry.

DVP curriculum supports developing the technical and creative skills needed to work in the competitive film and video industry. The first year provides a foundation for technical requirements and allows students to explore personal interests and avocational ambitions. In contrast, students begin developing content in the second year and are encouraged to express innovation and imagination in their work. Using the latest technologies, students develop skills in visual storytelling, cinematography, motion graphics, and advanced skills in video editing and visual effects as both communication and art forms.

The Program demonstrates a high level of professionalism in its faculty, equipment, and work quality. The faculty bring inspiration into the classroom through their published work, award-winning productions, and professional networks. Since 2010, in collaboration with the Executive Producer of CCPTV, the DVP program has provided programming and production assistance to CCPTV. CCPTV has received numerous national awards and recognition, including 1 Emmy® Award and 6 Emmy® Nominations, Telly Awards, Communicator Awards, Cindy Awards, NCMPR Awards, and two Emmy® nominations.

The DVP program attracts diverse students, young students looking to begin a career in the video production industry and experienced students looking to expand their industry careers. The department has addressed a variety of concerns within these diverse groups to support student success. For example, to alleviate student apprehension about navigating the dynamics of student-crew meetings, the department now assigns faculty to monitor and participate in these meetings. The department has also expanded open lab hours, monitored by teaching aides and faculty, to provide students with more flexibility to manage coursework while maintaining work and family responsibilities. Beyond knowledge acquired in the classroom, students also have opportunities to earn professional credentials working on award-winning productions, including the CCPTV Magazine show, Focal Point, highlighting the College and Philadelphia community, Drop the Mic, and Strange College.

Many of our students transfer to four-year film schools, and their interests tend to lie with creative aspects of filmmaking such as fiction and entertainment production. To support these interests, faculty will incorporate more creative development through writing assignments, expressive filmmaking techniques, and exposure to film history supported by a film screening series and an annual film festival of individual work.

With a focus on professional opportunity, the DVP Department is currently researching the feasibility of developing a professional Photography and Video Production Agency comprised of

² Heil, E. (2021, February 24). *Behind the scenes: A simple explanation of the video production process*. StoryTeller Media and Communications. <https://www.storytellermn.com/blog/video-production-process>.

students and alumni. The concept is based on the format of the Magnum Photography cooperative agency, an international photographic cooperative owned by its photographer-members. With proper management and curation, a local cooperative could brand itself with a distinctive style and a commitment to quality that would establish the agency as a valued resource in the Philadelphia area.

Final Update on Academic Program Review Recommendations

- Liberal Arts: Honors
- Behavioral Health/ Human Services

- At the November 5, 2020 meeting of the Student Outcomes Committee of the Board it was unanimously recommended that no action take place regarding the two Academic Program Reviews until the following documented evidence is submitted by the designated due dates for the Committee to determine the future of the programs:

- Assessment
 - A fully developed systemic assessment plan – Due January 25, 2021
 - Perform full cycle of assessment based on assessment plan and report detailing cycle's results and next steps– Due June 7, 2021

- Program Development
 - Perform environmental scan, assessment of need and market analysis – Due February 26, 2021

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

The Committee asked for an update to be presented at the March committee meeting on the progress made toward meeting the required actions. Information in the attached reports represent a final update on meeting outlined action steps.

COMMUNITY COLLEGE OF PHILADELPHIA

Liberal Arts: Honors Updates for November 2021

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

Assessment

- We have created a fully developed and systemic assessment plan. This plan consists of both Program and Course Level review.
- We have completed a full cycle of assessment for the Program Level and have begun assessment at the Course Level.

Program Development

- The environmental scan, assessment of need and market analysis was completed in Fall 2020 and results/report were given in February 2021.
 - The scan indicated that we have a lower ratio of students who identify as male and black/African American/mixed race than that same ratio at the College.
 - The scan also indicated that the ratio of students who identify as male and black/African American/mixed race who are invited to Honors and those who accept is the same as other demographic groups.
 - Therefore, we believe that the issue is twofold: we want to make sure that these students know about the program, and we want to build a better system by which to “on-ramp” interested students into the program.
- We have created a certificate for Honors. This certificate targets students in the full-time cohort and 6-credit link cohorts and provides them with a recognition of their successful completion of Honors courses and Program Level Outcomes. As many students who take Honors courses do not graduate with our degree, this is also a way to show that the program is successfully moving students along their College pathway.
- We are also revising course learning outcomes (CLOs) and program learning outcomes (PLOs). We need to reconsider how we articulate and assess the goals for students in the program.
 - The revision of this language will better reflect the diverse content covered in the courses and the support the goal related to increasing student comfort and familiarity with varied perspectives.
 - The new CLOs will more accurately reveal the work that we do and the student outcomes and will be more fruitful for assessment purposes.

Enrollment Growth Plan

- We are working with Enrollment Management to identify students with interest in Honors as soon as they enter CCP, even if they are not able to enroll in our courses (due to testing into Developmental English courses). We are building and on-ramping process that will assist those students in getting to the proper level to join Honors.
 - This is also a result of the environmental scan and the goal of increasing diversity of students in the program by engaging them earlier with the Honors program even if they are not yet ready for our courses.
- We have begun working with local high schools and dual enrollment programs to encourage students to join CCP Honors, i.e. Roman. This semester, we welcomed a handful of dual-enrollment high school students into the Honors cohort.

COMMUNITY COLLEGE OF PHILADELPHIA
Academic Program Review Actions
Student Outcomes Committee
Update: October 2021

Behavioral Health/Human Services

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

Assessment – Since Fall '21, the program faculty conducted consistent and targeted assessment activities to ensure that a full cycle of assessment was completed, and student learning was centered within their plans for a program revision.

- **Spring and Summer 2021:** completed full cycle of assessment based on Assessment Plan and reported detailed results and next steps within AEFIS, the College's assessment management system.
- **Fall 2021:** continued to follow the Assessment Plan that was submitted in Spring 2021, and implemented necessary changes in teaching and learning, as the outcomes required. A new Assessment Plan will be developed once the Program Revision is implemented in Fall 2022.

Program Development – the BHHS program will launch a newly revised workforce-driven program in Fall 2022.

- **Spring 2021:** completed Environmental Scan with market analysis. Analysis demonstrated a critical need for workforce-driven programming that includes coursework in **trauma-informed care, substance abuse, and sociological approaches to behavioral health issues.**
- **Fall 2021:** a revised Program Design was approved by Dr. Sweet, Dean of Liberal Studies.
- **Fall 2021:** The BHHS Program revision is being completed by Dr. Pascal Scoles, BHHS program coordinator and Dr. Fran DiRosa, PEHS department head, and it will be reviewed and approved by Dr. Hirsch for review by the College's governance committees.
- The revision includes both new and revised courses that will be completed in stages. The first set of courses to be developed and reviewed this year will be:
 - BHHS 102, Social Determinants of Health, a new course, was developed by Pascal Scoles.
 - BHHS 151, Family and Intimate Partner Violence and Abuse, was revised by Francesca DiRosa.
 - BHHS 101 Introduction to Behavioral Health, is currently being revised.
- An additional set of courses will be revised in fall 2022, and that will complete the second stage of the program revision.
- **The BHHS program revision, once formally approved this semester, will be implemented in Fall 2022.**
- In addition, two BHHS certificates are being revised to meet the needs of Philadelphia's workforce. The proposed certificates are tentatively titled:
 - *Human Services Leadership: Youth, Family and Community*, proficiency certificate
 - *Addiction and Recovery Studies*, academic certificate

Enrollment Growth Plan

- **Spring and Fall 2022:** the faculty will develop and launch an enrollment growth plan with emphasis on recruitment, enrollment, and retention. The newly revised BHHS program and certificates will form the basis for renewed conversations with behavioral health agencies and recovery houses, as well as other agencies and institutions in Philadelphia.

CME Expansion and I Am More



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Impact of CME

Grant funded (PBI) and Cohort-based program (75:1 ratio)

Persistence: Fall to Fall

	First Time College Students (Full-time and Part-time)		
	CME	Black Males (Non-CME)	College-wide
Fall 2015 - Fall 2016	53.6%	33.3%	45.0%
Fall 2016 - Fall 2017	54.2%	38.4%	46.4%
Fall 2017 - Fall 2018	57.0%	32.0%	46.0%
Fall 2018 - Fall 2019	51.4%	40.6%	45.6%
Fall 2019 - Fall 2020	56.1%	30.2%	45.7%

Impact of CME

Persistence Data

- Measure
 - Fall to Fall
 - New (50%) & Returning (60%)
 - Comparison Groups
 - Black males not in program
 - Institution-wide
- Outcomes
 - Outpaced Black males not program
 - Outpaced Institutional Wide with the exception of Fall 2016-2017 (returning)
 - (45% to 43.6%)

- Academic Performance (Developmental/Gatekeeper)
 - Academic performance varies year to year with CME students performing lowest in math courses against comparison groups.
 - 92% take at least one developmental course.
 - Program held accountable for what happens in classroom and practices.

Impact of CME

- CME Program refunded through Dept. of Ed.
 - Oct 1, 2021 – Sept. 30, 2026: 5 years, \$3 million
- Over 1,500 students served over 2012 to present including walk-in services.
- Average cohort per year ranges between 250-300 students.
- Projected 1,000 students serve over next 5 years
- Number of graduates:
 - Associate Degrees and Certificates (341)
 - Bachelor Degrees (57)
- Average 4.5 years to graduate with an Associate Degree.
- Transfers
 - 40+ four-year institutions including Historically Black Colleges and Universities, technical training programs, and the military.

CME Expansion Efforts

- **Current Landscape**
 - **Black and Brown males lowest retention rates and academic outcomes**
 - **Declining enrollment - Black and Brown males (pre pandemic and more pronounced during pandemic)**
 - **Fall 2016 – Black FT/PT (2,842)**
 - **Fall 2020 – Black FT/PT (1,538)**
 - **46% decline in Black male enrollment in 4 years**

CME Expansion Efforts

- College's Response
 - Financial and in-kind commitment
 - Staffing Structure (7) positions
 - Assistant Director/Lead Support Coach
 - 4 Support Coaches
 - Retention Coordinator
 - Community Outreach Specialist
 - Designated Space (Winnet Student Life)
 - Projected students serve annually: 500 (100:1 ratio)
 - 1,000 students per 5 years
 - Projected measures are same as PBI grant

I AM MORE.

REENTRY ENGAGEMENT PROGRAM

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I Am More: Reentry Engagement Program

- **Fully Integrated Approach**
 - ✓ Holistic and expanded services
- **Pathways Offerings**
 - ✓ Non-credit (Certificates - Workforce Development)
 - ✓ Credit bearing (Certificates and Associates Degree)
- **Recruitment Goals**
 - ✓ 120 students over 3 years
 - ✓ Current enrollment: 12 students
- **Outcome Goals**
 - ✓ Retention (Fall - Fall): FTIC – 60% Returning – 70%
 - ✓ Completion (60%), and
 - ✓ Recidivism (85%)

I Am More: Reentry Engagement Program

- **Personal Support Coach**
 - ✓ Planning and prioritizing needs; and monitoring of academic plans
- **Academic Support**
 - ✓ 1:1 and Group Tutoring (In-house); Academic workshops
- **Career Development**
 - ✓ Advisement, Career assessment and exploration, job seeking strategies, etc.
- **Leadership Development**
 - ✓ Facilitated Workshops
- **Life Skills and Personal Development**
 - ✓ Emotional intelligence, Financial literacy, Mental Health, and Restorative Justice Practices, etc.
- **Mentorship**
 - ✓ Mentor matches and monthly mentor meetings

I Am More: Reentry Engagement Program

- **Eligibility Requirements**

- Currently enrolled in a non-credit or credit bearing academic program.
- Been sentenced and served time in a county, state, or federal correctional facility including juvenile detention.
- Sign an agreement of participation that outlines program expectations.
 - Attend Bi-monthly meetings with support coach
 - Attend tutoring if taking developmental course and professor's office hours
 - Participate in workshops offered during the month
 - Remain in good academic standing.

I Am More: Reentry Engagement Program Partnerships

- **Deputy Commissioner of Prisons**
- **D.A., Larry Krasner**
- Judge Stephanie M. Sawyer, Philadelphia Municipal Court
- Office of Reentry Partnerships
- OIC of America
- **PENN State's Restorative Justice Initiative**
- Philadelphia Bail Fund
- Philadelphia Reentry Coalition
- Philadelphia's Adult Probation Department
- **University of Pennsylvania's Emerging Prison Education Project**
- Youth Sentencing, and Reentry Project (YSRP)
- University of Pennsylvania's Center for Carceral Communities
- **The Wardrobe**



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I Am More: Reentry Engagement Program

- Contact Person: Derrick A. Perkins
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- Phone: 267 – 521 – 1786
- [I Am More Reentry Engagement Program | Community College of Philadelphia \(ccp.edu\)](#)

BUSINESS AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, November 17, 2021 – 9:00 A.M.

Present for the Committee: Mr. Michael Soileau, presiding; Lydia Hernández Vélez, Esq. Mr. Steve Herzog, and Mr. Jeremiah J. White, Jr.

Present for the Trustees: Ms. Mindy Posoff

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

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

AGENDA - PUBLIC SESSION

Mr. Soileau called the meeting to order at 9:03 A.M. He stated that Ms. Posoff, in conjunction with Mr. Eapen and Mr. Lim, worked diligently to carefully review and improve the Investment Policy. Mr. Eapen informed Mr. Soileau and the Committee that the Investment Policy for Operating Funds will not be motioned on today since the policy is being reviewed by Ms. Zellers and her team.

(1) Investment Policy for Operating Funds (Information Item)

Mr. Eapen stated that, with the guidance of Ms. Posoff, substantive changes were rewritten to the Investment Policy for Operating Funds to include the following:

- Oversight of the Policies & Procedures and Investment Objectives
- Charge for the Business Affairs Committee and CCP Management
- Requirements and responsibilities of the Investment Consultants
- Investment goals, objectives and basis for evaluation
- Investment Guidelines
- Asset allocation table
- Diversity, Equity & Inclusion (DEI)
- Environment, Social and Governance (ESG)

The Investment Policy for Operating Funds can be found in Attachment A.

Mr. Eapen reviewed a PowerPoint presentation with the Committee. He stated that the Investment Policy focus is on Core Cash and Working Capital Cash. Mr. Eapen explained that the Core Cash is in the College's investment portfolios with TIAA and the Commonfund. The Working Capital Cash is strictly invested in money market funds for daily operations. Mr. Eapen mentioned that he, Ms. Posoff, and Mr. Lim met with TIAA and the Commonfund to get their input on the Investment Policy.

Mr. Eapen stated the roles and responsibilities for adopting and maintaining the Investment Policy which will fall under the Business Affairs Committee and includes

College management which consists of the Vice President for Business and Finance and the Assistant Vice President for Accounting and Controller under the guidance of President Generals, and a potential Sub-Investment Committee; as well as continuingly conducting meetings with the College's investment consultants: Commonfund and TIAA.

Ms. Posoff mentioned that she had a great experience working with Mr. Eapen and Mr. Lim on the Investment Policy. She 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 the objectives and managing the funds on a big scope. Ms. Posoff stated that the core piece of the Investment Policy provides that roadmap as to what we lay out now and in the future. She underscored that the Investment Policy should be reviewed on an annual basis.

Mr. Soileau stated that it is the fiduciary responsibility of the Board of Trustees that these documents exist. Ms. Posoff added that one of the key core values of the Investment Policy was the addition of Diversity, Equity & Inclusion (DEI). She stated that the revisions in the policy dealt with the "tone" in handling the responsibility in the investment of the funds.

Mr. Eapen continued with his presentation. He stated that the Total Domestic Equities' target allocation is 40% with an allowable range between 30% to 50% and benchmark to S&P 500 index; the target allocation for Total Fixed income is 60% with an allowable range of between 50% to 70% and benchmark to either the Bank of America Merrill Lynch 1-3 Years Treasury Index or the Bloomberg Barclays US Aggregate Bond Index; the target allocation for Cash/Short Term funds is 0% with an allowable range of between 0%-20% and benchmark to 3-Month Treasury Bill Index. Mr. Eapen stated that there exist some risks with major changes; however, the investments are long-term. Ms. Posoff stated that the asset allocation in this pool of money is fiduciary and more prudent since it is not limited to one asset class. She pointed out that the ranges are listed on page 5 of the Investment Policy. Mr. White added that he was pleased the Investment Policy was carefully reviewed and that the funds are not sitting in one asset class. Mr. Soileau agreed and stated that there should be some level of diversity in the investment portfolio.

Mr. Eapen informed the Committee that Mr. Dubow reviewed the draft Investment Policy and provided substantive changes.

Ms. Posoff commented that it was important for the legal team to review the policy since there are major changes to the investment portfolio. She stated that the policy is a "living, breathing document" and DEI and SEG were important segments.

Mr. White asked what role does the Auditors play in the College's investments. Mr. Lim responded that the auditors perform independent confirmations on the account balances and also ensure that appropriate footnotes disclosing the assets and the risk levels as required by GASB are disclosed on the Audited Financial Statements.

Mr. White commented as part of the Middle States standards, it is important that the Board of Trustees should oversee key policies. Mr. White asked when changes to the policies are made, how are they documented. Ms. Posoff stated that each Committee should have a working calendar of the fiscal and operational policies. For example, every

March, the Business Affairs Committee will review the Investment Policy and make any necessary amendments. Ms. Zellers pointed out that the College maintains a Policies and Procedures website of major policies (not all policies) and is broken down into different categories such as Financial, Students, and Affirmative Action/EEO. The policies list the creation date and the revision dates. Ms. Zellers added that Middle States requested that the College create a policy on policies and that Ms. Hurst will be in charge of creating the policy.

Dr. General stated that the review of the investment policy is very timing in that the College is currently in the Middle States Assessment (MSA) self-study process and that our policies are driving actions. Standard 7 of the MSA self-study would help to foster the economic environment that we are currently in.

Mr. White commented on forming the Sub-Investment Committee which will be a "subset" of the Business Affairs Committee.

Mr. Herzog stated that he supports the change in asset allocation but it would be helpful to review the returns so that we can project what to be expected in the future.

(2) Next Meeting Date

The next meeting of the Committee will be a virtual Combined Business Affairs and Executive Committee of the Board of Trustees scheduled for **Thursday, December 9, 2021 at 3:00 P.M.**

Following the review of the Investment Policy, the Committee went into an Executive Session at 9:30 A.M. to discuss financial matters.

The meeting adjourned at 10:30 A.M.

JE/lm
Attachments

ATTACHMENT A

Investment Policy for Operating Funds

Community College of Philadelphia Investment Policy for Operating Funds

Draft
11/01/2021

BACKGROUND AND OVERVIEW

Community College of Philadelphia (CCP), the City's college, is positioned to respond to the rapidly changing landscape for higher education. Over the past 50 years, the College has lived up to its mission by providing educational access for over 700,000 Philadelphians, setting families, businesses, and neighborhoods on a path to shared prosperity and opportunity.

The College serves Philadelphia by preparing its students to be informed and concerned citizens, active participants in the cultural life of the city, and enabled to meet the changing needs of business, industry, and the professions.

The College's vision is to create an environment that values and supports a culturally diverse and intellectually dynamic community and prepares students for global citizenship.

The College takes pride in its leadership role and in 2020/2021 added Diversity, Equity, and Inclusion (DEI) as part of its 2025 strategic initiatives. The College places fairness and honesty at the center of all its policies and operations and affirms that diversity is crucial to a democratic society, as it enriches the educational experience and celebrates differences among individuals.

The College's Operating Funds investment principles will continue to reflect CCP's mission, vision, and strategic initiatives.

STATEMENT OF PURPOSE

The Purpose of this Investment Policy (together with its Appendix) outlines the objectives, investment policies, and guidelines for the operating funds for Community College of Philadelphia (CCP).

Part I has two purposes:

- (1) to define and assign responsibilities of the parties involved; and
- (2) to establish a clear understanding of the investment goals and objectives for operating funds and a basis for evaluating investment results.

Part II provides guidelines and limitations to all investment consultants including the CCP management team, regarding the investment of the College's operating funds.

Definition – Operating Funds:

Operating funds for the purpose of these Investment Policy are defined as dollars which are available to the College as part of the normal course of college operations. Primary sources of operating dollars are City and State appropriations, students' tuition and fee payments and investment income. Not included in this definition of operating funds are dollars received for restricted purposes, and quasi and true endowment funds.

PART I - OVERSIGHT POLICIES AND PROCEDURES AND INVESTMENT OBJECTIVES

(1): Roles and Responsibilities:

CCP Board of Trustees and Business Affairs Committee of the Board of Trustees:

- CCP Board of Trustees provides an oversight role to the College.
- The Board of Trustees delegates to the Business Affairs Committee along with CCP Management the ongoing review and oversight of the investment policy and other activities regarding CCP's Operating Funds including but not limited to establishing and maintaining reasonable and consistent investment objectives, policies and guidelines which will direct the investment of the operating funds.
- Business Affairs Committee will report on an annual basis to the Executive Committee and on as a needed basis to the Board of Trustees regarding:
 - investment updates
 - changes in material policies or procedures
 - recommended changes of outsourced investment professionals involved in the process of managing and/or investing CCP's operating funds
- Subject to a vote of the Board of Trustees, The Executive Committee may at any time elect to oversee these policies directly, in which case, they would be subject to the same roles and responsibilities outlined in this policy.

The Business Affairs Committee of the Board of Trustees:

The Business Affairs Committee is charged with:

- adopting and maintaining investment policies that are consistent with the Board's role as stewards of public dollars and the collective philosophy of the Board with respect to investment asset risk and liquidity.
- monitor the investment strategies and rates of return to ensure compliance with Board established guidelines.

- regular review of the investment policy statement and guidelines.
- participation in meetings with CCP staff and as appropriate with the outsourced consultants to review investment policies goals and returns.

CCP Management

The designees of the College management team, namely the Vice President of Business and Finance and the Assistant Vice President for Accounting and Controller are responsible for the investment of operating funds under the policies established by the Board of Trustees and overseen by the Business Affairs Committee.

- College management will prudently and diligently identify and recommend to the Board of Trustees qualified investment professionals, including investment management consultant(s), custodian(s), and trustee(s),
- College management will regularly evaluate the performance of the investment consultants to assure adherence to policy guidelines and monitor investment objective progress.
- College management will meet regularly with the Business Affairs Committee to review and evaluate all aspects of the investment process including but not limited to the investment policy, goals, returns and outsourced consultants.
- College management will meet regularly with all outsourced investment professionals including management consultants, custodians and trustees.

College management will meet regularly with the Business Affairs Committee or its designees with the outsourced investment management consultants.

Requirements and Responsibilities of the Investment Consultants

Investment consultants must be a registered investment advisor under the Investment Advisors Act of 1940, or a bank. Each investment consultant must acknowledge in writing its acceptance of responsibility as a fiduciary. Specific responsibilities of the investment consultants include:

1. Discretionary investment management including decisions to buy, sell, or hold individual securities while observing and operating within all policies, guidelines, constraints and philosophies as outlined in this statement. Any deviation requires written approval from Vice President of Business and Finance and Chair of the Business Affairs Committee.
2. Monthly reporting on a timely basis of account valuations and investment performance results.
3. Communicating any major changes to economic outlook, investment strategy, or changes within the investment management organization, or any

other factors which affect implementation of investment process or their progress toward investment objectives.

4. Complying with any legislative or regulatory statutes and stipulations.

No person whether from CCP Management, CCP Board of Trustees or any of the designated Outsourced Investment professionals may engage in an investment transaction except as provided under the terms of the investment policy. The Trustees and CCP Management shall adhere to the Conflict of Interest Policy.

(2): Community College of Philadelphia General Investment Goals, Objectives and Basis for Evaluation

The general investment objective is to maintain liquidity, preservation of capital and maximize annual total return for the College while avoiding excessive risk. CCP believes that the achievement of investment returns should be viewed in a long-term context. Furthermore, CCP recognizes that rates of return are volatile on a year-to-year basis and that investment returns will not progress uniformly over time. Thus, volatility will be tolerated in as much as it is consistent with the volatility of a comparable market index. Specific objectives include the following:

1. Maintain liquidity to meet anticipated cash needs.
2. Preservation of principal is of equal importance to total return. CCP recognizes that it may be necessary to forego opportunities for potential large gains to achieve a reasonable risk posture.
3. Understanding that risk is present in all types of securities and investment styles, CCP recognizes that some risk is necessary to produce long-term investment results that are sufficient to meet CCP's objectives. However unnecessary levels of risk taking are to be avoided.
4. Diversification, in so far as it reduces portfolio risk, is required.
5. Operating funds shall be invested in accordance with a fiduciary standard of care.
6. Conformance with applicable Federal, State, City, and other legal requirements.
7. Each consultant is expected to meet or exceed the market index/benchmark selected and agreed upon while displaying an overall level of risk consistent with the risk associated with their benchmark over a five-year period. This information will be reviewed at the quarterly meetings with College management.

PART II - INVESTMENT GUIDELINES

1. Investment Approach

The College's operating fund balances will be divided into two categories for investment purposes:

- A. Core Cash – Funds, which based upon the College's financial history, are not required for operating purposes at any point during the fiscal year. Funds in this category can be invested in fixed-income investments of varying maturities but must be of investment grade overall (equivalent of Moody's credit rating of Baa3 rating or higher), equity securities, mutual funds, ETFs as well as other allowable assets listed below.
- B. Working Capital – Cash balances required on a continuous basis to meet payroll and other operating purposes. Excess Funds in this category are to be invested in short-term fixed-income instruments where there will be little to no fluctuations in asset values.

2. Policy Benchmarks

Core Cash

The fixed income portfolio and the stock equity portfolio will attempt to maintain or exceed the market index/benchmarks selected and agreed upon by College management and investment consultants. The benchmarks are outlined in the Appendix under the Asset Allocation Table

Working Capital

Policy benchmark for Working Capital is return on daily liquidity and benchmark to the 3-Month Treasury Bill Index.

3. Allowable Assets

Within each asset class, CCP seeks to earn the most efficient rate of return possible (after investment expenses). CCP seeks to have a diversified strategy which will increase the probability over five-year time periods that CCP will achieve its investment goals and reduce volatility.

For domestic equity, no more than 5% at cost or 10% at market of a manager's portfolio may be held in the securities of a single issuer.

The average quality rating for the corporate bond portfolio should not fall below Moody's rating of AA3.

No more than 5% at market of a manager's fixed income portfolio may be held in the securities of a single corporate issuer. This restriction does not apply to securities issued by the U.S. Government or a U.S. Government Agency backed by the full faith and credit of the U.S. Government.

In some cases, CCP's investments have been made through commingled vehicles. The investment strategies and restrictions for each of these investment vehicles were established with the Investment Consultant and follow the allowable and restricted guidelines of CCP's investment policy.

Allowable Assets are limited to Cash Equivalents, Stock Equities, and Fixed Income Securities as follows:

A. Core Cash

- US stock equities
- Commonwealth of Pennsylvania Investment Pools
- Stock Mutual funds
- Exchange Traded Funds (ETF)
- Index Funds
- U.S. Government and Agency Securities
- Corporate Notes and Bonds
- Mortgage Backed Bonds
- Asset Backed Bonds
- Floating Rate Securities
- Global Bonds
- Core Bonds

B. Working Capital Cash

- Treasury Bills
- Money Market Funds
- Commercial Papers
- Banker's Acceptances
- Repurchase Agreements
- Certificates of Deposit
- Mutual funds that invest 100% of its total assets in cash, U.S. Treasury bills, notes, and other obligations issued or guaranteed as to principal and interest by the U.S. Treasury.

4 Prohibited Direct Investments

Prohibited direct investments are any investments that are not specifically authorized within this statement. These include but are not limited to the following:

- a. Commodities and Futures Contracts

- b. Private Placements
- c. Options
- d. Interest rate swaps
- f. Venture Capital
- g. Tangible Personal Property
- h. Direct Real Estate
- i. Art/Precious Metals
- j. Margin Transactions
- k. Oil and Gas Payments /Drilling Partnerships
- l. Instruments issued in any country where such investments are prohibited by City, State, or Federal policies.

5. Safekeeping and Custody

As outlined in the Investment Consultants Agreement.

6. Contractual Arrangement with Investment Consultants

Contractual arrangements with organizations providing investment services will be short-term with the College reserving the right to terminate the relationship without financial cost other than that paid for services to date.

7. Board Review of Guidelines and Performance

The Business Affairs Committee of the Board of Trustees will seek to review the Investment Policy and performance on an annual basis to determine any appropriate revisions. Business Affairs Committee will report to the Executive Committee and on as a needed basis to the Board of Trustees

8. Change in Status of Investment.

The guidelines, outlined above, apply at the time of purchase. CCP recognizes that subsequent market valuation changes may cause an investment, which was allowable at the time of purchase, to subsequently fall outside of these stated guidelines. In those instances, it is expected that the investment consultants will either reduce the investment so that it is allowable under the guidelines or obtain written approval from College management to continue the investment.

9. Risk Monitoring

Each consultant is expected to meet or exceed the market index/benchmark selected and agreed upon while displaying an overall level of risk consistent with the risk associated with their benchmark.

BOARD APPROVED: FEBRUARY 7, 2008

BOARD AMMENDED – XXX, 2021

APPENDIX

Asset Allocation Table

The overall strategic asset allocation of the Core Cash is listed below. Exposure to each asset class will be measured on market value and is subject to the rebalancing guidelines described below

Asset Class	Target Allocation	Range*	Index Benchmark**
Total Domestic Equities	40%	30% - 50%	S&P 500 Index
Total Fixed Income	60%	50% - 70%	Bank of America Merrill Lynch 1-3 Yr Treasury Index Bloomberg Barclays US Aggregate Bond Index <i>(The duration of a manager's portfolio should be within 80% and 120% of the duration of the appropriate market benchmark)</i>
Cash/Short Term	0%	0% - 20%	3-Month Treasury Bill Index

*Initial investment in stock equity will be on an incremental build up using average in and may therefore not fall within the target range initially.

** Other appropriate industry benchmarks may be applied with approval from College management.

Asset Allocation Rebalancing

The key objective of the portfolio rebalancing process is to minimize the loss of efficiency resulting when the portfolio's actual asset allocations deviates from the target asset allocations. Rebalancing can also be used to enhance the risk adjusted return of a portfolio by the purchase/sale of asset classes at relative low/high valuations.

The portfolio will be rebalanced coincident with material cash inflows or outflows. Additionally, the Consultants will consider rebalancing whenever a single asset class's allocation exceeds +/- five percent (5%) of its target allocation. Rebalancing is ultimately at the discretion of the Investment Consultants.

Diversity, Equity and Inclusion (DEI)

The College is committed to the development of a campus community that values and respects human dignity and differences. We understand that success as an excellent academic institution requires a culture that encourages, embraces, and strongly supports diversity, equity and inclusion.

The Business Affairs Committee will receive annually a brief report from the investment consultants which sets forth both the status of and the steps they have taken to meet or exceed the DEI standards expected by those entities they do business with.

The Business Affairs Committee *and its designees*:

- *believes that it can advance DEI within the scope and fiduciary responsibilities of the CCP Investment Policy and are committed to incorporating principles of DEI in the investment process and oversight.*
- *commits itself to seek to engage with a diverse pool of consultants, contractors and investment managers and investment consultants.*
- *shall elevate DEI attributes through inclusive selection practices when selecting investment managers and investment products.*
- *will include DEI related criterion/ criteria when conducting investment related request for proposals, selecting investment related vendors and as appropriate with investment consultants in evaluating investment opportunities.*
- *commit to receiving annually a brief report (written or verbal) from the investment consultants which updates the committee on the status of the investment consultants' efforts to expand DEI standards within their firm as well as an update of DEI standards of the investment and portfolio managers they include in CCP portfolios.*
- *will maintain a commitment to ensure its process, procedures and oversight practices will include the regular review and benchmarking of DEI investment goals that affirm accountability, progress and adherence to these principles.*
- *commit to continue to regularly evaluate and adopt principles and best practices of emerging topics of social impact as it relates to DEI within the investment policy framework.*

Environmental, Social and Governance (ESG)

CCP Board of Trustees of its designees will strive to:

- *be educated on ESG issues and risk factors as it relates to CCP investment policy and investment*
- *commit to continue to regularly evaluate and adopt principles and best practices of emerging topics of ESG as it relates to the investment policy framework.*

**COMBINED MEETING OF THE BUSINESS AFFAIRS AND
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Thursday, December 9, 2021 – 3:00 P.M.**

Present for the Business Affairs Committee: Mr. Michael Soileau (presiding); Mr. Rob Dubow, Mr. Harold Epps, Mr. Steve Herzog, and Mr. Jeremiah J. White

Present for the Executive Committee: Mr. Jeremiah J. White, (presiding); Mr. Harold Epps, Ms. Chekemma Fulmore-Townsend, Ms. Sheila Ireland, Mr. Michael Soileau and Ms. Mindy Posoff

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Mr. Waverly Coleman, Ms. Josephine DiGregorio, Mr. Shavon Ford, Ms. Marsia Henley, Dr. Samuel Hirsch, Ms. Lisa Hutcherson, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Mr. Derrick Sawyer, Mr. Vijay Sonty, Mr. Tim Trzaska, Mr. William Vogel, Mr. John Wiggins, Ms. Mikecia Witherspoon, Dr. Mellissia Zanjani, and Victoria Zellers, Esq.

Guests: Dr. Judith Gay, Vice President Emerita, Ms. Sabrina Maynard, City of Philadelphia, and Dr. Ellyn Jo Waller, Foundation Board President

AGENDA
BUSINESS AFFAIRS COMMITTEE
PUBLIC SESSION

Mr. Soileau called the meeting to order at 3:03 P.M. He focused the Committees' attention to Attachment E which is a spreadsheet that lists the vendor/consultant, the amount, and the source of funding such as the Bond, Perkins Grant, HEERF, Operating and Capital which College Administration is asking approval. Mr. Soileau asked Mr. Eapen to proceed with Item 1.

(1) Donor Agreement: The Absalom Jones Courtyard in the Library and Learning Commons (Action Item)

Background: On March 18, 2021, the Community College of Philadelphia Foundation (the "Foundation") confirmed receipt of contributions totaling \$100,000 from Craig Stock and Rosalie Phipps, designated for a naming opportunity. On October 15, 2021, Craig Stock and Rosalie Phipps confirmed their intent to direct contributions made to the Community College of Philadelphia Foundation to name the Absalom Jones Courtyard in the Library and Learning Commons. By December 31, 2021, Craig Stock and Rosalie Phipps will enter into a Gift Agreement with the Community College of Philadelphia Foundation and the Community College of Philadelphia (the "College"), confirming receipt of contributions totaling \$100,000 and that the purpose of the donation is for the naming of the Courtyard in the Library and Learning Commons on the Main Campus of the College. In accordance with the College's Naming Policy and the terms of the Gift Agreement, the College administration requests that the Business Affairs Committees recommend to the Board of Trustees, the Resolution attached hereto as Attachment A to properly recognize the donation from Craig Stock and Rosalie Phipps and name the Courtyard in the Library and Learning Commons "the Absalom Jones Courtyard."

Discussion: Mr. Eapen stated that under the Naming Rights, the Donor Agreement is naming the courtyard in the Library and Learning Commons, "the Absalom Jones Courtyard."

Dr. Zanjani stated that Reverend Absalom Jones has a very rich history in the City of Philadelphia. The Reverend has connections with the local church, the masons, and many other local groups. She stated one of the Foundation Board Directors, Mr. Craig Stock and his wife, Ms. Rosalie Phipps, have agreed to fund \$100,000 to name the courtyard in Reverend Absalom Jones's honor. Dr. Waller added that due to the rich history of the Episcopal Church of St. Thomas, Dr. Waller believes this will "open the door" to other donations connected to the church.

Action: Mr. Epps moved and Mr. White seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees, the approval of the Resolution to properly recognize the donation from Craig Stock and Rosalie Phipps and name the Courtyard in the Library and Learning Commons "the Absalom Jones Courtyard." The motion was approved unanimously.

(2) Campaign Fundraising Consultant for the Foundation (Action Item)

Background: The RFQ for Campaign Fundraising Counsel was released on August 30, 2021, with proposals due on October 8, 2021.

Seven firms responded with proposals:

- The Angeletti Group (TAG) - \$163,000 plus expenses for 8-month engagement
- The Armistead Group - \$166,450 plus expenses for 30-month engagement
- Bridge Philanthropic Consulting - \$100,000 plus expenses for first 6 months; plus \$25K/month for ongoing counsel to implement campaign plan
- CCS Fundraising - \$88,500 plus expenses for 4-month engagement, but costs only reflect one part of the scope of work
- Changing Our World, Inc. - \$70,000 plus expenses for 4-month engagement
- Phillips Philanthropy Advisors - \$55,000 plus expenses for 6-month engagement
- Visionary Philanthropic Consulting, LLC - \$77,225 plus expenses for 6-month engagement

The following criteria was used to evaluate proposals/presentations/interviews:

- Experience working with community colleges and specific deliverables/outcome achieved.
- Approach to campaign studies and counsel.
- Commitment to diversity, equity, and inclusion, and how firm works with organizations and donors who represent diverse communities.
- Knowledge of the philanthropic community in Philadelphia.
- Services provided relative to feasibility study and campaign; role in development of case for support, campaign plan, and presentations to the board of directors.
- Approach to assess current fundraising program and infrastructure, and define readiness and needs.
- Philosophical approach to supporting the fundraising staff throughout the campaign, e.g. cultivation, solicitation, stewardship, etc., and examples in providing that support.
- Similarities and differences in conducting (feasibility study) interviews virtually versus in person.

- Campaigns where firm provided counsel that exceeded goal and a campaign that underperformed. Lessons learned from each experience.
- Fees.

The Selection Committee consisted of the following members: Foundation Directors: Dr. Ellyn Jo Waller, Mr. Gerald Jones, Mr. Don Kligerman, and Ms. Ina Lipman; and the following College staff: Dr. Mellissia Zanjani, Dr. Shannon Rooney, Ms. Leslie Bluestone, Ms. Jean Kemper, and Ms. Natalie Price.

Some members had conflicts and could not attend all presentations in person; thus, staff recorded all Presentations, except for one.

After careful consideration, The Armistead Group was selected as the firm the committee recommends engaging as campaign fundraising counsel.

- The Armistead Group is a comprehensive institutional advancement consulting firm that focuses exclusively on advancing the missions and visions of the two-year college.
- In both the proposal and interview, the firm detailed its approach in leading the Foundation/College from the development audit through all phases of the fundraising campaign.
- In terms of firm demographics, the firm has four (4) employees: 2 white males and 2 white females.
- For this project, Armistead Consulting will engage approximately 2-4 consultants whereby 50% of them will be African-American
- The firm provided the best response to the importance of diversity, equity and inclusion. The firm has worked with hundreds of community colleges in suburban, urban, and rural environments, including work with indigenous/Native American, Hispanic-serving, and predominantly Black institutions.

Discussion: Dr. Waller stated that the Selection Committee had 8 responses to the RFQ, of which 5 respondents followed the directions to be selected for an interview. Five interviews were held with a diverse group; however, Dr. Waller pointed out the most diverse group failed to follow most of the directions and failed to produce a product that the Selection Committee felt would be successful for the College. The Selection Committee selected the Armistead Group, Inc. due to its "robust offering" and commitment to community colleges. Dr. Waller stated that Dr. Pend Armistead, owner of the firm, is a white male. Armistead Consulting has consultants of color whom it will be utilizing for the fundraising project. Dr. Waller added that Dr. Armistead stated that community colleges aim too low for their capital campaigns and that he will be having the College "shoot for the stars." Mr. White asked Dr. Waller what is our target. Dr. Waller stated that a target has not been set but is projecting in the \$25 million range. Dr. Zanjani pointed out that the target will be tested through a part of the feasibility interviews. Dr. Waller shared that the Armistead Group is planning to interview more than 75 individuals.

Ms. Posoff asked if the targeted range will be outside of our region. Dr. Waller replied in the affirmative. Mr. Epps asked where is the Armistead Group based and what were the group's most recent successes. Dr. Zanjani stated that she recently learned that Dr. Armistead now resides in Kentucky; he was previously located in Tennessee, and has consultants all over the country whenever he needs a local connection. She stated that the most recent success is a major gifts campaign for an indigenous school based in Montana. Dr. Zanjani further added that Dr. Armistead is committed to community colleges by resource development and by workforce development.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees, the approval of the Agreement with the Armistead Group, Inc. as the Campaign Fundraising Consultant for the Foundation for an amount of \$166,450 for a 30-month engagement: \$83,225 will be paid for by the College; and \$83,225 will be paid for by the Foundation. The motion passed unanimously.

(3) Investment Policy for Operating Funds (Action Item):

Background: The Investment Policy for Operating Funds has been rewritten and reflects to include:

- Oversight of the Policies & Procedures and Investment Objectives
- Charge for the Business Affairs Committee and CCP Management
- Requirements and responsibilities of the Investment Consultants
- Investment goals, objectives and basis for evaluation
- Investment Guidelines
- Asset allocation table
- Diversity, Equity & Inclusion (DEI)
- Environment, Social and Governance (ESG)

Attachment B contains the final version of the Investment Policy for Operating Funds.

Discussion: Mr. Eapen stated that the Investment Policy for Operating Funds was last reviewed by Ms. Zellers and Kevin Scott, Esq. of Fox, Rothschild. He stated that minor changes were made to the investment policy. Mr. Eapen thanked Ms. Posoff for her guidance in revising the investment policy. He stated that staff would like to move forward in obtaining the Business Affairs Committee to recommend to the Executive Committee approval of the Investment Policy for Operating Funds.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of the Investment Policy for Operating Funds. The motion passed unanimously.

(4) Dental Chairs and Cabinetry from Benco Dental for the Career and Advanced Technology Center (CATC) (Action Item)

Discussion: Mr. Eapen stated that this project includes dental chairs and cabinetry to support the long-lead items associated with Dental Hygiene for CATC. The Architect incorporated design work from one of our major distributors from whom the College receives contract pricing through Minnesota Multistate Contracting Alliance for Pharmacy (MMCAP), a national cooperative group purchasing organization (GPO) for government facilities that provide healthcare services.

Mr. Eapen stated that Benco Dental is being used as the College's standard buyer for dental furnishings. The cost of the dental chairs and cabinetry totals \$157,000 and will come from the Bond Issue. Mr. Eapen explained that the College did a Bond Issue in 2019 for an amount of \$9 million; and a Bond Issue in 2020 for \$14.5 million that was related to the New Market Tax Credit. Mr. Dubow asked how much of the bond proceeds are remaining. Mr. Eapen stated that there is roughly \$5 million left that is dedicated for equipment, furnishings and other expenses.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to purchase the dental chairs and cabinetry for CATC from Benco Dental for a total amount of \$157,000 which will come from the Bond Issue. The motion passed unanimously.

(5) Mechatronics Equipment from Education Solution Enterprises (ESE) for the Career and Advanced Technology Center (CATC) (Action Item)

Discussion: Mr. Eapen stated that this project includes mechatronics equipment from Festo Didactic to support the long-lead items associated with Advanced Manufacturing for CATC. Festo is the brand currently used by the College. The decision was made to match and upgrade our current equipment to meet Siemens certification criteria. ESE is the sole source for our region. The total cost for the mechatronics units is \$465,000, which will come from the Bond Issue.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to purchase the mechatronics units from ESE (Education Solution Enterprises) for a total amount of \$465,000 which will come from the Bond Issue. The motion passed unanimously.

(6) Phillips Computer Numerical Control (CNC) Machines from the Haas Corporation for the Career and Advanced Technology Center (CATC) (Action Item)

Discussion: Mr. Eapen stated that the Phillips Computer Numerical Control (CNC) Machines are required for the non-credit programs at CATC. The Phillips CNC Machines match existing equipment and will be purchased through the PA Co-Stars program with the sole source distributor for our area, Haas Corporation. The cost of the Phillips CNC Machines Cost totals \$250,000 which will come from the Bond Issue.

Ms. Ireland asked how much was the cost per machine. Four machines were being purchased at about \$62,500 per machine.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to purchase the Phillips Computer Numerical Control (CNC) Machines from the Haas Corporation for

a total amount of \$250,000 which will come from the Bond Issue. The motion passed unanimously.

(7) Tools and Cabinets from Snap-On Manufacturing for the Career and Advanced Technology Center (CATC) (Action Item)

Discussion: Mr. Eapen stated that this project includes tools and cabinets from Snap-On Manufacturing to support the long-lead items associated with the Automotive Program for CATC. Snap-On products are Sole Source items, which can only be purchased through the manufacturer. The Automotive Program specifically identified Snap-On for this project to match existing inventory and is the industry standard. In addition, the Snap-on equipment is used by the College as part of the instructional curriculum and is part of the student program with Snap-On certification. The cost of the tools and cabinets from Snap-On Manufacturing totals \$398,000 and will be funded through the Perkins Grant.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to purchase the tools and cabinet from Snap-On Manufacturing for a total amount of \$398,000 which will be funded through the Perkins Grant. The motion passed unanimously.

(8) Lifts and Equipment from Tool & Equipment Solutions (TES) for the Career and Advanced Technology Center (CATC) (Action Item)

Discussion: Mr. Eapen stated that this project includes lifts and equipment from Tool & Equipment Solutions (TES) to support the long-lead items associated with the Automotive Program for CATC. Hunter Lifts, alignment racks and analyzers and other equipment match existing equipment, are consistent with existing programming and are the industry standard. These are only available through the local distributor for our area (TES). This company also offers storage until needed. The cost of the lifts and equipment totals \$397,000 and will be funded through the Perkins Grant.

Action: Mr. Herzog moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to purchase the lifts and equipment from Tool & Equipment Solutions (TES) for a total amount of \$397,000 which will be funded through the Perkins Grant. The motion passed unanimously.

Mr. Eapen thanked Mr. Dubow and the City for assisting the College with the two procurements.

(9) JMT Change Order One for the Library & Learning Commons (Action Item)

Discussion: Mr. Wiggins stated that this change order is for the extension of contract duration for the services of construction management of JMT for the LLC project. Delays were due to unforeseen conditions, COVID 19, and most recently supply chain issues. Final completion is projected to Spring 2022. JMT will be working on a reduced time frame to limit the change order ask to the negotiated amount of \$118,352 to the completion of the project and to finalize close out documents, punch list and warranty certificates. To spread the fee requested for the remainder of this project, we have reduced meetings from weekly to an as-needed basis, removed the onsite presence of JMT employees, and limited work.

Mr. Eapen stated that JMT's original contract budget amount was \$509,575. JMT Change Order One for the Library & Learning Commons Project is \$118,352. The BAC packet incorrectly noted that the percent in change order to the original contract was approximately 4.3%. The funds to support this project is coming from capital funds. In response to a question by Mr. Dubow regarding the board packet, Mr. Eapen clarified that the Board of Trustees allows the Administration to spend up to \$100,000 prior to Board approval; and that \$98,000 was spent so far with an additional \$20,000 needed to complete the project which is the 4.3% increase.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees, the approval of JMT Change Order One for the Library & Learning Commons in the amount of \$118,352 for the extension of contract duration for the services of construction management for the project. The motion passed unanimously.

(10) DeWitt Mechanical Change Order Two for HVAC Projects (Action Item)

Background: The Facilities and Construction Management Department procured emergency services for HVAC repairs needed for the safe return of employees and students to the College. Pennoni performed air flow testing throughout the campus and the results showed the College had units that were not performing at their peak. This is because of motors, belts, filters and other HVAC-related failures. In order to get premium airflow, the Department started repairs to the HVAC system. This work has been ongoing since the discovery of low performing equipment. Staff are in the last stages of repair and have found the extent of repairs is greater than estimated. Staff started out with a Purchase Order for \$60,000 for DeWitt Mechanical. At the August 18th, Business Affairs Committee meeting, staff requested to enter into a contract with DeWitt Mechanical not to exceed \$150,000 for HVAC repairs.

Discussion: Mr. Wiggins stated that DeWitt is familiar with the College's HVAC system since repair works were being done, and that staff needs this related work completed quickly to address ongoing COVID-19 concerns. Out of the 1,459 rooms that were retested, 320 are 50 percent accomplished and approximately 120 are left to be repaired.

Mr. Eapen stated that staff are asking for an additional \$140,000 for DeWitt Mechanical, a "PA, Co-Star approved contractor." DeWitt is an MBE Philadelphia-based company who is performing well for the College. Staff are having all work checked and verified through Pennoni to make sure the College is obtaining optimal airflow and code compliance. The funds will be coming from HEERF and staff would like to ensure the work is completed by January 4, 2022.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees, the approval for an additional \$140,000 for DeWitt Mechanical Change Order Two for HVAC projects needed to get premium airflow in the College's buildings. HEERF dollars will be utilized for the project services. The motion passed unanimously.

(11) L&M Change Order One for HVAC Projects (Action Item)

Background: The Facilities and Construction Management Department procured emergency services for HVAC repairs needed for safe return of employees and students to the College. Pennoni performed air flow testing throughout the campus and the results showed we had units that were not performing at their peak. This is because of motors, belts, filters and other HVAC-related failures. In order to get premium airflow, the Department started repair to the HVAC system. This work has been ongoing since the discovery of low performing equipment and staff are in the last stages of repair and have found the extent of repairs is greater than estimated.

Discussion: Mr. Eapen stated that the original contract with L&M was in the amount of \$80,000. Staff are asking for an additional \$100,000 for L&M Mechanical services contractor who has worked on HVAC projects which include various schools in the PA, NJ region. Staff are having all work checked and verified through Pennoni to make sure the College is obtaining optimal airflow and code compliance. Mr. Eapen stated that HEERF dollars will be used for the project and staff would like to ensure the work is completed by January 4, 2022.

In response to a comment by Mr. Soileau regarding L&M's original contract amount of \$80,000, and the fact that a change order is needed for \$100,000, Mr. Wiggins explained that a part of the problem is the College's old system now requires new air flow requirements which are necessary to obtain optimal airflow related to ongoing COVID-19 concerns. In addition, union contractors are performing the work, thus impacting the increase in costs. Mr. Soileau asked if there will be a need for another change order. At this point, Mr. Wiggins stated that there are approximately 120 rooms that need to be retested. He felt that "we were in the ballpark of where we need to be." Hopefully, a future change order will not be needed unless there are unforeseen circumstances. Mr. Soileau asked that recognizing the College has a "hard stop" in utilizing HEERF dollars, if this will be a priority moving forward. Mr. Eapen responded in the affirmative.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee the approval for an additional \$100,000 for L&M Mechanical Services Change Order One for HVAC projects needed to get premium airflow in the College's buildings. HEERF dollars will be utilized for the project services. The motion passed unanimously.

(12) Bid Results for the Library & Learning Commons Café (Action Items)

Discussion: Mr. Eapen stated that the College sought bids for a Café for the Library & Learning Commons. The College is in the process of renovating 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, envisions a Café offering coffees and specialty drinks, grab 'n go sandwiches, snacks, and a panini-style warming oven.

Mr. Eapen stated that the solicitation was available on the 5th of October, followed by a PreBid Meeting on the 27th. There were 17 companies in attendance, of which there were 8 MBEs and 2 WBEs. Bids were due on the 22nd of November, at which time we received one bid for General Contracting and two for Electrical Contracting. The low bidders were: General Contracting: Smith Construction at \$684,000; and Electrical Contracting: Palman Electric at \$107,000. Mr. Eapen stated that the College did not receive bids for plumbing and mechanical. He stated that staff have gone back to PennBid to put out the plumbing and mechanical bids.

Ms. Henley stated that Smith Construction is a WBE and located in Philadelphia and has a total of 7 employees with 29% diversity in its workforce. Palman Electric is located in Huntingdon Valley, PA and has 63 employees with 8% diversity in its workforce. Ms. Henley pointed out that prior to the pre-bid process, staff invited representatives from the Eastern Minority Suppliers Development Council and the Enterprise Center to engage and network with the pre-bid attendees with the hope to gain diversity for the College's needs in this project and for future construction projects.

Mr. Soileau asked what was the total budgeted for the project. Mr. Eapen estimated \$1.2 million/\$1.3 million.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee the approval to accept the bid results to the two lowest bidders: Smith Construction at \$684,000 as the General Contractor and Palman Electric at \$107,000 as the Electrical Contractor for the Library & Learning Commons Café. The motion passed unanimously.

Following the vote, Mr. Soileau and Mr. Epps made comments on how the challenges for the Black and Brown community present opportunities for the College to provide the necessary training, not just on the skills, but on how to "run its own business" for the Black and Brown community.

(13) Philadelphia In-County Tuition Rates for all Students in AAS T-Ten Automotive Technology Degree Program (Action Item)

Background: The AAS T-TEN Automotive Technology degree program will be offered by CCP starting fall 2022 at the Career and Advanced Technology Center (CATC), and there are no other Toyota T-TEN programs available in the region. The closest T-TEN programs to CCP are located in Selden, NY and Goochland, VA. Students in the program will have work-based learning opportunities at over 20 Toyota and Lexus dealerships up to a 60-mile drive radius from the CATC, including in Bucks, Chester, Delaware and Montgomery counties in Pennsylvania; Burlington, Camden and Gloucester counties in New Jersey, and New Castle county in Delaware. Given no other college or university in the region will have a Toyota T-TEN program, it is requested that all students enrolled in the AAS T-TEN Automotive Technology degree program be eligible for the Philadelphia in-county tuition rate. This will facilitate recruitment of students who reside in areas outside of Philadelphia County, but near Toyota and Lexus dealerships participating as work placement sites.

Discussion: Dr. Hirsch stated that next September, the College will be launching the Toyota-based, Automotive Technology degree program called T-TEN. The College will be the only site serving the following regions: Bucks, Chester, Delaware and Montgomery counties in Pennsylvania; Burlington, Camden, and Gloucester counties in New Jersey; and New Castle county in Delaware. Dr. Hirsch stated that over 20 Toyota and Lexus dealers have been identified in the Philadelphia and surrounding counties. He stated that staff are seeking to approve the Philadelphia in-county tuition rate. Further, staff would want to maximize enrollment and opportunities in the surrounding counties.

Mr. Soileau asked which program in the past has College staff requested approval to offer the Philadelphia in-county tuition rate. Dr. Hirsch responded that staff requested approval to offer the Philadelphia in-county tuition rate regarding the College's initiative to serve underserved counties with on-line courses. Ms. Ireland stated that she was curious on the impact of students not being afforded with this opportunity and asked how many students would this impact. Dr.

Generals commented that the T-TEN program is a unique program in that students would have to go through Toyota and Lexus to obtain the specialized skills that are required to work on Toyota and Lexus vehicles.

Action: Mr. Epps moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend the attached Resolution (Attachment C) to the Executive Committee of the Board of Trustees, approving offering the Philadelphia In-County tuition rates to all students enrolled in the AAS T-Ten Automotive Technology Degree Program, with the out of Commonwealth rate subject to final approval by the Pennsylvania Department of Education. The motion passed unanimously.

(14) Compensation Study (Action Item)

Discussion: Ms. Hutcherson stated that, in accordance with the terms of the 2016-2022 Collective Bargaining Agreement for Classified staff, the College agreed to hire an independent consultant to conduct a compensation study of all Classified positions. Because the last compensation study was conducted in 2011, the scope of the compensation study was expanded to include Administrative and Confidential positions. Ms. Hutcherson stated that the scope of services included the evaluation of the College's compensation strategy aligning it with the College's strategic goals and objectives; the development of a formalized compensation program and related policies and procedures; the development of job families to create more opportunities for internal promotion; updated salary charts and pay range; and the development of a merit-based pay program for administrative positions. The primary goals of the study are to ensure that the College's compensation structure and practices are compliant with the CBA, internally equitable, and externally competitive. A Request for Qualifications (RFQ) #10159 was issued on September 24, 2021 with responses due October 22, 2021. Scope of Services are listed in Attachment D.

Ms. Hutcherson stated that sixteen (16) firms were invited to participate, of which eight (8) were MBEs. We received four (4) responses from the following:

1. Compensation Resources (an EisenAmper LLP Group Company) - \$139,300
2. Mercer (US) Inc. - \$150,000 + additional for reimbursable expenses
3. Exude Inc. - \$180,765 + additional for and ad-on options
4. Stan McKnight & Associates, Inc. - \$174,300 + additional for reimbursable expenses and ad-on options

Proposals were review by a committee consisting of Lisa Hutcherson (AVP Human Resources), Debra Hoxter (Director, Human Resources), and Roger Miller (Manager, HRIS). The evaluation of proposals was based upon the following criteria outlined in the RFQ:

1. Understanding and Approach to Scope of Services
2. Track Record and References relative to the Higher Education market
3. Fees
4. Diversity

Ms. Hutcherson stated that ultimately the Review Committee selected Compensation Resources. The Review Committee felt that Compensation Resources whose services best addressed the needs of the College, has experience working with other colleges, and was the lowest bidder. Mr. Hutcherson stated that in terms of diversity, as part of the EisenAmper group, Compensation Resources has 1,469 employees of which 26% are diverse. The firm is not

considered a minority-owned business but does have minority partners who have minority interest in the firm.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees that the Compensation Study contract be awarded to the lowest responsible firm, Compensation Resources, in the amount of \$139,300. The motion passed unanimously.

(15) CATC Furniture (RFP#10167) (Action Items):

Background: The Community College of Philadelphia ("CCP"), has solicited comprehensive proposals for Furniture Fixtures procurement and installation services related to its Career and Advanced Technology Center Project at 4750 Market Street. Of paramount importance in this process, was to assess the overall cost effectiveness as well as long term reliability of all furniture-related products. In an effort to provide an open platform for flexibility of the furniture offerings, CCP established a "basis of design" for all required products, and welcomed suggestions and options for "or equal" or "substitution" products that clearly meet or exceed the design and performance of the basis of design for each product.

Discussion: Mr. Eapen stated that the College issued RFP #10167 through the e-bid site Pennbid. There were 5 responses: Corporate Facilities, Inc. (CFI) a MWBE, CI Solutions/TransAmerican a MWBE, Spectrum Workplace a MWBE, Corporate Interiors (CI) a WBE and A Pomerantz & Co a MBE. Each was evaluated for lowest responsible bid for base and alternates.

The evaluation of the bids resulted in the following lowest bids:

1. Corporate Facilities - \$321,000
 - General Classroom Tables
 - Classroom & Health Sciences Seating
 - Work Tables, Height Adjustable Computer Classroom Tables
2. CI Solutions/TransAmerica - \$532,000
 - Haworth Systems Furnishings & Metal Caseloads
 - Fab Lab Workbenches
3. Spectrum Workplace - \$410,000
 - Adv. Mfg. & Auto Tech. Workbenches
 - Adv. Mfg. & Auto Tech. Task Seating

Mr. Eapen stated that the total cost is \$1,263,000.

Ms. Henley stated that Corporate Facilities is Asian owned and based in Pennsauken, NJ with 49 employees, of which 12% are diverse. CISolutions/TransAmerica is an African-American, women-owned company based in Philadelphia with 7 employees, of which 43% are diverse. Spectrum Workplace is Asian-owned and based in Philadelphia with 41 employees, of which 17% are diverse.

Mr. Epps asked if the College has to take out Pennsylvania dollars. Ms. Zellers explained that out of state bidders are permitted and these were the lowest responsible bidders. The College must select the lowest responsible bidder for these projects.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees that the College enter into contracts with:

- Corporate Facilities, Inc. in the amount of \$321,000
- CI Solutions/TransAmerica in the amount of \$532,000
- Spectrum Workplace in the amount of \$410,000

The procurement of all furniture will be using the proceeds from the Bond. The motion passed unanimously.

AGENDA
EXECUTIVE COMMITTEE
PUBLIC SESSION

Mr. White called the Executive Committee meeting to order at 3:47 P.M. He asked for a motion to approve the 15 action items put forth by the Business Affairs Committee.

Action: Mr. Epps moved and Ms. Posoff seconded the motion that the Executive Committee approve the following action items put forth by the Business Affairs Committee:

1. The Resolution to properly recognize the donation from Craig Stock and Rosalie Phipps and name the Courtyard in the Library and Learning Commons "the Absalom Jones Courtyard;"
2. The Agreement with the Armistead Group, Inc. as the Campaign Fundraising Consultant for the Foundation for an amount of \$166,450: \$83,225 will be paid for by the College; and \$83,225 will be paid for by the Foundation;
3. Investment Policy for Operating Funds;
4. The purchase of the Dental chairs and cabinetry for CATC from Benco Dental for a total amount of \$157,000 which will come from the Bond Issue;
5. The purchase of the mechatronics units from ESE (Education Solution Enterprises) for a total amount of \$465,000 which will come from the Bond Issue. Mechatronics Equipment from Education Solution Enterprises (ESE) for the Career and Advanced Technology Center (CATC);
6. The purchase of the Phillips Computer Numerical Control (CNC) Machines from the Haas Corporation for a total amount of \$250,000 which will come from the Bond Issue.
7. The purchase of the tools and cabinet from Snap-On Manufacturing for a total amount of \$398,000 which will be funded through the Perkins Grant;
8. The purchase the lifts and equipment from Tool & Equipment Solutions (TES) for a total amount of \$397,000 which will be funded through the Perkins Grant;
9. The JMT Change Order One for the Library & Learning Commons in the amount of \$118,352 for the extension of contract duration for the services of construction management for the project;
10. The DeWitt Mechanical Change Order Two for HVAC Projects for an additional \$140,000 needed to get premium airflow in the College's buildings. HEERF dollars will be utilized for the project services;

11. L&M Mechanical Services Change Order One for HVAC projects needed to get premium airflow in the College's buildings. HEERF dollars will be utilized for the project services;
12. The bid results to the two lowest bidders: Smith Construction at \$684,000 as the General Contractor and Palman Electric at \$107,000 as the Electrical Contractor for the Library & Learning Commons Café;
13. Offering the Philadelphia In-County tuition rates to all students enrolled in the AAS T-Ten Automotive Technology Degree Program, with the out of Commonwealth rate subject to final approval by the Pennsylvania Department of Education;
14. The Compensation Study contract be awarded to the lowest responsible firm, Compensation Resources, in the amount of \$139,300; and
15. The College enters into contracts with:
 - Corporate Facilities, Inc. in the amount of \$321,000
 - CI Solutions/TransAmerica in the amount of \$532,000
 - Spectrum Workplace in the amount of \$410,000
 The procurement of all furniture will be using the proceeds from the Bond.

Mr. White concluded the Executive Committee at 3:49 P.M.

EXECUTIVE SESSION

Following the Public Session, the Business Affairs Committee and the Executive Committee went into an Executive Session to discuss legal matters, security measures, and labor negotiation matters.

PUBLIC SESSION

The Business Affairs and Executive Committees returned to the Public Session at 4:24 P.M.

(16) Resolution for a One-Time Retirement Incentive (Action Item) (Action Item):

Discussion: Ms. Zellers stated that the Resolution for a One-Time Retirement Incentive was not listed on the pre-circulated agenda as it was still being negotiated with the Faculty & Staff Federation at the time the agenda went out and because legal matters related to offering it needed to be discussed in Executive Session.

Ms. Zellers stated that the Faculty & Staff Federation have approved the offering and the College would like to have a one-time retirement incentive for full-time employees who are at least sixty-five (65) years of age and have 15 years of continuous full-time service with the College. She stated that this will apply for full-time faculty who reached the criteria by August 31, 2022; and for administrators, classified, and confidential staff who reached the criteria by June 30, 2022. Ms. Zellers pointed out that for the faculty who reached the criteria by August 31, 2022 if the College has a special program and needs to maintain them, they can be asked to stay an additional semester; and for administrators, classified, and confidential staff who reached the criteria by June 30, 2022, if the College has a special program and needs them, the College may ask them to stay 6 months longer through December 31, 2022. Ms. Zellers pointed out that the incentive will be 30% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 15, 2022.

Action: Mr. Soileau moved and Ms. Posoff seconded the motion that the Committee recommend to the full Board for the approval of the Resolution on the One-Time Retirement Incentive, as outlined in Attachment F, be offered to full-time faculty who as of August 31, 2022 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2022 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age. The retirement incentive will be 30% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 15, 2021. The motion passed unanimously.

Following the vote, Ms. Zellers stated that the Resolution will be on the agenda for ratification by the full Board at its January 6, 2022 meeting.

(17) Next Meeting

The next meeting of the Committee is scheduled for **Wednesday, January 19, 2022 at 9:00 A.M.**

Mr. White adjourned the meeting at 4:27 P.M.

JE/Im
Attachments

ATTACHMENT A

Resolution on the Absalom Jones Courtyard in the Library and Learning Commons

Resolution on the Absalom Jones Courtyard in the Library and Learning Commons

WHEREAS, on March 18, 2021, the Community College of Philadelphia Foundation (the "Foundation") confirmed receipt of contributions totaling \$100,000 from Craig Stock and Rosalie Phipps, designated for a naming opportunity.

WHEREAS, on October 15, 2021, Craig Stock and Rosalie Phipps confirmed their intent to direct contributions made to the Community College of Philadelphia Foundation to name the Absalom Jones Courtyard in the Library and Learning Commons.

WHEREAS, by December 31, 2021, Craig Stock and Rosalie Phipps will enter into a Gift Agreement with the Community College of Philadelphia Foundation and the Community College of Philadelphia (the "College"), confirming receipt of contributions totaling \$100,000 and that the purpose of the donation is the naming of the Courtyard in the Library and Learning Commons on the Main Campus of the College.

WHEREAS, in accordance with the College's Naming Policy and the terms of the Gift Agreement, the College desires to properly recognize the donation from Craig Stock and Rosalie Phipps;

NOW THEREFORE, on this 9th day of December 2021, the Executive Committee of the Board of Trustees hereby resolves that in accordance with the terms of the Gift Agreement the College shall name the Courtyard in the Library and Learning Commons, "the Absalom Jones Courtyard."

ATTACHMENT B

Investment Policy for Operating Funds

Community College of Philadelphia Investment Policy for Operating Funds

Policy No. 221

**Date of Issue: February 7, 2008
Revised December 9, 2021**

BACKGROUND AND OVERVIEW

Community College of Philadelphia (“CCP” or “the College”), the City’s college, is positioned to respond to the rapidly changing landscape for higher education. Over the past 50 years, the College has lived up to its mission by providing educational access for over 700,000 Philadelphians, setting families, businesses, and neighborhoods on a path to shared prosperity and opportunity.

The College serves Philadelphia by preparing its students to be informed and concerned citizens, active participants in the cultural life of the city, and enabled to meet the changing needs of business, industry, and the professions.

The College’s vision is to serve Philadelphia as a premier learning institution where student success exemplifies the strength of a diverse, urban community college.

The College takes pride in its leadership role in the Community and places fairness and honesty at the center of all its policies and operations and affirms that Diversity, Equity and Inclusion (DEI) is crucial to a democratic society, as it enriches the educational experience and celebrates differences among individuals.

The College’s Operating Funds investment principles will continue to reflect CCP’s mission, vision, and strategic initiatives.

STATEMENT OF PURPOSE

The Purpose of this Investment Policy (together with its Appendix) is to outline the objectives, investment policies, and guidelines for the operating funds for the College.

Part I has two purposes:

- (1) to define and assign responsibilities of the parties involved; and
- (2) to establish a clear understanding of the investment goals and objectives for operating funds and a basis for evaluating investment results.

Part II provides guidelines and limitations to all investment consultants including the CCP management team, regarding the investment of the College’s operating funds.

Definition – Operating Funds:

Operating funds for the purpose of these Investment Policy are defined as dollars which are available to the College as part of the normal course of college operations. Primary sources of operating dollars are City and State appropriations, students' tuition and fee payments and investment income. Not included in this definition of operating funds are dollars received for restricted purposes, and quasi and true endowment funds.

PART I - OVERSIGHT POLICIES AND PROCEDURES AND INVESTMENT OBJECTIVES

(1): Roles and Responsibilities:

CCP Board of Trustees and Business Affairs Committee of the Board of Trustees:

- CCP Board of Trustees provides an oversight role to the College.
- CCP Board of Trustees is charged with adopting and maintaining investment policies that are consistent with the Board's role as stewards of public dollars and the collective philosophy of the Board with respect to investment asset risk and liquidity.
- The Board of Trustees delegates to the Business Affairs Committee along with CCP management the ongoing review and oversight of the investment policy and other activities regarding CCP's Operating Funds.
- Business Affairs Committee will report on an annual basis to the Executive Committee and on as a needed basis to the Board of Trustees regarding:
 - investment updates
 - recommended changes in material policies or procedures
 - recommended changes of outsourced investment professionals involved in the process of managing and/or investing CCP's operating funds
- Subject to a vote of the Board of Trustees, The Executive Committee may at any time elect to oversee these policies directly, in which case, they would be subject to the same roles and responsibilities outlined in this policy.

The Business Affairs Committee of the Board of Trustees:

The Business Affairs Committee is charged with:

- monitor the investment strategies and rates of return to ensure compliance with Board established guidelines.

- regular review of the investment policy statement and guidelines.
- participation in meetings with CCP staff and as appropriate with the outsourced consultants to review investment policies goals and returns.

CCP Management

The designees of the College management team, namely the Vice President of Business and Finance and the Assistant Vice President for Accounting and Controller are responsible for the investment of operating funds under the policies established by the Board of Trustees and overseen by the Business Affairs Committee.

- College management will prudently and diligently identify and recommend to the Board of Trustees qualified investment professionals, including investment management consultant(s), custodian(s), and trustee(s),
- College management will regularly evaluate the performance of the investment consultants to assure adherence to policy guidelines and monitor investment objective progress.
- College management will meet regularly with the Business Affairs Committee to review and evaluate all aspects of the investment process including but not limited to the investment policy, goals, returns and outsourced consultants.
- College management will meet regularly with all outsourced investment professionals including management consultants, custodians and trustees.

College management will meet regularly with the Business Affairs Committee or its designees with the outsourced investment management consultants.

Requirements and Responsibilities of the Investment Consultants

Investment consultants must be a registered investment advisor under the Investment Advisors Act of 1940, or a bank. Each investment consultant must acknowledge in writing its acceptance of responsibility as a fiduciary. Specific responsibilities of the investment consultants include:

1. Discretionary investment management including decisions to buy, sell, or hold individual securities while observing and operating within all policies, guidelines, constraints and philosophies as outlined in this statement. Any deviation requires written approval from Vice President of Business and Finance and Chair of the Business Affairs Committee.
2. Monthly reporting on a timely basis of account valuations and investment performance results.
3. Communicating any major changes to economic outlook, investment strategy, or changes within the investment management organization, or any

other factors which affect implementation of investment process or their progress toward investment objectives.

4. Complying with any legislative or regulatory statutes and stipulations.

No person may engage in an investment transaction except as provided under the terms of the investment policy. The Trustees and CCP Management shall adhere to the Conflict of Interest Policy.

(2) : Community College of Philadelphia General Investment Goals, Objectives and Basis for Evaluation

The general investment objective is to maintain liquidity, preservation of capital and maximize annual total return for the College while avoiding excessive risk. CCP believes that the achievement of investment returns should be viewed in a long-term context. Furthermore, CCP recognizes that rates of return are volatile on a year-to-year basis and that investment returns will not progress uniformly over time. Thus, volatility will be tolerated in as much as it is consistent with the volatility of a comparable market index. Specific objectives include the following:

1. Maintain liquidity to meet anticipated cash needs.
2. Preservation of principal is of equal importance to total return. CCP recognizes that it may be necessary to forego opportunities for potential large gains to achieve a reasonable risk posture.
3. Understanding that risk is present in all types of securities and investment styles, CCP recognizes that some risk is necessary to produce long-term investment results that are sufficient to meet CCP's objectives. However unnecessary levels of risk taking are to be avoided.
4. Diversification, in so far as it reduces portfolio risk, is required.
5. Operating funds shall be invested in accordance with a fiduciary standard of care.
6. Conformance with applicable Federal, State, City, and other legal requirements.
7. Each consultant is expected to meet or exceed the market index/benchmark selected and agreed upon while displaying an overall level of risk consistent with the risk associated with their benchmark over a five-year period. This information will be reviewed at the quarterly meetings with College management.

PART II - INVESTMENT GUIDELINES

1. Investment Approach

The College's operating fund balances will be divided into two categories for investment purposes:

- A. Core Cash – Funds, which based upon the College's financial history, are not required for operating purposes at any point during the fiscal year
- B. Working Capital – Cash balances required on a continuous basis to meet payroll and other operating purposes.

2. Policy Benchmarks

Core Cash

The fixed income portfolio and the stock equity portfolio will attempt to maintain or exceed the market index/benchmarks outlined in the Appendix under the Asset Allocation Table

Working Capital

Policy benchmark for Working Capital is return on daily liquidity and benchmark to the 3 Month Treasury Bill Index.

3. Allowable Assets

Within each asset class, CCP seeks to earn the most efficient rate of return possible (after investment expenses). CCP seeks to have a diversified strategy which will increase the probability over five-year time periods that CCP will achieve its investment goals and reduce volatility.

For domestic equity, no more than 5% at cost or 10% at market of a manager's portfolio may be held in the securities of a single issuer.

The average quality rating for the corporate bond portfolio should not fall below Moody's rating of AA3.

No more than 5% at market of a manager's fixed income portfolio may be held in the securities of a single corporate issuer. This restriction does not apply to securities issued by the U.S. Government or a U.S. Government Agency backed by the full faith and credit of the U.S. Government.

In some cases, CCP's investments have been made through commingled vehicles. The investment strategies and restrictions for each of these investment vehicles were established with the Investment Consultant and follow the allowable and restricted guidelines of CCP's investment policy.

Allowable Assets are limited to Cash Equivalents, Stock Equities, and Fixed Income Securities as follows:

A. Core Cash

- US stock equities
- Commonwealth of Pennsylvania Investment Pools
- Stock Mutual funds
- Exchange Traded Funds (ETF)
- Index Funds
- U.S. Government and Agency Securities
- Corporate Notes and Bonds
- Mortgage Backed Bonds
- Asset Backed Bonds
- Floating Rate Securities
- Global Bonds
- Core Bonds

B. Working Capital Cash

- Treasury Bills
- Money Market Funds
- Commercial Papers
- Banker's Acceptances
- Repurchase Agreements
- Certificates of Deposit
- Mutual funds that invest 100% of its total assets in cash, U.S. Treasury bills, notes, and other obligations issued or guaranteed as to principal and interest by the U.S. Treasury.

4 Prohibited Direct Investments

Prohibited direct investments are any investments that are not specifically authorized within this statement. These include but are not limited to the following:

- a. Commodities and Futures Contracts

- b. Private Placements
- c. Options
- d. Interest rate swaps
- f. Venture Capital
- g. Tangible Personal Property
- h. Direct Real Estate
- i. Art/Precious Metals
- j. Margin Transactions
- k. Oil and Gas Payments /Drilling Partnerships
- l. Instruments issued in any country where such investments are prohibited by City, State, or Federal policies.

5. Safekeeping and Custody

As outlined in the Investment Consultants Agreement.

6. Contractual Arrangement with Investment Consultants

Contractual arrangements with organizations providing investment services will be short-term with the College reserving the right to terminate the relationship without financial cost other than that paid for services to date.

7. Board Review of Guidelines and Performance

The Business Affairs Committee of the Board of Trustees will seek to review the Investment Policy and performance on an annual basis to determine any appropriate revisions. Business Affairs Committee will report to the Executive Committee and on as a needed basis to the Board of Trustees

8. Change in Status of Investment.

The guidelines, outlined above, apply at the time of purchase. CCP recognizes that subsequent market valuation changes may cause an investment, which was allowable at the time of purchase, to subsequently fall outside of these stated guidelines. In those instances, it is expected that the investment consultants will either reduce the investment so that it is allowable under the guidelines or obtain written approval from College management to continue the investment.

9. Risk Monitoring

Each consultant is expected to meet or exceed the market index/benchmark selected and agreed upon while displaying an overall level of risk consistent with the risk associated with their benchmark.

APPENDIX

Asset Allocation Table

The overall strategic asset allocation of the Core Cash is listed below. Exposure to each asset class will be measured on market value and is subject to the rebalancing guidelines described below

Asset Class	Target Allocation	Range ¹	Index Benchmark ²
Total Domestic Equities	40%	30% - 50%	S&P 500 Index
Total Fixed Income ³	60%	50% - 70%	Bank of America Merrill Lynch 1-3 Yr Treasury Index Bloomberg Barclays US Aggregate Bond Index <i>(The duration of a manager's portfolio should be within 80% and 120% of the duration of the appropriate marketbenchmark)</i>
Cash/Short Term	0%	0% - 20%	3-Month Treasury Bill Index

Notes:

- 1 - Initial investment in stock equity may be on an incremental build up basis using average in and therefore not fall within the target range initially.
- 2 - Other appropriate industry benchmarks may be applied with approval from College management.
- 3 - Fixed-income portfolio must be of investment grade overall (equivalent of Moody's credit rating of Baa3 rating or higher).

Portfolio Rebalancing

The portfolio will be rebalanced whenever a single asset class's allocation exceeds +/- ten percent (10%) of its target allocation range.

Diversity, Equity and Inclusion (DEI)

The College is committed to the development of a campus community that values and respects human dignity and differences. We understand that success as an excellent academic institution requires a culture that encourages, embraces, and strongly supports diversity, equity and inclusion.

The Business Affairs Committee will receive annually a brief report from the investment consultants which sets forth both the status of and the steps they have taken to meet or exceed the DEI standards expected by those entities they do business with.

The Business Affairs Committee *and its designees*:

- *believes that it can advance DEI within the scope and fiduciary responsibilities of the CCP Investment Policy and are committed to incorporating principles of DEI in the investment process and oversight.*
- *commits itself to seek to engage with a diverse pool of consultants, contractors and investment managers and investment consultants.*
- *shall elevate DEI attributes through inclusive selection practices when selecting investment managers and investment products.*
- *will include DEI related criterion/ criteria when conducting investment related request for proposals, selecting investment related vendors and as appropriate with investment consultants in evaluating investment opportunities.*
- *commit to receiving annually a brief report (written or verbal) from the investment consultants which updates the committee on the status of the investment consultants' efforts to expand DEI standards within their firm as well as an update of DEI standards of the investment and portfolio managers they include in CCP portfolios.*
- *will maintain a commitment to ensure its process, procedures and oversight practices will include the regular review and benchmarking of DEI investment goals that affirm accountability, progress and adherence to these principles.*
- *commit to continue to regularly evaluate and adopt principles and bestpractices of emerging topics of social impact as it relates to DEI withinthe investment policy framework.*

Environmental, Social and Governance (ESG)

CCP Board of Trustees of its designees will strive to:

- *be educated on ESG issues and risk factors as it relates to CCP investment policy and investment*
- *commit to continue to regularly evaluate and adopt principles and best practices of emerging topics of ESG as it relates to the investment policy framework.*

ATTACHMENT C

Resolution

**Community College of Philadelphia in Partnership with
Toyota Motor Sales USA, Inc.**

RESOLUTION OF EXECUTIVE COMMITTEE OF BOARD OF TRUSTEES

WHEREAS, the Community College of Philadelphia in partnership with Toyota Motor Sales USA, Inc., ("Toyota") will offer the AAS T-TEN Automotive Technology degree program starting fall 2022 at the Career and Advanced Technology Center (CATC), and there are no other Toyota T-TEN programs available in the region.

WHEREAS, the closest T-TEN programs to CCP are located in Selden, NY and Goochland, VA. Students in the program will have work-based learning opportunities at over 20 Toyota and Lexus dealerships up to a 60-minute drive radius from the CATC, including in Bucks, Chester, Delaware and Montgomery counties in Pennsylvania and Burlington, Camden, Gloucester, and New Castle counties in New Jersey.

WHEREAS, given no other college or university in the region will have a Toyota T-TEN program, the College administration recommends that all students enrolled in the AAS T-TEN Automotive Technology degree program be eligible for the Philadelphia in-county tuition rate. This will facilitate recruitment of students who reside in areas outside of Philadelphia County, but near Toyota and Lexus dealerships participating as work placement sites.

WHEREAS, on December 9, 2021, the Business Affairs Committee of the Board of Trustees, approved offering Philadelphia In-County tuition to all students enrolled in the AAS T-Ten Automotive Technology Degree Program, with the Out of Commonwealth rate subject to final approval by the Pennsylvania Department of Education;

Now, therefore, on this 9th December, 2021, the Executive Committee of the Board of Trustees approves offering the Philadelphia In-County tuition rates to all students enrolled in the AAS-T-Ten Automotive Technology Degree Program, with the Out of Commonwealth rate subject to final approval by the Pennsylvania Department of Education.

ATTACHMENT D

Scope of Services Compensation Study

1. All Staff Positions:

- Evaluate the College's compensation strategy to ensure alignment with our strategic plan and objectives
- Develop a compensation program and related policies and processes that are internally equitable, externally competitive, affordable and cost-effective, legal and defensible
- Develop job families to create more opportunities for internal promotion
- Conduct a compensation study and develop pay ranges to create better internal alignment, attract and retain top talent, and provide progression within job functions/families.

2. Classified & Confidential Positions:

- Develop a compensation program that is compliant with the Classified staff collective bargaining agreement

3. Administrative Positions:

- Develop a merit-based pay program

ATTACHMENT E
FUNDING FOR ACTIONS ITEMS

BUSINESS AFFAIRS COMMITTEE/EXECUTIVE COMMITTEE

AGENDA: DECEMBER 9, 2021

Agenda No.	Vendor/Consultant	Amount	Source
2	Armistead Group	\$83,225	Operating
4	Benco Dental	\$157,000	Bond
5	Education Solution Enterprises	\$465,000	Bond
6	Haas Corporation	\$250,000	Bond
7	Snap-On Manufacturing	\$398,000	Perkins (Grant)
8	Tool & Equipment Solutions (TES)	\$397,000	Perkins (Grant)
9	JMT	\$118,352	Capital
10	DeWitt Mechanical	\$140,000	HEERF
11	L&M	\$100,000	HEERF
12	Smith Construction	\$684,000	Capital
	Palman Electric	\$107,000	Capital
14	Compensation Resources	\$139,300	Operating
15	Corporate Facilities	\$321,000	Bond
	CI Solutions/TransAmerica	\$532,000	Bond
	Spectrum Workplace	\$410,000	Bond

ATTACHMENT F

Resolution on One-Time Retirement Incentive

Resolution on One-Time Retirement Incentive:

WHEREAS, the College administration recommends that the College offer on a one-time basis a retirement incentive to full-time faculty who as of August 31, 2022 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified, and confidential staff who as of June 30, 2022 will have attained fifteen years of continuous full-time service and sixty-five (65) years of age;

WHEREAS, employees should not rely on this one-time retirement incentive being offered at any time in the future;

NOW THEREFORE, on this 9th day of December, 2021, the Business Affairs Committee and the Executive Committee of the Board of Trustees hereby resolves and approves the College offering the following one-time retirement incentive:

The College will offer the following, on a one-time basis, separate and distinct from the retirement incentive provided in Article XIII, A., (11) (a) in the Full-time Faculty Collective Bargaining Agreement: (a) full-time faculty who, by the end of the 2021-22 academic year (i.e. August 31, 2022), will reach sixty-five (65) years of age, with fifteen (15) years of full-time service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on unpaid leave or on long-term disability), may give notice by March 15, 2022 to retire effective August 31, 2022; (b) the Board agrees to pay a retirement incentive to all such full-time faculty who elect this option; (c) the incentive will be 30% of the faculty member's full annual base salary, with an additional bonus of \$2,500 if the option is selected by February 15, 2022; (d) the College may request a postponement of a full-time faculty's retirement under the terms of this provision until after the end of the Fall 2022 semester if the retirement would unreasonably interfere with a specific College program;

and

the College will offer, on a one-time basis, separate and distinct from the retirement incentive provided in Article XV, 5. (a). in the Classified Unit Collective Bargaining Agreement and/or any other retirement incentive available to administrators and confidential employees: (a) a full-time administrator, full-time confidential employee, or full-time classified employee who, by June 30, 2022 will reach sixty-five (65) years of age, with fifteen (15) years of full-time continuous service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on unpaid leave or on long-term disability), may give notice by March 15, 2022 to retire no later than June 30, 2022 (provided however, the employee must attain sixty-five (65) years of age and fifteen years of full-time service by his/her effective retirement date); (b) the Board agrees to pay a retirement incentive to all such employees who elect the option; (c) the incentive will be 30% of the Employee's full annualized base compensation, with an additional bonus of \$2,500 if the option is selected by February 15, 2021; (d) the College may request a postponement of an Employee's retirement under the terms of this provision until December 31, 2022 if the retirement would unreasonably interfere with a specific College program.

Be it further resolved that all employees are only eligible for one retirement incentive offer from the College and may not elect this One-Time Retirement Incentive if they have already elected or intend to

elect any other retirement incentive offered by the College under the Collective Bargaining Agreements or otherwise.

Be it further resolved that the one-retirement incentive offer will only be offered to employees in the Full-Time Faculty Collective Bargaining Unit and Classified Bargaining Unit upon execution of a Side Agreement with the Faculty & Staff Federation of Community College of Philadelphia approving the same.

Workforce Subcommittee Meeting
November 19, 2021
10:00am
Via Zoom

Presiding: Ms. Sheila Ireland

Attendees: Ms. Chekemma Fulmore-Townsend, Mr. Steve Herzog, Ms. Rosalyn McPherson, Mr. Patrick Clancy.

College Members and Guests: Dr. Guy General, Ms. Carol de Fries, Ms. Mellissia Zanjani, Dr. Samuel Hirsch, Ms. Kris Henk, Ms. Peggy Dugan, Ms. Ayanna Washington, Mr. Waverly Coleman, Ms. Mikecia Witherspoon, Dr. Pam Carter, Ms. Sarah Hill, Ms. Danielle Liautaud-Watkins, Dr. Dave Thomas.

1. Welcome and Approval of the Minutes of October 7, 2021

Ms. Ireland called the meeting to order at 10:05 a.m. The minutes of the October 7, 2021 meeting of the Workforce subcommittee were approved unanimously.

2. Employer Relationship Follow Up

- a. Ms. de Fries described our request to Board Members for “Employer Asks” leading off with a specific request of Penn Medicine. Staff requested that Board members assist by reinforcing our request to Penn Medicine CEO and others that we be able to do on site recruitment for Corporate College. It was noted by Ms. Ireland that it is difficult to move or shift policy with Penn Medicine and that this appears to be a long shot request. No Board member on the call had specific contacts to provide and we were urged to think about a different strategy to pursue to increase enrollments by Penn Medicine staff in Corporate College should we not be able to move them off this policy.
- b. Einstein was also discussed in light of their recent letter terminating their Corporate College MOU with CCP. Ms. Ireland and Ms. Fulmore-Townsend asked about the corporate decision to change our relationship. Carol explained that employees can still access the tuition remission benefit, but Einstein no longer has “bandwidth” to run the program. Dr. General noted he is sending letters to the CEOs of both organizations. Ms. McPherson offered to facilitate a meeting with Dr. General, Dixie James of Einstein and Lisette Martinez from Jefferson, and she would prepare them for the conversation prior to the meeting. She asked that Dr. General alert her once the letters to Dixie James and Stephen Klasko were sent.
- c. Ms. de Fries will follow up with Ms. McPherson on her contacts at CHOP.
- d. Ms. de Fries mentioned Aramark had a large grant from the state that they did not take advantage of, but it did put us in front of several staff in their HR and training department. Our goal is to begin having a long-term conversation with them about the development of their workforce. We are looking for the Board to provide a high-level contact. Ms. Ireland mentioned that this may not be the time to pressure Aramark due to COVID impact on their workforce.
- e. Ms. de Fries indicated that locally we need better contacts for UPS so that we can begin to cultivate an executive C-suite relationship with UPS and Aramark. Mr. Herzog

indicated that these asks should also be shared with the full board to see if they have contacts that can assist as well.

3. School to Work Program (STWP)

- a. Ms. de Fries introduced Ms. Sarah Hill, Apprenticeship Coordinator and the main point of contact for our newest grant to support a pipeline of students from 3 School District of Philadelphia schools into CCP manufacturing programs. The grant will primarily focus on 3 schools including a neighborhood school (Bartram High School) and two Career & Technical Education (CTE) schools (Ben Franklin High School and Mastbaum High School). An overview of the plan to engage 9-12 graders through the 2 years of the grant in manufacturing activities and curriculum as well as employer engagement was provided and we discussed our proposed partnership with the Philadelphia Youth Network (PYN) to provide workready experiences and internships.
- b. Dr. General asked how will we leverage the STWP with the anticipated infrastructure programs from the federal government. Mr. Clancy mentioned he will be in an infrastructure meeting in December and we should also make Congressman Dwight Evans aware of our program. Dr. General and Mr. Clancy agreed to talk after the meeting about the December infrastructure meeting. Ms. Ireland indicated it will take at least 8 months for money to arrive.
- c. Ms. Ireland was excited to see the connection to PYN, and Ms. Fulmore-Townsend indicated there are manufacturing employers ready to receive work ready participants in the summer.
- d. Ms. Ireland indicated round 2 will come in the Spring.
- e. Dr. General indicated CATC will be available for training by the Fall of 2022. He also indicated we have a need for a pool of technical instructors. He announced that Ms. Ayanna Washington has been named Executive Director of Career and Advanced Technology Center.
- f. Mr. David Thomas indicated that we want to increase dual enrollment from the schools selected as well.

4. Entrepreneurship at CCP

- a. Ms. de Fries introduced and provided an update on Power Up Your Business and Goldman Sachs 10,000 Small Businesses Program in conjunction with a Power Point Presentation.
- b. Power Up Your Business works with Philadelphia based small businesses to help stabilize them and position them for growth. Goldman Sachs 10,000 Small Businesses program is regionally based and seeks to help business grow and create a plan for sustained growth. Ms. de Fries gave recent data from both programs to show the impact they are having on the local ecosystem.
- c. Dr. Pam Carter gave an overview of the restructuring of the College's Entrepreneurship Proficiency Certificate (PC). There will be a structural change in the PC that moves from the start of a business (Ideation, Execution, Launching), to focus on the different types of entrepreneurship that is out there including Entrepreneurial Thinking, Social Entrepreneurship, Intrapreneurship in larger organizations. It will help individuals think

about practical issues about where to get a license, what organizations are available to support entrepreneurs, and students would also participate in exercises where they act like a “Venture Capitalist” choosing which ventures to fund. There will be a capstone launching course, with an ending course that would allow students to give pitches. The college has hired a serial entrepreneur to help with the redesign.

- d. Ms. Ireland indicated that she is involved with DCED in these conversations and they are looking at 3 areas: Real Estate; Accounting & Tax Prep; Private Holdings
5. Meeting adjourned at 11:29am.

Community College of Philadelphia

Workforce Subcommittee
Committee of the Whole
November 19, 2021
10:00 a.m. – 11:30 p.m.
Agenda

1. Welcome, Introductions and Approval of the Minutes of October 7, 2021 meeting (10 – 10:05 a.m.)
S. Ireland

2. Employer Relationship Follow Up (10:05 – 10:30 a.m.) C. de Fries

3. School to Career Grant (10:30 a.m. – 10:50 a.m.) S. Hill

4. Entrepreneurship at CCP (10:50 a.m. – 11:25 a.m.)
 - a. WEI Program Updates – Carol de Fries
 1. Goldman Sachs Ten Thousand Businesses
 2. Power Up Your Business Growth
 3. New Strategic Initiatives
 - b. Entrepreneurship PC – P. Carter

5. Future Meeting Schedule & Adjournment (11:25 - 11:30 p.m.)
 - January 28, 2022 (10 - 11:30 a.m.)
 - March 3, 2022 (11 a.m.- 12:30 p.m.) - Committee of the Whole
 - June 30, 2022 (10 - 11:30 a.m.) NOTE: This is a Thursday due to the College's Fridays off schedule in the Summer.

Attachments: October 7, 2021 Meeting Minutes, Employer Asks and Employer Board Summaries; School to Work Program Overview and Presentation; Entrepreneurship Presentation

Zoom Meeting Information:

Join Zoom Meeting

<https://ccp.zoom.us/j/95418946905?pwd=Mld0SzBDamZMSERjZDQxWDFOSUt4Zz09>

Meeting ID: 954 1894 6905

Passcode: 653676

One tap mobile

+13017158592,,95418946905# US (Washington DC)

+13126266799,,95418946905# US (Chicago)

Dial by your location

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 646 558 8656 US (New York)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

Meeting ID: 954 1894 6905

Find your local number: <https://ccp.zoom.us/u/aLKOOXTbl>

Board Employer Asks Summary

Penn Medicine – We would like board members to support WEI in expanding our Corporate College relationship with Penn Medicine. This would begin with reinforcing messages to Kevin Mahoney (CEO) and Cindy Morgan (VP, Learning Organization & Development) to allow us to conduct onsite recruitment events at Penn Medicine locations. WEI is prepared to go on site immediately. Our goal is to grow enrollment by 10%, which would increase annual revenue from \$460,000 to \$500,000. Additionally, we need help in identifying subject matter experts at Penn Medicine who can assist us in program development. We welcome additional contacts from our Board members who can help us make deeper connections with the health system. We are prepared to initiate curriculum discussions in January.

UPS – We would like board members to connect us with local UPS C-suite executives so we can solidify and expand our Corporate College relationship with UPS. We would begin with a goal of expanding our enrollment by 10% each year to yield an additional \$26,000 in annual revenue. We suggested Kim Van Utrecht, and Trayce Parker, but would welcome other contacts that can open a door to raising awareness of our program to local executives.

Einstein Healthcare Network – We would like to further cultivate the connection to Dixie James (President and COO) at Einstein to help us re-establish our Corporate College relationship with Einstein which was discontinued on 11/3/2021 as a result of the merger with Jefferson. Our goal is to first return to enrollments of 70 to 90 per year which yielded annual revenue of \$49,000 to \$68,000, by offering cohort classes on site at Einstein and also to build capacity by running online classes for Einstein employees.

CHOP – We would like a board member to connect us with Gilbert Davis (Chief Diversity Officer) to discuss how CCP can support their workforce needs. We are prepared to begin early-stage conversations in December.

Aramark – We need a connection to a C-suite level executive so we can start a dialogue around all Corporate Solutions services. We are prepared to engage with them in December or sooner.

History/Background of Active Engagement:

WEI: Penn Medicine is a long-standing Corporate College client (20+ years). We typically enroll 140 employees in Fall and Spring Semesters and 70 in the Summer. The relationship is worth an average of \$460,000 annually to CCP in tuition. Penn and CCP previously enjoyed a close working relationship where we delivered frequent non-credit and credit-based training for employees. The College helped create the Patient Service Representative PC in response to Penn’s needs. In 2011, Penn Medicine opened its own Academy in Center City to host all their organizational learning development programs for Penn Medicine employees, including creating their own Patient Service Associate Excellence Academy.

With the purchase of Lancaster General Health system, the Pennsylvania College of Health Sciences in Lancaster became part of Penn Medicine. This school is the only school eligible to perform any onsite recruitment of employees for credit programs, making it difficult for us to fully engage and recruit more Penn Medicine employees to CCP through Corporate College. They are also who they turn to for the development of new programs or classes. We have formed a relationship with the PA College of Health Sciences’ Director of Strategic Partnerships so that they refer any students not meeting their requirements to CCP to take pre-requisite coursework.

We also supported their Penn Pipeline Program designed to support West Philadelphia High School students to take CCP credit classes. They recently put the HS Pipeline program on pause.

Dr. Generals and Carol de Fries recently met with Kevin Mahoney on the asks identified below and they were received favorably.

Academic Success & Student Support: Penn has representatives on the College’s BET, Diagnostic Medical Imaging (DMI) and Respiratory Care Employer Advisory Committees. Penn Medicine serves as clinical sites for various Allied Health Programs. Our DMI uses Presbyterian and Pennsylvania Hospitals, with a total of 8-10 students at each site per semester. Our Respiratory Program uses HUP, Presbyterian, and Pennsylvania Hospitals with ~2 students each semester. Additional meetings have been held about Penn hiring our Medical Assistant students and Penn Medicine will present to our MA students in the Fall and Spring about job opportunities. Our Nursing program uses Pennsylvania Hospital and Presbyterian Medical Center during fall, spring and summer semesters. We use multiple units at all sites for students in all 4 nursing courses. Nursing averages 150 per year rotating through these Penn Medicine agencies.

Targeted C-Suite Executives for Cultivation:

- Kevin Mahoney, CEO Penn Medicine;
- Phil Okala, COO Philadelphia Region UPHS;
- Dwaine Duckett, Senior VP and Chief Human Resources Officer, UPHS
- Regina Cunningham, CEO HUP

Current Key Contacts for the College:

- **Corporate College/Training:** Craig Loundas, Associate VP Penn Medicine Experience, Gabrielle Mariotti, Workforce Development Specialist, Catherine Lisacchi, Education Benefit Coordinator.
- **Career Connections** – Lilian DiPalo is the HR Manager that has been connected to Jocelyn Lewis about our MA students. Amy Shied is the HR Manager listed in Handshake for the overall account, but we are looking for someone to be able to be a regular contact to broaden and deepen the relationship with Career Connections.

Asks: The below asks need to be reinforced across UPHS leadership.

- The College wants to create a Central Sterile Processing Program and needs Penn Medicine as an employer partner for curriculum development, externship, clinical and future hiring support. We would like a subject matter expert to work with us on curriculum and hiring.
- We would like Penn Medicine to facilitate CCP direct recruitment of UPHS staff to help expand enrollments; this was favorably received and deemed an administrative hurdle that can be overcome.
- We want to partner with Penn Medicine on a revised Penn Pipeline High School focused program. A potential dual enrollment collaboration for children of UPHS staff was discussed.



History/Background of Active Engagement:

WEI: United Parcel Service (UPS) is WEI's second largest client for enrollments and revenue for Corporate College and a long-standing Corporate College client with the partnership starting in Spring of 2005. On average 130 to 140 UPS employees enroll in Fall and Spring semesters with 35 to 40 enrolling in Summer sessions, generating approximately \$260,000 annually to CCP in tuition. The Collegiate Consortium for Workforce and Economic Development (CCWED) is the conduit for our relationship with UPS; however, CCP serves the largest number of employees of all CCWED partner schools each semester. Through CCWED, we also have the opportunity to deliver noncredit staff development training. CCP has enjoyed a close relationship with Human Resource Representatives over the years, which has allowed us to post Corporate College flyers and materials in lunch/break rooms and do some direct outreach via our HR contacts. Over the past few months, we have determined that UPS' HR functions have been outsourced. Through our main contact there, we were able to secure two HR representative names and we have been communicating with them, but as of yet have not had active discussions. We are encouraged to know that information is being shared about Corporate College at new employee trainings at UPS.

Academic Success & Student Support: Corporate College's Coordinator supports UPS employees through the CCP enrollment process. She meets individually with employees as needed to assist them with the application, placement testing, course selection and registration, securing books, and much more. She serves as their single point of contact and connects them with advising, financial aid and other areas of the College as needed. She checks-in with each student as the semester progresses to remind them of deadlines and to inquire about their progress. Students who successfully complete their program of study are highlighted and celebrated during our client appreciation events. Staff of UPS serve on the College's Business & Accounting Employer Advisory Committee.

Targeted C-Suite Executives for Cultivation:

- Kim Van Utrecht, Chesapeake District President/Mid Atlantic District President
- Trayce Parker, President East Region at UPS

Current Key Contacts for the College

- **Corporate College/Training:** Larry Moulder, Head of Training; F. Vasquez Harris and Jennifer Miller – training managers.
- **Career Connections** – do not currently have contact person due to turn over at UPS. Corporate College will share their contacts as a starting point. In the past, UPS participated in multiple on-campus recruitment tabling events and career fairs.

Asks:

- Local executive level awareness of CCP-UPS relationship and access to all human resources contacts
- Continued promotion of Corporate College program as benefit to UPS employees
- Renewed access to employees to share information on corporate college and conduct recruitment events

X Education and Training X Employment & Work-based Experiences X Curriculum Development

History/Background of Active Engagement:

WEI: Albert Einstein Medical Center is a long-standing corporate college client. This relationship first started in 2005 with CCP running classes onsite at Einstein for employees pursuing nursing pre-requisite classes. CCP consistently ran at least one section of a class every semester. Growth in this model is dependent on new hires and new employees wanting to pursue a college degree utilizing their employer tuition benefits. As employees progressed through the courses and some employees stepped out, withdrew or left the Hospital, Corporate College began supporting mainstreaming employees into existing sections of credit classes when there were not enough students to support on site classes at Einstein. From 2016 through 2019, enrollments ranged from 70 to 93 per year with tuition generated ranging from \$49,000 to \$68,000. Unfortunately, this partnership endured a major downturn as a direct result of COVID 19 with a total of 52 enrollments and \$26,500 tuition dollars generated in 2020-2021 to date. Einstein as an employer does not support the use of tuition remission for online classes, which forced employees who did want to take classes online to pay up front out of pocket and secure reimbursement funds if eligible based on their employer policy. As we began a return to face to face classes, Einstein was not yet ready to engage with on campus classes for Fall 2021.

Additionally, Einstein is in the process of merging with Jefferson Health. This has put a hold on any recruitment activities through the Fall semester. The merger is set to finalize by October 1, 2021, and we hope to have a clearer idea of our partnership moving forward shortly thereafter.

Academic Success & Student Support: Jefferson Health has representatives on the College's Biomedical Equipment Technology (BET), Dental Hygiene, Diagnostic Medical Imaging (DMI), Medical Lab Technology, and Respiratory Care Employer Advisory Committees. Members of Einstein serve on the Respiratory Care Committee. The College does have clinical relationships with CHOP across multiple departments. We have engaged with Einstein around our Medical Assistant program and secured letters of support for a vocational skills training grant submission for some of our health care related training programs.

Targeted C-Suite Executives for Cultivation:

- Ken Levitan, President and CEO, Einstein Healthcare Network
- Patrice Haverstick, VP, Human Resources, Einstein Healthcare Network
- Meghan Patton, SVP, HR, Thomas Jefferson University
- Jeffrey Stevens, Executive VP and CHRO at Thomas Jefferson Health System

Current Key Contacts for the College:

- **Corporate College/Training:** Bill Ryan, Assistant VP of Government Affairs; Meghan Leube, Director of Recruitment Services; Kelly Yeager, Director of Organizational Development; Danni Bowens, Coordinator, Human Resources
- **Career Connections** –Stephen Podowitz, Assistant Professor of Chemistry at Jefferson University; Albenie Watson, Recruitment Support Specialist at Einstein Healthcare Network

Asks:

- Executive level reinforcement of relationship
- Expansion of Corporate College to include online classes
- Expansion of partnership to include Jefferson Health facilities and employees

Education and Training

Employment & Work-based Experiences

Curriculum Development

History/Background of Active Engagement:

WEI: The Children's Hospital of Philadelphia (CHOP) is an employer with which we are seeking to expand our relationship primarily by re-establishing a Corporate College relationship with staff members accessing the College's credit courses via mainstreaming into existing classes or providing onsite options.

CHOP was a Corporate College employer from 2005 – 2011. Courses provided were designed to provide the medical coding proficiency certificate, with the option of achieving the advanced coding proficiency certificate. Sixteen students were enrolled in the Medical Coding Certificate from spring 2008 to spring 2011 (nine semesters). The total invoiced for the program during that time was \$357,616. The students completed the basic level PC, but the advanced coding certificate was never finalized by Allied Health and the relationship ended.

The College also had some non-credit contracts with Corporate Solutions in 2009-2010 for training in Communication & Teamwork and Workplace Behavior Skills. Total non-credit revenue was \$24,405. CHOP is listed in WEDNET's database with no funding history. At the time, WEDNet was largely focused on manufacturing even though Hospitals were eligible.

Academic Success & Student Support: CHOP has representatives on the College's Biomedical Equipment Technology (BET), Diagnostic Medical Imaging (DMI) and Respiratory Care Employer Advisory Committees. The College has clinical relationships with CHOP across multiple departments.

Targeted C-Suite Executives for Cultivation:

- Madeline Bell, President & CEO;
- Calvin Allen, EVP and Chief Human Resources Officer
- Douglas Hock, EVP and COO;
- Sophia Holder, EVP and CFO

Current Key Contacts for the College:

- Peter Grollman, Senior Vice President of External Affairs
- **Career Connections** – Ayanna Washington and Danielle Liautaud-Watkins were referred by Peter Grollman to meet with Aquin Houston, Talent Acquisition Program Manager for Diversity and University Programs and Kim Delaney, Director of Talent Acquisition. They met to discuss CHOP's immediate hiring needs for the Philadelphia and KOP Hospital opening in November.
- Past Connections were with Director of Nursing Education and the Training Manager of Learning Services

Asks:

- We would like CHOP to become a Corporate College client enabling CHOP staff to access the College's credit programs either through mainstreaming or via onsite options. This will also enable potential non-credit trainings in the future.
- We would like to establish an employer relationship for our Certified Nurse Assistant, Dialysis Technician Programs.
- The College wants to create a Central Sterile Processing Program and would like CHOP to become an employer partner for curriculum development, externship, clinical and future hiring support. We would like a subject matter expert to work with us on curriculum and hiring.

History/Background of Active Engagement:

WEI: “Aramark (NYSE: ARMK) is in the customer service business across food, facilities and uniforms services to millions of people, in 19 countries around the world, every day. Rooted in service and united by our purpose, we strive to do great things for each other, our partners, our communities, and our planet.”

Aramark recently opened its new Global Headquarters in Philadelphia at 2400 Market Street. The top three current job openings are: Food Service (4,058); Culinary (1,849); Retail and Customer Service (1,084).

The College has worked with Aramark via their Governor's Action Team (GAT) award through WEDnetPA (Workforce and Economic Development Network of Pennsylvania). There has been a lot of turnover in their Human Resources and Training areas. In 2018, we worked with Abigail Charpentier, VP Human Resources and Leigh Waring, Director of Diversity & Inclusion to discuss setting up training to be funded by WEDnetPA. A proposal for the College to provide ServSafe Training was submitted at the time, but did not proceed due to a change in contact. In 2019, we reached out to Tara Hennessy, Vice President, Talent Acquisition to continue discussions on setting up training funded by WEDnetPA and the ServSafe proposal was discussed again. In 2020, we were directed to work with Brian Greer, Director of Training and Leadership Development to establish a training program funded by WEDnetPA. We met with Mr. Greer virtually and followed up with him on the same items, but we were unsuccessful in establishing the training program. WEDnetPA funding was limited to only their headquarter FT employees. Aramark had hoped to use the training funds for their entire workforce most of which is based at their concessions.

Academic Success & Student Support: Aramark has representation on the College’s Culinary Employer Advisory Committee.

Targeted C-Suite Executives for Cultivation:

- John Zillmer, Chief Executive Officer
- Tom Ondrof, Executive Vice President and Chief Financial Officer
- Lynn McKee, Executive Vice President, Human Resources
- Lauren Harrington, Senior Vice President and General Counsel
- Ashwani (Ash) Hanson, Chief Diversity and Sustainability Officer

Asks:

- Introduction of Corporate College programs to include online classes
- Introduction to Customer Service and ServSafe training programs (identified in above meetings as a significant need)
- Introduction of Diversity Equity and Inclusion Institute
- Introduction to Pre-apprenticeship and Apprenticeship programs

Pipelines to Advanced Manufacturing Careers School to Work Program



Community
College
of Philadelphia

Program Overview and Goals

Pipeline to Advanced Manufacturing Careers Program provides students with a strong foundation in skills needed to be successful in the Advanced Manufacturing Industry, while providing successful participants with:

- Pre-Apprenticeship training
- industry recognized credentials
- in-demand soft skills, and
- opportunities for internships and college credits

Students who complete the Program will be able to access multiple post-secondary pathways, including employment, Registered Pre-Apprenticeship or Apprenticeship Programs, or further post-secondary study.



Program Partners



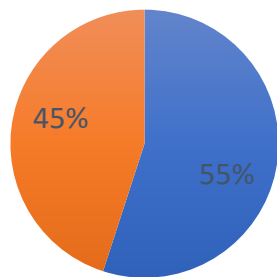
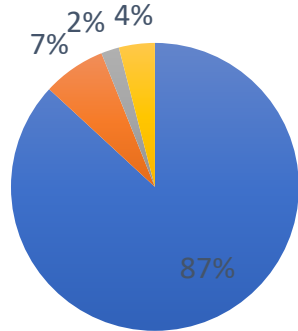
Schools

	Bartram	Franklin	Mastbaum
Enrollment	455	461	659
Economically Disadvantaged (%)	77%	82%	81%
ELL Learners (%)	13%	9%	14%
Students in Special Education (%)	31%	42%	22%
Career and Technical Education Programs		<ul style="list-style-type: none"> • Computer Aided Drafting and Design • Culinary Arts • Facility and Property Maintenance • Precision Machine Tool Technology • Welding Technology 	<ul style="list-style-type: none"> • Automotive Tech • Carpentry • Culinary Arts • Electrical and Power Transmission • Graphic Design • Health Information Records Technology • Health Related Tech • Plumbing Tech • Sports Marketing • Welding Tech

School Demographics cont.

Bartram

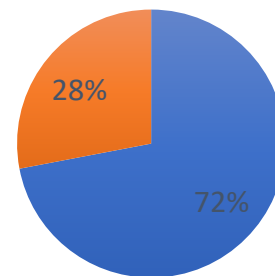
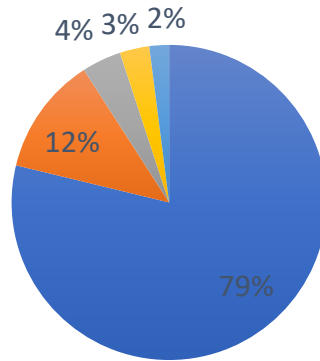
■ Black ■ Hispanic ■ Multi-Racial ■ Asian



■ Male ■ Female

Franklin

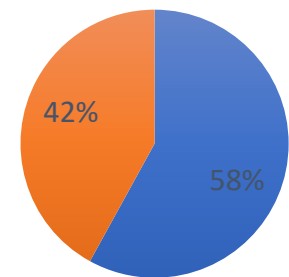
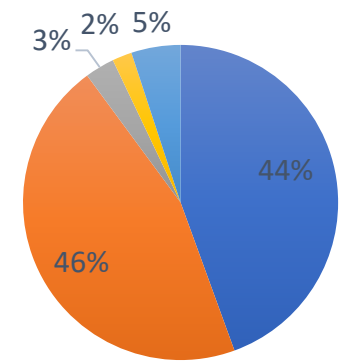
■ Black ■ Hispanic ■ Multi-Racial ■ Asian ■ White



■ Male ■ Female

Mastbaum

■ Black ■ Hispanic ■ Multi-Racial ■ Asian ■ White

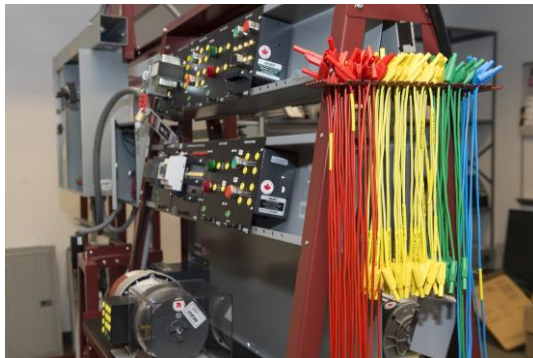


■ Male ■ Female

2021 – 2022 School Year

9th AND 10th GRADES

- What's So Cool About Manufacturing? Program
- DVIRC Manufacturing Summit
- Career Speakers
- CCP College Tour (10th grade)
- Project-Based Summer Work-Ready Program



11th AND 12th GRADES

- Career Readiness Soft-Skills Pre-Apprenticeship Program
- ACT WorkKeys Curriculum / National Career Readiness Certification
- Career Speakers
- CCP College Tour (11th grade)
- Dual Enrollment (12th grade)
- Virtual Job Shadowing
- Employer Partner Tour
- Summer WorkReady Internship

2022 – 2023 School Year

9th GRADE

- What's So Cool About Manufacturing? Program
- DVIRC Manufacturing Summit
- Career Speakers
- On-Site Work-Based Learning Experiences
- Project-Based Summer Work-Ready Program

10th GRADE

- Career Exploration Workshops
- Career Speakers
- On-Site Work-Based Learning Experiences
- CCP College Tour



2022 – 2023 School Year

11th GRADE

- Career Readiness Soft-Skills Pre-Apprenticeship Program
- ACT WorkKeys Curriculum / National Career Readiness Certification
- Career Speakers
- CCP College Tour
- Virtual Job Shadowing
- Employer Partner Tour
- Case Management
- Summer WorkReady Internship

12th GRADE

- Advanced Manufacturing Training
 - Manufacturing Processes and Procedures
 - First Aid / CPR
 - OSHA 10
- Dual Enrollment
- Career Speakers
- Virtual Job Shadowing
- Employer Partner Tour
- Employer Interviews
- Case Management
- Summer WorkReady Internship

Student Enrollment

2021 – 2022 School Year

Grade	Total	Per School
9 th Grade	30	10
10 th Grade	30	10
11 th Grade	39	13
12 th Grade	21	7
Dual Enrollment (12 th)	3	1
Total	123	41

2022 – 2023 School Year

Grade	Total	Per School
9 th Grade	30	10
10 th Grade	30	10
11 th Grade	30	10
12 th Grade	12	4
Dual Enrollment (12 th)	5	1-2
Total	107	35-36

Summer Experiences: 15 9th and 10th grade students and 6 11th and 12th grade students each year

Scheduling – Year 1

All final scheduling will be completed with schools, at their discretion.



9th and 10th Grades

15 – 20 hours of programming throughout the school year

11th Grade and 12th Grades

80 hours of programming throughout the school year, roughly one 90-minute session per week, plus 4 - 5 special events

Scheduling – Year 2

All final scheduling will be completed with schools, at their discretion.

9th Grade

15 – 20 hours of programming throughout the school year

10th Grade

20-25 hours of programming throughout the school year

11th Grade

80 hours of programming throughout the school year, roughly one 90-minute session per week, plus 4 – 5 special events

12th Grade

78 hours of programming throughout the school year, roughly one 90-minute session per week, plus 4 – 5 special events

Benefits to Schools and Students

Schools

- Support from full-time School to Work Specialist
- Courses taught by CCP instructors
- Industry credentials for students that meet PA Graduation requirements
- Field trips and special in-school work-based learning opportunities
- Industry reviewed curriculum
- Direct connections with area employer partners

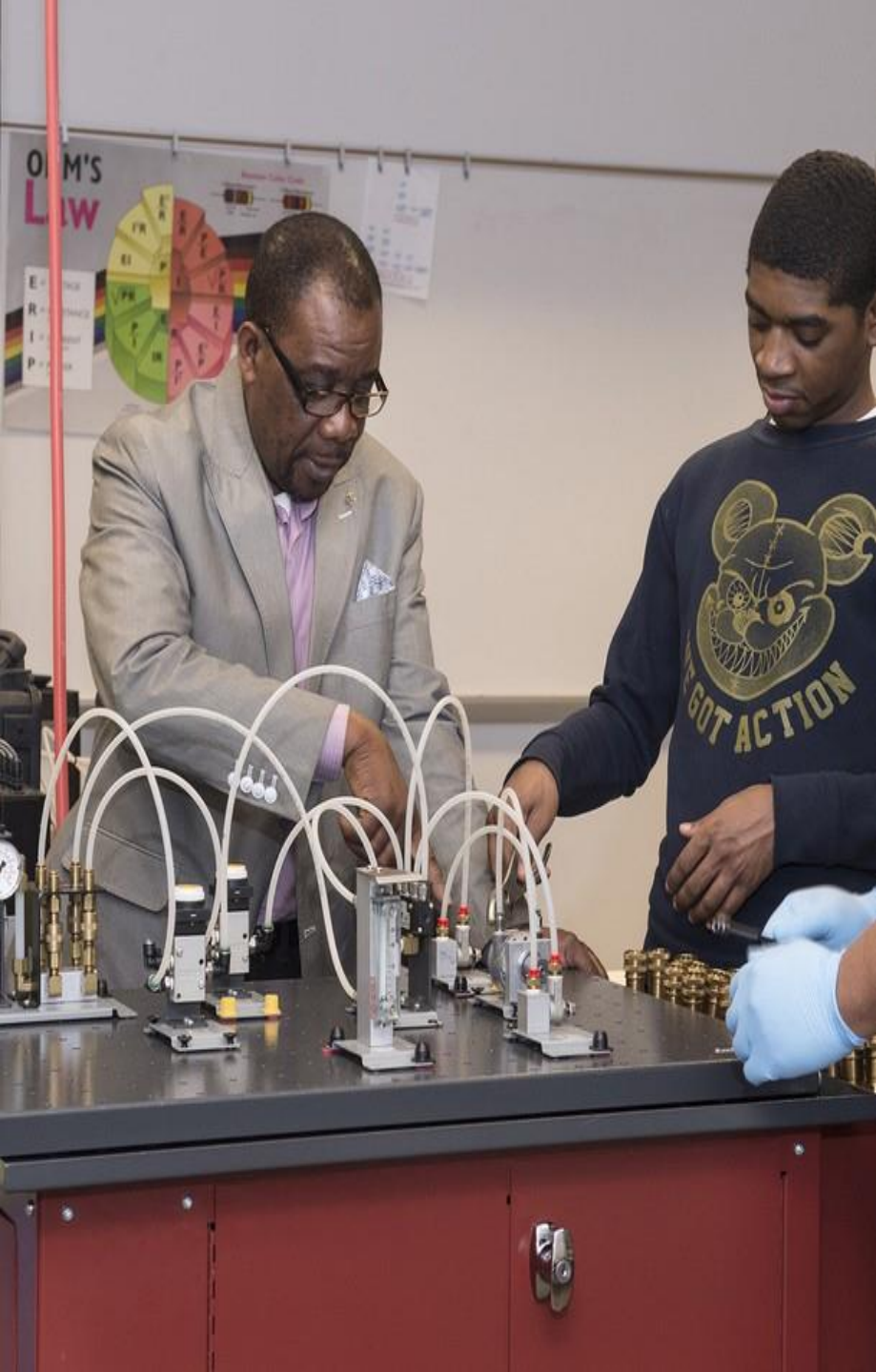
Students

- Exposure to industry and employers in Philadelphia
- Industry certifications including Pre-Apprenticeship completion certificate, OSHA 10, CPR/First Aid, National Career Readiness Certificate
- Case management and post-secondary planning support
- Paid summer internship
- Dual Enrollment opportunities
- Opportunities for scholarships and advanced standing in CCP Advanced Manufacturing Programming
- Opportunities for interviews with partner employers upon program completion



Student Selection

- Student Selection will take place in partnership with the schools
 - CCP has no specified selection criteria, nor are there skills- or grades-based pre-requisites for the program
- Good Candidates for the School to Work Program will have:
 - A preference and demonstrated ability to work with their hands
 - An interest in production, skilled trades, and/or advanced manufacturing
 - An interest in exploring careers related to advanced manufacturing
 - An interest in a good paying career upon graduating high school and/or further skills training in a growing field
 - School attendance and capacity to maintain commitment to the program



Program Outcomes

- 70% of Participants in each program will attain industry-recognized credentials, certifications, college credits, or certificates of completion of program elements.
 - 70% of 9th and 10th Grade Students complete a certificate of completion of What is So Cool about Manufacturing Program.
 - 70% of 11th and 12th Grade Students will earn State-issued Certificate of Completion for the Career Readiness Soft Skills Pre-Apprenticeship and the National Career Readiness Certificate.
 - 70% of 12th Grade Students will earn OSHA 10, CPR & First Aid Certificates and the Manufacturing Processes and Production Credential
 - 70% who participate in dual enrollment activities will earn College credit that can be applied to a CCP degree or transfer to another institution

Contact Information

- For further information about Community College of Philadelphia's School to Work Program, please contact Sarah Hill, Apprenticeship Coordinator, at:

Community College of Philadelphia
1700 Spring Garden St., Room C1-9
Philadelphia, PA 19130
shill@ccp.edu
(215) 496-6152



Community College of Philadelphia



POWER
UP
Your
BUSINESS

Goldman Sachs **10,000**
small
businesses

Entrepreneurship

Community
College
of Philadelphia

*Workforce
and Economic
Innovation*



Workforce & Economic Innovation: Power Up Your Business

- **Launched in January 2017** in Partnership with Community College of Philadelphia and the City of Philadelphia
- **Goal:** Strengthen neighborhood commercial corridors by supporting small business owners with free training to help them stabilize and grow their business
- Focus on **commercial corridor** and **neighborhood-based** businesses, particularly those in low-income communities across the City
- Funded by the City annually, **free programming**
- **Partnered with over 50 Community Development Corporations (CDCs) and Neighborhood and Commercial Corridor Business Associations**
- **Multi-tiered** approach



Workforce & Economic Innovation: Power Up Your Business

POWER
UP
Your
BUSINESS



Core Programs:

- **Peer Learning Experience:**
 - 6 Topic Areas, 12 weeks, 36 hours
 - Entrepreneurship, Marketing, Financials, Financing, Human Resource, and Legal
 - Supported by a **business coach** and **financial coach** in class and for up to one year after completion
 - Each Business creates a Tactical Improvement Plan



By the Numbers (2017-2021):



337

Total Businesses



348

Total Participants*



43 of 48

ZIP Codes Represented



83%

Minority-owned
Businesses



71%

Women-owned
Businesses



596

Full-time
Employees



442

Part-time
Employees



Workforce & Economic Innovation: Power Up Your Business

POWER
UP
Your
BUSINESS



Core Programs:

- **Store Owner and Community Workshops:** Partnerships with local organizations tailored to each neighborhood business needs. Core Programs that run regularly prior to each cohort application process.

IMPACT DATA
Store Owner Series Snapshot
September 2017 – June 2021

IMPACT DATA
September 2017 - June 2021



603
Total Businesses
Participated



967
Total Number
of Workshop
Attendees



**IN
PERSON**

55
Total Number
of Workshops



**ONLINE
WORKSHOPS**

43
Total Number
of Workshops



53
Total Number
of Workshops



47
ZIP Codes
Represented



10
City Council
Districts Represented

1,343
Total Number of
Participants

1,349
Total Number of
Participants





Workforce & Economic Innovation: Power Up Your Business

Innovations Designed to Increase Access



1. Power Up Global: Curriculum converted to Spanish, Mandarin, and Russian to target international communities of Philadelphia

- Securing Partners for Mandarin, Russian, Korean cohorts



**POWER
UP
Your
BUSINESS**

POWER UP GLOBAL SERIES
SPANISH



2

Total Number
of Cohorts



31

Total Businesses



33

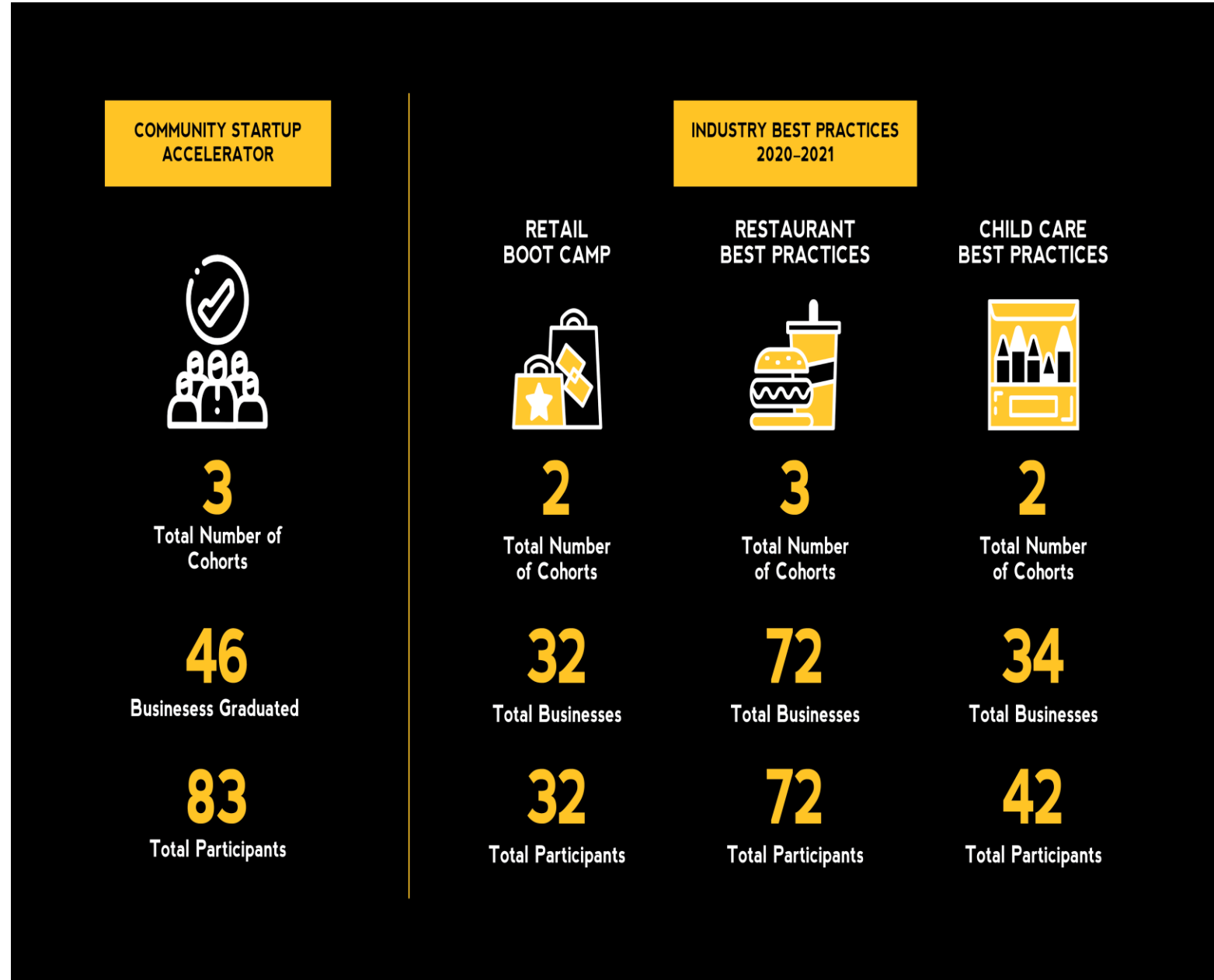
Total Participants

Innovations Designed to Increase Access

2. Industry Best Practices: Specialized curriculum that takes a deeper dive into sector specific issues and best practices.

3. PHL Accelerator:

Launched 2020 with LA21 CDC, funded by **AT&T Foundation** to run a 12 week program targeted to minority startups.





POWER
UP
Your
BUSINESS



Power Up Your Business (PUYB): Economic Impact

- Average annual sales increased by **54%**
- **46%** of participants had hired a new employee
- **47%** increased net profit
- Over a ten year period, one year of PUYB Cohorts generates:
 - an aggregate of **\$71 million** more in small business revenues in the City.
 - **\$114 million** economic impact in Philadelphia, and supports 850 jobs.
 - **\$2 million** in net new taxes for the City.



Workforce & Economic Innovation: *Goldman Sachs Ten Thousand Small Businesses (10KSB)*

Goldman Sachs **met their initial** goal of reaching 10,000 Small Businesses and has made an additional commitment to another 10,000 Small Businesses through the national 10KSB program.

Nineteen sites nationally, primarily based at Community Colleges

Best-in-class program designed by **Babson College**

Goldman Sachs 10,000 Small Businesses is designed for business owners with limited resources who have a business poised for growth.

10,000+

Small businesses

200K+

total employees

\$14B

total revenues

Goldman Sachs

10,000 small businesses



Workforce & Economic Innovation: *Goldman Sachs Ten Thousand Small Businesses (10KSB)*

Deliver Best in Class National Business & Management Curriculum

Community Colleges

- Deliver 80-100 hour business management education
- Practical, implementable curriculum with entrepreneurial focus
- Peer learning from fellow small business owners

Provide Business Support Services

Business Advisors, Local Organizations and GS Employees

- Offer advice, technical assistance & networking
- Integrate business education with business needs

Provide Opportunity to Access Capital

Local Financing Organizations

- Opportunity to learn how to assess additional resources



Revenue Growth and Job Creation

Goldman Sachs

10,000
small
businesses



Workforce & Economic Innovation: *Goldman Sachs Ten Thousand Small Businesses (10KSB)*

Philadelphia Metrics:

- 8th Year of Program (est. 2013)
- 24 Cohorts Completed
- 660 Total Alumni
- Cohort 25 Started 9/9/21 with 28 scholars; Graduates Dec.
- Interviews for Cohort 26 scheduled for December; Next Cohort Starts January 2022 in person



Philadelphia's Site

- In Business on average 16 years
- \$1.17M Average Revenues
- Average # of Jobs: 18.5
- 46% women-owned
- 51% Philadelphia-Based



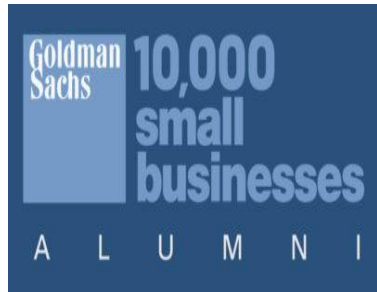
98% GRADUATION RATE 95% RECOMMENDATION RATE



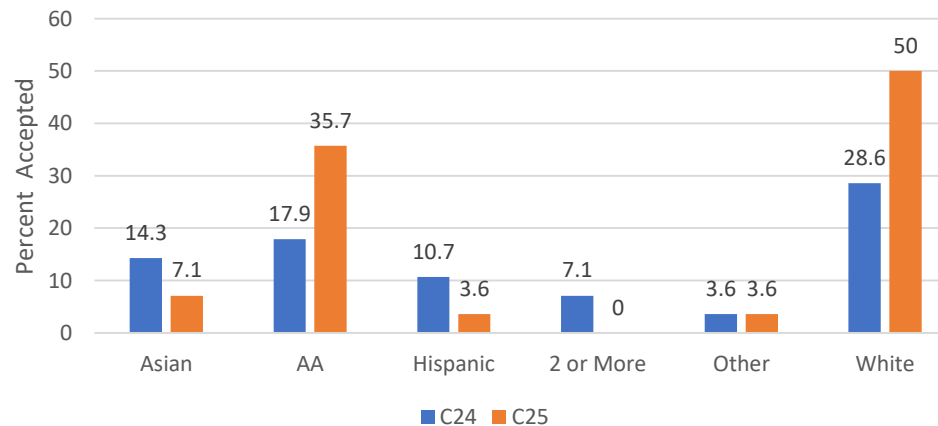
Workforce & Economic Innovation: Goldman Sachs Ten Thousand Small Businesses (10KSB)

Current Trends:

- Over 50% women scholars from the past three cohorts
- Since 2020, GSF allows us to track and monitor race and ethnicity
 - On average, the site would see about 30% minority representation in each cohort
- Slowly increasing Asian American scholar representation
- Hispanic scholars steadily below 10%
- 25% of scholars are “Early Start” Businesses (smallest) – more likely to be women and from the City
- Philadelphia Businesses - 47% apply; 46% accepted



C24-C25 Demographics





Workforce & Economic Innovation: *Goldman Sachs Ten Thousand Small Businesses (10KSB)*



68%

of alumni grew revenue within 6 months

(National Average 66%)

47%

of alumni created new jobs within 6 months

(National Average 47%)

84%

of graduates do business with each other after graduation



Goldman Sachs
10,000 small businesses



Workforce & Economic Innovation:

Upcoming New Initiatives

- Business Incubator Business Plan RFP
- Santander Grant will allow CCP and LA21 to continue the PHL Accelerator Cohorts
- Student Focused PHL Accelerator
- Manufacturing Industry Best Practices (IBB) Launched Fall 2021
- Barber Shop/Beauty Salon Industry Best Practices in development
- Power Up & 10KSB Business Products featured in local stores highlighting Minority entrepreneurs (ShopRite, Saxby's)
- PHL Global Cohorts launched in either Mandarin Chinese, Korean, or Russian
- 10,000 Small Business Fellows Program – Pursue expansion to Philadelphia
- 10KSB Voices – Connects Small Business Owners to their Elected Officials to share the impact of policies on their success and growth.
- Goldman Sachs reached agreement for the US Department of Commerce International Trade Division to work with Philadelphia site, and other sites, to increase trade opportunities for our small businesses.



Thank You!

Community
College
of Philadelphia

*Workforce
and Economic
Innovation*

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, November 4, 2021 – 3:00 p.m.

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

(1) Executive Session

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

(2) Meeting Called to Order

Mr. White called the meeting to order and reviewed the goals for the meeting. He thanked members of the Board for attending the Board meeting in-person and via Zoom.

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

At the request of Mr. White, Ms. Zellers stated that the Resolution before the Board is to approve Memorandums of Agreement (**Attachment A, B, and C**) with all three bargaining units. She stated that the MOAs are for a two-year extension September 1, 2022 – August 31, 2024 with wage increases in the year 2023 and 2024. Ms. Zellers read the following Resolution:

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

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

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

Ms. Hernández Vélez moved, with Mr. Clancy seconding, that the Board approve the Resolution. The motion carried unanimously.

Mr. White stated that he appreciated the work of Dr. Generals and his team as well as the work and cooperation of the Faculty and Staff Federation in agreeing to the contract extensions. He noted that the membership will have to ratify the MOAs.

(4) Public Comment

There were no requests for Public Comment.

(5) Report of the President

Dr. Generals thanked members of the Board for their participation in the first hybrid Board meeting of the year.

Dr. Generals stated that Board members who may need additional training in accessing Board Effect may contact Dr. Gay to schedule additional training sessions.

(5a) State/Local/National Meetings

Dr. Generals reported that he and several Board members attended the Association of Community College Trustees Leadership Congress in San Diego, California, October 13-16, 2021. He stated that the presentation of "*A Model City-College Partnership*" went extremely well. Jeremiah White was the moderator for the session. Mayor Kenney participated as a member of the panel and did an outstanding job. Additionally, Dr. Debonair Oates-Primus, Associate Professor of English, received the ACCT Faculty Award for the Northeast Region.

Dr. Generals reported that he had attended the Pennsylvania Commission for Community Colleges Presidents meeting on October 21-22, 2021. The topics of discussion were budget and legislative issues. Dr. Generals stated that the community colleges are asking for \$7.5 million in operating dollars; \$10.7 million in capital; and \$10 million in dual enrollment from the State.

Dr. Generals reported that he had met with Senator Tartaglione on October 27, 2021. He stated that the discussion focused on dual enrollment and RACP funding. Dr. Generals stated that Senator Tartaglione is a big supporter of high tech education.

Dr. Generals reported that he had met with Dr. William Hite, Superintendent of the School District of Philadelphia, regarding student enrollment opportunities.

Dr. Generals reported that he had met with Dr. Franklin Garcia Fermin, Minister of Higher Education for the Dominican Republic, on October 20, 2021 regarding a possible partnership. Several staff members also attended.

Dr. Generals reported that he had met with Bill Hunt, CEO of Leonardo Helicopters, on October 25, 2021 regarding a possible partnership with the College specifically in workforce development.

Dr. Generals reported that the signing of the Experiential Learning Platform Agreement with Nick Bayer, CEO and Founder of Saxbys, took place on October 25, 2021. He stated that the Experiential Learning Café will be launched in the Library and Learning Commons in spring of 2022. The café will be designed for and run by students.

Dr. Generals reported that he had met with RJ Fitch, Vice President of Operations and General Manager of Wuxi App Tec, on November 3, 2021. He stated that the subject of discussion was the bioscience workplace pipeline with Wuxi App Tec at the Navy Yard in Testing and Manufacturing Divisions. Carol de Fries, Sam Hirsch, and Vishal Shah also participated.

Dr. Generals reported that he had met with Richard Lee Snow, Regional Director, United Negro College Fund (UNCF), on November 4, 2021 regarding a possible partnership.

Dr. Generals reported that he had hosted the Enough is Enough Teach-In Series: *Hunger and Racial Equity: The Impact of Food Insecurity in Urban Communities* on October 19, 2021. The panel featured a number of speakers who shared the work that they are doing to help fight food insecurity in the Philadelphia area. Dr. Generals stated that about 160 people participated in the session. Jenavia Weaver, Director of Student Engagement, participated as the moderator.

Dr. Generals reported that he had presented at a session of the Association for the Study of Higher Education Symposium held on October 26, 2021. The presentation was entitled *College Promise and Making the Case for a Robust Federal-State Partnership*.

Dr. Generals reported that he had participated on the Regional Exploration Panel: *Hiring and Recruitment Pipelines at Leonardo Helicopters* during the Greater Philadelphia Leadership Exchange (GPLEX) hosted by the Economy League of Philadelphia on October 25-26, 2021.

(5b) Interviews

Dr. Generals reported that he had participated in interviews with Kennedy Rose, reporter, *Philadelphia Business Journal*, regarding the vaccine mandate, and Sri Taylor, newsroom intern, *Bloomberg News*, regarding the declining enrollment rate of Black students at 2-year institutions during the pandemic.

(5c) Events

Dr. Generals reported that he had attended the African American Chamber of Commerce 2021 Annual Meeting and Award Ceremony on October 28, 2021.

Dr. Generals reported that he had attended the Urban Affairs Coalition's 52nd Anniversary Celebration kick-off event on November 3, 2021. The event was a Fireside Chat hosted by the "Doer" Award winner Dr. Eddie Glaude, Jr., *New York Times* bestselling Author and Chair.

(5d) Awards/Recognition

Dr. Generals reported that he had been awarded the ALL IN Campus Democracy Challenge *Standout President Award*. ALL IN empowers colleges and universities to achieve excellence in nonpartisan student democratic engagement.

Dr. Generals reported that he was featured in *Philadelphia Magazine's* November issue of The 76 Most Influential People in Philadelphia. Dr. Generals stated that he is also scheduled to participate in *Philadelphia Magazine's Thinkfest* podcast interview with Dr. Hite, Superintendent, School District of Philadelphia, regarding the current status and future of public education in the City of Philadelphia.

(5e) #CCP Votes Report

At the request of Dr. Generals, Michelle Lopez, Director, Institute for Community and Civic Engagement, provided an overview of the #CCPVotes program at the College. #CCPVotes has three major focus areas: Voter Registration, Voter Education, and Voter Engagement. The goal is to ensure that all who are eligible, get registered to vote and get out to vote on or before Election Day.

Ms. Lopez stated that the College was nationally designated as a *2021-2022 Voter Friendly Campus*. The Voter Friendly Campus initiative is led by national nonpartisan organizations, Campus Vote Project and NASPA, the National Association of Student Affairs Administrators in Higher Education. Additionally, the College participated in the *ALL IN Campus Democracy* Challenge and were presented a national seal of recognition for having a voter turnout of over 55% for the 2020 election. The College was also awarded the Best Action Plan from the Department of State's, Pennsylvania Campus Voting Challenge.

Ms. Lopez stated that to round out the 2021 fall semester #CCPVotes programming, the College held 10 events and activities, registered approximately 50 new voters, and created a new library resource guide through our #CCPVotes' advisor and library faculty member, Marc Meola. Ms. Lopez stated that the #CCPVotes program partnered with Professor Monica Baziuk in their Art 150 Course - Intro to Computer Graphics, where 9 students created digital "Get Out

the Vote” posters that were shared virtually the day before election day to encourage CCP’s student body to vote on November 2. The day before Election Day, the #CCPVotes team distributed 100 “get out the vote” snack bags to encourage students to research the ballot, vote, and volunteer as a poll worker on Election Day. Ms. Lopez estimated having engaged with 300 students both in-person and virtually on campus before the fall election. The #CCPVotes program partnered with Philadelphia City Commissioner Omar Sabir’s office, The Committee of Seventy and NextGen America on voting activities. On Election Day, November 2, 2021, the College closed so that the College community could vote and volunteer in their communities.

Dr. Generals congratulated Ms. Lopez and her team on their outstanding work in advancing the importance of democracy.

(5f) Middle States

Dr. Generals reviewed and discussed a slide presentation (**Attachment D**) outlining the seven Middle States Standards for Reaccreditation. He stated that the College is going through each of these standards with a fine tooth comb, reviewing the criteria for each standard as well as the goals. Dr. Generals called attention to Middle States Standard 1: Mission and Goals. He noted that the mission statement needs to be reviewed on a regular basis. Dr. Generals stated that the College reviewed the Mission in 2016 for the Strategic Plan process. He stated that there was an extensive and intensive discussion about the mission with both internal and external constituencies. Dr. Generals stated that the Board of Trustees also weighed in on the Mission.

Dr. Generals stated that even though the Mission had been reviewed, he made the decision to do an additional review. He stated that it was important to review to what degree we are meeting our goals. Is the mission appropriate to the clientele/people that we serve? Dr. Generals stated that we are in the process of surveying if our mission is still relevant.

Dr. Generals stated that Jennifer Roberts has been leading this effort and has galvanized everyone to participate in the process. He stated that Dr. Roberts has done a great job in this effort. Dr. Roberts thanked Dr. Generals and indicated that it was a team effort.

Dr. Generals stated that he planned to review one Middle States Standard at each Board meeting.

(5g) Vaccination Report

At the request of Dr. Generals, Ms. Hutcherson provided an update (**Attachment E**) of the number vaccinations for faculty, staff, and students.

(5h) Foundation Report

Dr. Zanjani provided a report of grants and gifts received by the Foundation. She stated that for fiscal year to date, July 1, 2021 – October 15, 2021, federal grants totaled \$4,494,531 as compared to \$6,259,290 for the period July 1, 2020 – October 15, 2020. Dr. Zanjani also provided a summary of private gifts received by the Foundation for fiscal year to date, July 1, 2021 – October 15, 2021 totaling \$5,867,110 as compared to \$7,757,959 for the period of July 1, 2020-October 15, 2020.

Dr. Waller reported that interviews of five finalists for the campaign director position are scheduled to take place on Monday, November 8, 2021.

Dr. Waller reported that the Black and Gold Gala is scheduled for June 1, 2022 at 6:00 p.m.

Dr. Generals stated that following the conclusion of the Board meeting, a tour of the Library and Learning Commons will take place followed by a light reception at the Hamilton.

(6) Report of the Business Affairs Committee Meeting of October 7 and 20, 2021

Mr. Soileau reported that the Committee had met on October 7 and 20, 2021.

(6a) Adoption of the College's 2021-2025 Technology Plan

Dr. Carter provided an overview of the Technology Plan. She stated that the Plan was created to educate new employees on how they can understand how technology is used College-wide, especially the major College units that are providing technology services for them. She stated that the high-level goals were aligned with the College's Strategic Pillars. Dr. Carter stated that each goal in the Technology Plan is aligned with a specific goal in the Strategic Plan. She stated that the Plan was developed over three years. Dr. Carter stated that feedback on the Plan was provided from the College community including the President's Cabinet, from or at Professional Development Week presentations, and posting online for a week to receive online feedback from faculty and staff.

Mr. Sonty stated that the Technology Plan is organized in three phases: foundation, applications, and transformation. He stated that staff are currently working on the foundation which includes focus areas such as infrastructure, security, and data. Mr. Sonty stated that the Plan provides a customized student experience for the student from recruitment to post graduation. He stated that the Plan itself is a "moving document" and that the project will be accomplished in stages. Mr. Sonty stated that the Technology Plan is a transformation of how we do business and how we support our students.

Mr. Clancy moved, with Ms. Posoff seconding, that the Board adopt the College's 2021-2025 Technology Plan. The motion carried unanimously.

Mr. White stated that CCP's sports program and athletes could not play due to an issue with the gymnasium floor. He stated that a temporary floor has been installed so that our students are able to play.

(7) Report of the Workforce Subcommittee Meeting of October 7, 2021

Ms. Ireland reported that the Workforce Subcommittee had met on October 7, 2021. She thanked members of the Board who attended the meeting of the Workforce Subcommittee.

Ms. Ireland stated that the Subcommittee discussions focused around employer relationships and the effectiveness of programming. Ms. Ireland stated that the Subcommittee was also provided with an exciting presentation of the Career and Advanced Technology Center (CATC) by Dr. Carter, Dr. Generals, and Ms. de Fries.

(8) Report of the Student Outcomes Committee Meeting of October 7, 2021

Ms. Fulmore-Townsend reported that the Committee met on October 7, 2021. She stated that as a Board we need to ensure that we are paying attention to data especially during these difficult times.

Ms. Fulmore-Townsend reported that the Committee was provided with an update of the Catto Scholarship. She stated that for fall 2021, 333 students were part of the Catto Program. Ms. Fulmore-Townsend stated that the hope was to have 400 students. She noted that about 95 of non-Catto students who are fully eligible for the scholarship are being contacted, and that the program will host some events on campus. Ms. Fulmore-Townsend stated that fall 2021 programming includes Success Coaches who meet with students days and evenings. Regarding retention, Ms. Fulmore-Townsend stated that 71% of students from the spring 2021 cohort enrolled in at least one course for fall 2021 with 60% enrolled full-time. Ms. Fulmore-Townsend stated that the retention rate for non-Catto students was 65%.

Ms. Fulmore-Townsend stated that it is important that the Board is aware of the need for students to have access to health care and remote learning, and the impact that policies have on students.

Ms. Fulmore-Townsend reported that the Committee was provided with an overview of the disbursement of COVID-19 relief funds and the regulations associated with the funds. She stated that students who received funds had a slightly higher average GPA and a slight increase in average hours earned. Ms. Fulmore-Townsend stated that a greater difference was seen for

retention. She stated that students who received funds had higher retention rates. Ms. Fulmore-Townsend stated that trends were consistent across racial groups and gender.

(9) Consent Agenda

Mr. White requested approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of October 7, 2021
- (b) Gifts and Grants
- (c) Adoption of the College's 2021 – 2025 Technology Plan
- (d) Ernest Bock & Sons, Inc. Change Order One for the Career and Advanced Technology Center Project
- (e) Agreement with Department of Collegiate and Technical Education (DCTE)

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

(10) Report of the Chair

(10a) ACCT Leadership Congress

Mr. White reported that he, Dr. General, Mr. Epps, Ms. Ireland, Ms. McPherson, Ms. Witherspoon, Mayor Kenney, and English Faculty member, Debonair Oates-Primus, had attended the Association of Community College Trustees Leadership Congress, October 13-16, 2021 in San Diego, California. He stated that the trip was productive, and that the group established a national footprint for the College. Mr. White stated that the National Awards were very competitive. He noted that the theme of the Congress this year was *Advancing Diversity, Equity and Inclusion*. Mr. White stated that ACCT needs to integrate the theme in their work. He noted that the majority of the winners of the national awards lacked diversity.

Ms. Ireland stated that she had provided feedback to Jee Hang Lee, ACCT President and CEO, regarding this issue. Mr. Lee indicated that ACCT must do better.

(11) New Business

There was no new business discussed.

(12) Next Meeting

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

The meeting adjourned at 4:30 p.m.

The Board reconvened in Executive Session.

(13) Executive Session

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

2021 MEMORANDUM OF AGREEMENT- CLASSIFIED BARGAINING UNIT

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

1. **Extended Term** - September 1, 2022 - August 31, 2024
2. **Wage Increases**
 - a. September 1, 2022 - August 31, 2023 - 3.0%
 - b. September 1, 2023 - August 31, 2024 - 3.0%
3. The Salary Rates for Classified Employees in Grades 2-8 for the Extended Term are set forth in Exhibit A.
4. **Bonus**
In the next regularly scheduled pay-period following September 1, 2023, employees in the Classified Bargaining Unit as of that date shall receive a one-time bonus of \$250.

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

SIGNATURES:

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

By: [Signature]

Date: 10/25/21

By: Lacise Jones

Date: 10/25/21

Community College of Philadelphia

By: Dr. Donald Generals
President, Donald Generals, Ed.D.

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



Exhibit A

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

2021 MEMORANDUM OF AGREEMENT- FULL-TIME FACULTY

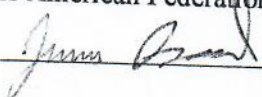
The Community College of Philadelphia, ("the College") and the Faculty & Staff Federation of Community College of Philadelphia, Local 2026, American Federation of Teachers, AFL-CIO (the "Federation"), each a party and collectively the parties, agree to amend the terms and conditions of the Full-Time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

1. **Extended Term** - September 1, 2022- August 31, 2024
2. **Wage Increases**
 - a. September 1, 2022- August 31, 2023 - 3.0%
 - b. September 1, 2023-August 31, 2024 - 3.0%
3. **The parties agree to work together to create salary schedules for the various workloads that incorporate the wage increases for the Extended Term.**

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

SIGNATURES:

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

By: 

Date: 10/25/21

By: 

Date: 10/25/21

Community College of Philadelphia

By: Dr. Donald Generals

President, Donald Generals, Ed.D.

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

2021 MEMORANDUM OF AGREEMENT- ADJUNCT/VISITING LECTURER

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

1. **Extended Term - September 1, 2022- August 31, 2024**
2. **Wage Increases for Visiting Lecturers, Part-Time Credit Teaching Employees and Part-Time Counselors and Librarians**
 - a. September 1, 2022- August 31, 2023 - 3.0%
 - b. September 1, 2023-August 31, 2024 - 3.0%
3. **Wage Increases for Part-Time Learning Lab Employees, Part-Time Aides, Credit-Free Offerings, and Part-Time**
 - a. September 1, 2022- August 31, 2023 - 2.0%
 - b. September 1, 2023-August 31, 2024 - 2.0%

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

SIGNATURES:

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

By: [Signature]

Date: 10/25/21

By: [Signature]

Date: 10/25/21

Community College of Philadelphia
DocuSigned by:
[Signature]
President, Donald Generals, Ed.D.

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

Exhibit A

PT Credit Instruction

<u>Pool</u>	<u>Units</u>
1	1-3
2-3	4-11
4-6	12-23
7-10	23-39
11-14	40 +

CURRENT
Yr 6 21-22

	<u>3.50%</u>
\$	1,575.00
\$	1,677.00
\$	1,765.00
\$	1,844.00
\$	1,900.00

Year 1 Extension Year 2 Extension

<u>3.00%</u>	<u>3.00%</u>
\$1,622	\$1,671
\$1,727	\$1,779
\$1,818	\$1,873
\$1,899	\$1,956
\$1,957	\$2,016

PT Learning Lab, Counselors & Librarians, Aides, Credit Free, GED and SAT

ABE/Learning Lab

Pool

	<u>1.75%</u>
1-3	\$ 46.45
4-6	\$ 48.65
7-13	\$ 50.78

<u>2.00%</u>	<u>2.00%</u>
\$47.38	\$48.33
\$49.62	\$50.61
\$51.79	\$52.83

GED

Pool

1-3	\$ 46.45
4-6	\$ 48.65
7-13	\$ 50.78

<u>2.00%</u>	<u>2.00%</u>
\$47.38	\$48.33
\$49.62	\$50.61
\$51.79	\$52.83

Counselors/Librarians

Pool

1-3	\$ 42.67
4-6	\$ 45.08
7-13	\$ 47.47

<u>3.00%</u>	<u>3.00%</u>
\$43.95	\$45.27
\$46.44	\$47.83
\$48.89	\$50.36

Aides

Pool

1-3	\$ 31.40
4-6	\$ 33.75
7-13	\$ 36.03

<u>2.00%</u>	<u>2.00%</u>
\$32.02	\$32.66
\$34.42	\$35.11
\$36.75	\$37.49

Level A

\$	35.75
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<u>2.00%</u>	<u>2.00%</u>
\$36.46	\$37.19

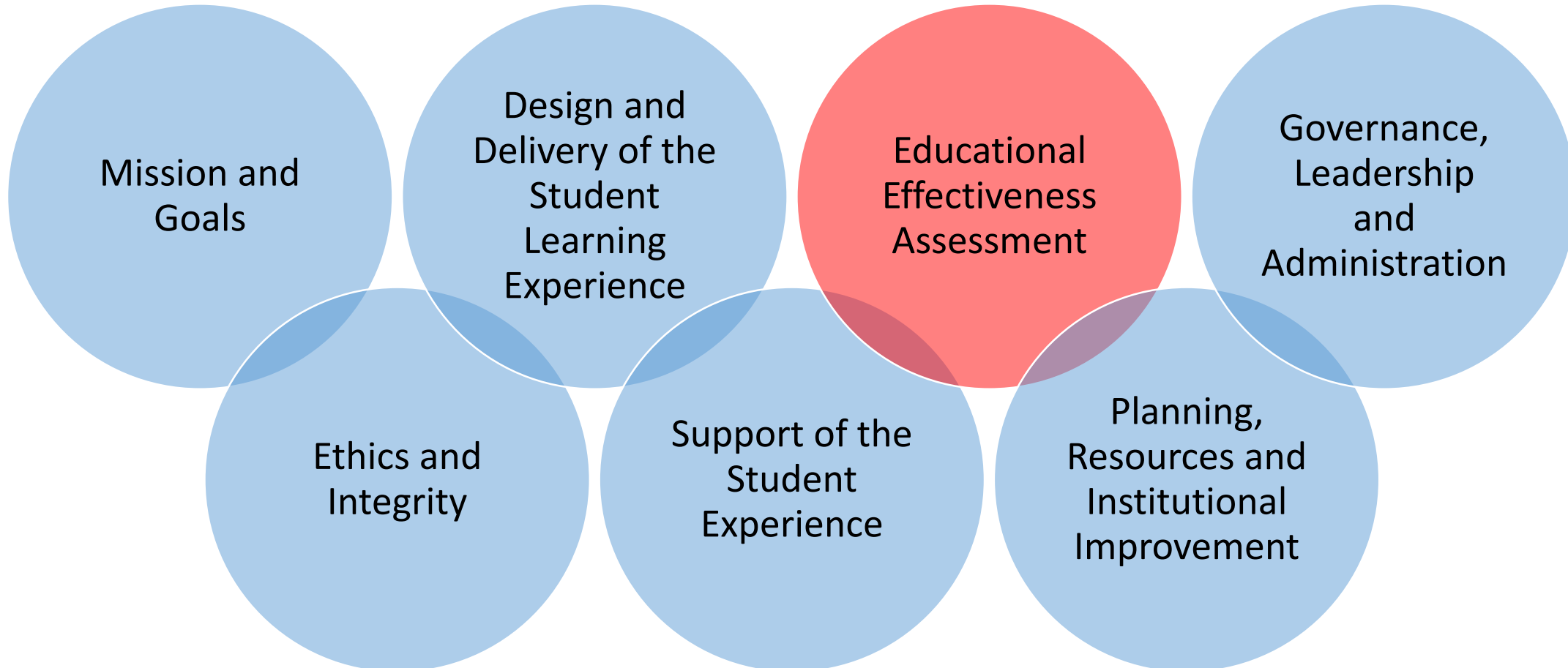
Level B

\$	45.34
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<u>2.00%</u>	<u>2.00%</u>
\$46.25	\$47.18

Seven Standards

ATTACHMENT D



Mission and Goals

Strategic Directions



Standard 1: Mission

MSCHE

- The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.

CCP

- **Mission Statement**
- Community College of Philadelphia is an open-admission, associate-degree-granting institution which **provides access to higher education for all who may benefit**. Its programs of study in the liberal arts and sciences, career technologies, and basic academic skills provide a coherent foundation for college transfer, employment and lifelong learning. **The College serves Philadelphia by preparing its students to be informed and concerned citizens, active participants in the cultural life of the city, and enabled to meet the changing needs of business, industry and the professions.** To help address broad economic, cultural and political concerns in the city and beyond, the College draws together students from a wide range of ages and backgrounds and seeks to provide the programs and support they need to achieve their goals.

Standard 1: Mission and Goals

MSCHE

- 1. clearly defined mission and goals that:
 - Collaboration
 - External Internal Constituencies
 - Approved by Governing body
 - Guide faculty, administration, governing bodies...
 - Scholarly Inquiry, Creative Activity
 - Publicized and Widely Known
 - Periodically Evaluated
 - Realistic
 - Focus on student learning and related outcomes
 - periodic assessment of mission and goals

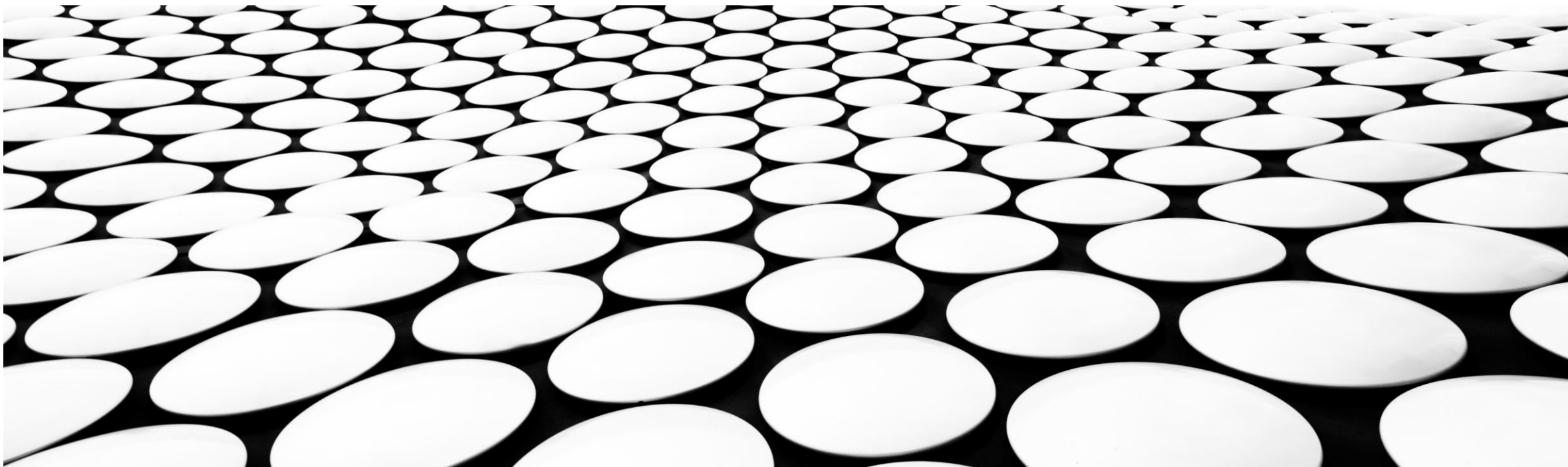
CCP

- Vision Ideals
- Core Values: Integrity, Academic Excellence, Diversity, Commitment to Teaching and Learning, Communication and Respect.
 - Strategic Plan:
Impact 2025
- Goal 1: Increase credit and non-credit enrollment by 20%.
Goal 2: Double the graduation rate.
Goal 3: Double the number of opportunities for students to enroll in career programs resulting in the attainment of marketable skills leading to placement in the local and **regional economy**.



COVID-19 TESTING & VACCINATION UPDATES

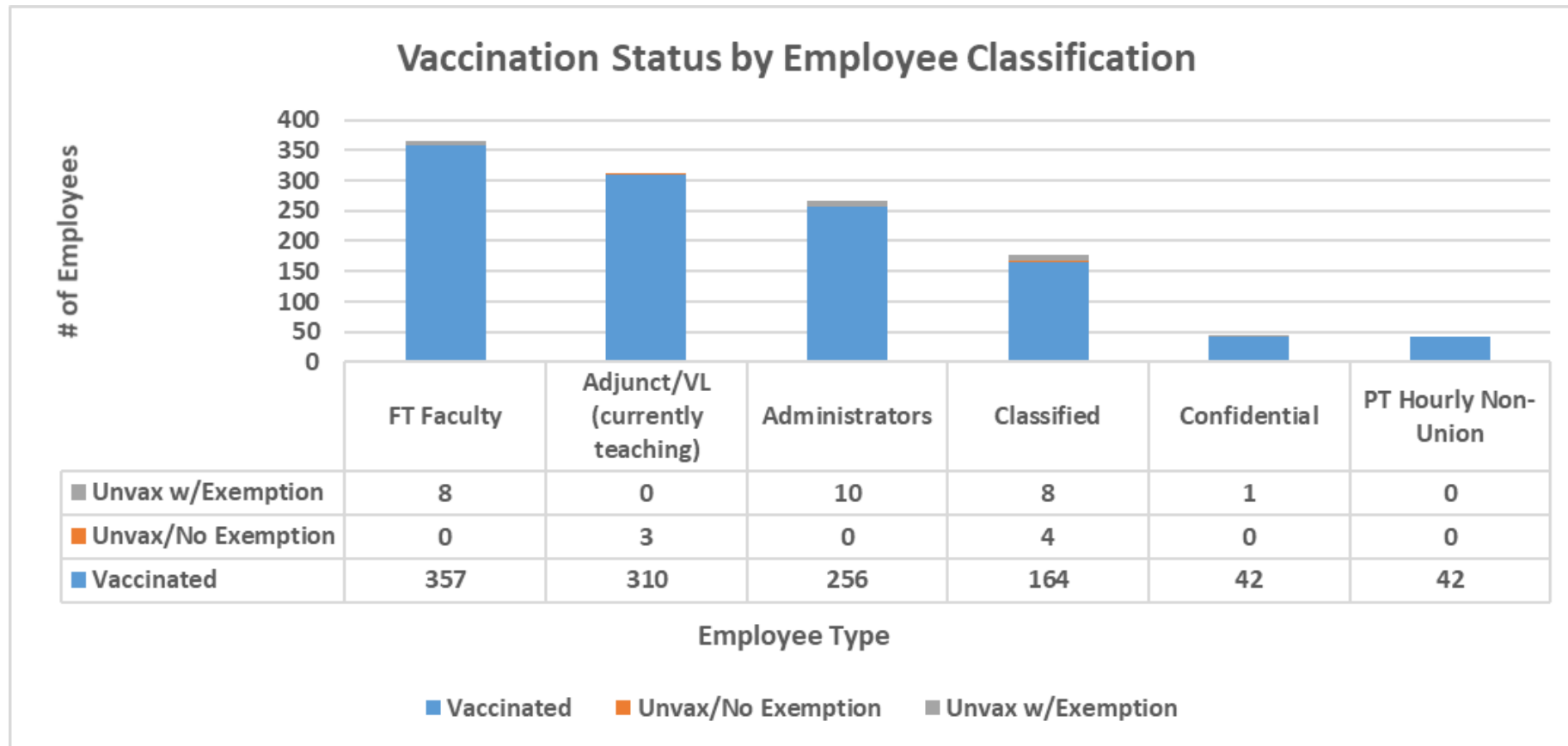
NOVEMBER 16, 2021



COVID TESTING

TESTING ON-SITE												
	Week Ending											
Location	9/5/2021	9/12/2021	9/19/2021	9/26/2021	10/3/2021	10/10/2021	10/17/2021	10/24/2021	10/31/2021	11/7/2021	11/14/2021	Total
Main Campus	320	658	638	411	361	358	233	403	334	238	300	4,254
Northeast Regional	7	41	86	72	63	57	44	65	50	40	28	553
Northwest Regional	2	14	22	14	15	18	3	16	10	16	14	144
West Regional	0	5	2	5	0	3	2	1	0	0	1	19
Total	329	718	748	502	439	436	282	485	394	294	343	4,970
POSITIVE TEST RESULTS FROM ON-SITE TESTING												
	Week Ending											
Location	9/5/2021	9/12/2021	9/19/2021	9/26/2021	10/3/2021	10/10/2021	10/17/2021	10/24/2021	10/31/2021	11/7/2021	11/14/2021	Total
Main Campus	3	2	4	0	2	1	4	2	0	0	3	21
Northeast Regional	0	0	0	0	0	0	1	0	0	0	0	1
Northwest Regional	0	0	0	0	0	0	0	0	0	0	0	0
West Regional	0	0	0	0	0	0	0	0	0	0	0	0
POSITIVE CASES FROM ALL SOURCES - AGGREGATE												
POSITIVE CASES	9/5/2021	9/12/2021	9/19/2021	9/26/2021	10/3/2021	10/10/2021	10/17/2021	10/24/2021	10/31/2021	11/7/2021	11/14/2021	Total
Staff	2	0	3	1	1	0	1	0	0	0	0	8
Students	2	2	3	2	2	3	5	4	0	0	6	29
Visitors	1	0	0	0	0	0	1	2	0	0	1	5

EMPLOYEE VACCINATION STATUS AS OF 11/16/21



STUDENT VACCINATION CARD STATUS

BANNER Credit and Non-Credit Students

	NOT Vaccinated	Vaccinated
Class Setting	545	4,970
Distance	4,003	6,418
DISTINCT HEADCOUNT	4,166	7,773

Unduplicated headcount for Class Setting (In-Person or Hybrid).

Unduplicated headcount for Distance.

Students may be enrolled in both a Class Setting and Distance course.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, November 4, 2021 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bradley, 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. Hirsch, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, Ms. Hutcherson, Ms. Lopez, and Dr. Waller

(1) Executive Session

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

(2) Meeting Called to Order

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

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

The Board approved the Resolution approving the 2021 Memorandums of Agreement with the Faculty and Staff Federation.

(4) Public Comment

There were no requests for Public Comment.

(5) Report of the President

Dr. Generals thanked members of the Board for their participation in the first hybrid Board meeting of the year.

(5a) State/Local/National Meetings

Dr. Generals participated in the following state, local, and national meetings:

- The Association of Community College Trustees Leadership Congress in San Diego, California, October 13-16, 2021.

- The Pennsylvania Commission for Community Colleges Presidents meeting on October 21-22, 2021.
- Met with Senator Tartaglione on October 27, 2021.
- Met with Dr. William Hite, Superintendent of the School District of Philadelphia regarding student enrollment opportunities.
- Met with Dr. Franklin Garcia Fermin, Minister of Higher Education for the Dominican Republic, on October 20, 2021 regarding a possible partnership.
- Met with Bill Hunt, CEO, of Leonardo Helicopters on October 25, 2021 regarding a possible partnership with the College specifically in workforce development.
- The signing of the Experiential Learning Platform Agreement with Nick Bayer, CEO and Founder of Saxbys, took place on October 25, 2021.
- Met with RJ Fitch, Vice President of Operations and General Manager of Wuxi App Tec, on November 3, 2021.
- Met with Richard Lee Snow, Regional Director, United Negro College Fund (UNCF), on November 4, 2021 regarding a possible partnership.
- Hosted the Enough is Enough Teach-In Series: *Hunger and Racial Equity: The Impact of Food Insecurity in Urban Communities* on October 19, 2021.
- Presented at a session of the Association for the Study of Higher Education Symposium held on October 26, 2021.
- Participated on the Regional Exploration Panel: *Hiring and Recruitment Pipelines at Leonardo Helicopters* during the Greater Philadelphia Leadership Exchange (GPLEX) hosted by the Economy League of Philadelphia on October 25-26, 2021.

(5b) Interviews

Dr. Generals participated in interviews with Kennedy Rose, reporter, *Philadelphia Business Journal*, regarding the vaccine mandate, and Sri Taylor, newsroom intern, *Bloomberg News*, regarding the declining enrollment rate of Black students at 2-year institutions during the pandemic.

(5c) Events

Dr. Generals participated in the following events:

- The African American Chamber of Commerce 2021 Annual Meeting and Award Ceremony on October 28, 2021.
- The Urban Affairs Coalition's 52nd Anniversary Celebration kick-off event on November 3, 2021.

(5d) Awards/Recognition

Dr. Generals was awarded the ALL IN Campus Democracy Challenge *Standout President Award*.

Dr. Generals was featured in *Philadelphia Magazine's* November issue of The 76 Most Influential People in Philadelphia.

Dr. Generals participated in *Philadelphia Magazine's Thinkfest* podcast interview with Dr. Hite, Superintendent, School District of Philadelphia, regarding the current status and future of public education in the City of Philadelphia.

(5e) #CCP Votes Report

The Board was provided with an overview of the #CCPVotes program at the College.

(5f) Middle States

The Board was provided with a slide presentation outlining the seven Middle States Standards for Reaccreditation, with a specific focus on Standard 1: Mission and Goals.

(5g) Vaccination Report

The Board was provided with an update of the number of vaccinations for faculty, staff, and students.

(5h) Foundation Report

The Board was provided with a report of grants and gifts received by the Foundation July 1, 2021 – October 15, 2021.

(6) Report of the Business Affairs Committee Meeting of October 7 and 20, 2021

The Committee met on October 7 and 20, 2021.

(6a) Adoption of the College's 2021-2025 Technology Plan

The Board adopted the College's 2021-2025 Technology Plan.

(7) Report of the Workforce Subcommittee Meeting of October 7, 2021

The Subcommittee met on October 7, 2021. The Committee discussed employer relationships and the effectiveness of programming.

(8) Report of the Student Outcomes Committee Meeting of October 7, 2021

The Committee met on October 7, 2021. The Committee was provided with an update of the Catto Scholarship as well as an overview of the disbursement of COVID-19 relief funds.

(9) Consent Agenda

- (a) Proceedings and Minutes of Decisions and Resolutions Meeting of October 7, 2021
- (b) Gifts and Grants
- (c) Adoption of the College's 2021 – 2025 Technology Plan
- (d) Ernest Bock & Sons, Inc. Change Order One for the Career and Advanced Technology Center Project
- (e) Agreement with Department of Collegiate and Technical Education (DCTE)

The Board approved the Consent Agenda.

(10) Report of the Chair

(10a) ACCT Leadership Congress

The Association of Community College Trustees Leadership Congress took place October 13-16, 2021. Jeremiah White, Dr. Generals, Mr. Epps, Ms. Ireland, Ms. McPherson, Ms. Witherspoon, Mayor Kenney, and English Faculty member, Debonair Oates-Primus attended.

(11) New Business

There was no new business discussed.

(12) Next Meeting

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

The meeting adjourned at 4:30 p.m.

The Board reconvened in Executive Session.

(13) Executive Session

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

**Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
January 6, 2021 Meeting of the Board of Trustees**

Summary by Source:

Held by College	FY 2022		FY 2021	Variance
	10/16/21 - 12/15/21	Fiscal Year to Date 7/1/21 - 12/15/21	7/1/20 - 12/15/20	July 1 – Dec 15
Federal	\$ 607,500	\$ 5,102,031	\$ 3,021,185	\$ 2,080,846
State	\$ -	\$ -	\$ 4,200,696	\$ (4,200,696)
Local	\$ -	\$ -	\$ 29,800	\$ (29,800)
Total	\$ 607,500	\$ 5,102,031	\$ 7,251,681	\$ (2,149,650)
Held by Foundation	10/16/21 - 12/15/21	Fiscal Year to Date 7/1/21 - 12/15/21	7/1/20 - 12/15/20	July 1 – Dec 15
Corporation	\$ 107,503	\$ 189,163	\$ 108,550	\$ 80,613
Foundation	\$ 134,655	\$ 1,208,649	\$ 1,406,490	\$ (197,841)
Individual	\$ 187,909	\$ 380,990	\$ 102,106	\$ 278,884
Organization	\$ 6,600	\$ 30,444	\$ 12,299	\$ 18,145
Total	\$ 436,668	\$ 1,809,247	\$ 1,629,446	\$ 179,801
TOTAL	\$ 1,044,168	\$ 6,911,278	\$ 8,881,127	\$ (1,969,849)

**PUBLIC GRANTS SUMMARY
Since Meeting of November 4, 2021**

FEDERAL

National Science Foundation awarded \$7,500 for the Expansion, Curriculum Evolution, and Enhancement during Biotechnician Training (ExCEED BTT) project. The grant period is 9/1/2021 – 8/31/2022. The BTT pre-apprenticeship program prepares students for positions as biological laboratory technicians and research assistants at Wistar Institute and nearby academic institutions, providing on-the-job training and portable credentials.

U.S. Department of Education awarded \$600,000 for year one of a Predominantly Black Institution Program grant. The grant period is 10/1/2021 – 9/30/2026. Funds will support the College's Center for Male Engagement (CME) which is designed to increase Black male students' retention and graduation rates at the College through comprehensive, intentional, and culturally responsive programming. Through this grant, CME will support up to 400 students per year and provide them with support coaches, counseling, academic support, career and leadership development, life skills workshops, mentoring, personal wellness strategies, cultural enrichment activities, and financial assistance as needed.