Community College of Philadelphia

Meeting of the Board of Trustees, Thursday, September 1, 2022 - 3:00 p.m. Pavilion Klein Cube, Room P2-3 - Hybrid

AGENDA

(1) Meeting Called to Order

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

(a) Select Board Officers for 2022-2023

(b) Update the Board on the start of the academic year

(c) Update the Board on the status of the Self-Study

(2) Public Comment

(3) Board Elections

(a) Nominating Committee Recommendations for Board Officers (A)

(4) Report of the President

(a) Academic Year/Fall Reopening

(b) Middle States Update

(c) Preliminary Enrollment Update (Summer and Fall)

(d) CATC Ribbon Cutting

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

(5) Committee Chair Appointments

(6) Policy Committee

(7) Student Outcomes Committee, June 2, 2022

(8) Audit Committee, June 8, 2022

(9) Workforce Subcommittee, June 30, 2022

Contegix to Dell APEX Backup

(g) CMT Services Group – Request for Additional Contract Funding

(h) Stop Loss

(i) Life and Disability Insurance

(j) Delta Dental Insurance

(13) Report of the Chair

(14) Old Business

(15) New Business

(16) Next Meeting: October 6, 2022, 3:00 p.m.

(17) Executive Session

The Board will meet in Executive Session for an update on real estate, personnel, and legal matters. The Board will not return following the Executive Session.

Future Committee Meetings

Student Outcomes, Thursday, September 15, 2022, 2:00 p.m. Pavilion Klein Cube, P-3 and Zoom

Business Affairs, Wednesday, September 21, 2022, 9:00 a.m., Isadore A. Shrager Boardroom, M2-1/Zoom

Audit Committee, Monday, September 26, 2022, 10:00 a.m. Isadore A. Shrager Boardroom, M2-1 and via Zoom

Workforce Subcommittee, Thursday, October 6, 2022 11:00 a.m. – Via Zoom

Upcoming Events

Professional Development Week, August 29-September 1, 2022

Saxby's Grand Opening, Wednesday, September 7, 2022 10:00 a.m. – 11:30 a.m. - Library and Learning Commons

2022 Association of Community Colleges Leadership Congress, October 26-29, 2022 , Marriott Marquis, New York

STUDENT OUTCOMES COMMITTEE OF THE
BOARD OF TRUSTEES

MINUTES

Thursday, June 2, 2022
1:00 p.m.
Zoom/Hybrid

Presiding: Ms. Fulmore-Townsend

Committee
Members: Ms. McPherson, Ms. Posoff

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

Guests: Ms. Barbano-Maxwell, Dr. DiRosa, Ms. Gordon, Dr. Saia, Dr. Sweet

(1)   Public Session

(a) Approval of the Minutes of May 5, 2022
The minutes were approved unanimously.

(b) Early Childhood Education (AA Degree) Program Review

Dr. Chae Sweet, Dean of Liberal Studies, began by noting that this program review is
a little different from other program reviews in that it is primarily based on the
accreditation review in March 2021. This accreditation is very important and its
success marks the program as a premier program in Philadelphia. Dr. Sweet noted
that this is a strong program and one of the largest in Liberal Studies.

Dr. Amy Saia, Coordinator of the Education: Early Childhood (Birth to 4th Grade)
Program, noted that an annual review was conducted five years ago and the results
indicated that vital changes were needed. Student outcomes were shifted to reach the
long-term goal of national accreditation by NAEYC, the largest professional
accreditation program in North America. Dr. Saia was proud to note that the program
is now nationally accredited. Once the report was received in May 2021, it was noted
that there were some conditions that can be reviewed by referencing the report that
was provided to the Committee. The program was the first ever to be reviewed by
NAEYC online.

Program staff worked with Ms. Gordon and Institutional Research to address the
conditions and align student outcomes to meet these conditions. This started in

October 2021, and the conditional review was completed, as well as the annual report on March 31, 2022. The program is awaiting the findings, and hoping for a response before the end of June.

Dr. Saia noted that the program is in the process of making other changes as well, with strong partnerships with institutions such as Arcadia and Holy Family and a program-to-program transfer agreement with Drexel University. New partnerships are also being developed with Parkway West for a CTE program, and the program is about to launch a new partnership with City Years Scholars over the summer. An apprenticeship program was created in 2017, and the program is working with the Workforce and Economic Innovation as well.

Ms. Gordon noted that she worked closely with the program on responses to the conditions and commended the program for the detailed work and dedication to improving assessment practices. Program staff are very open to feedback.

A question was raised regarding whether accreditation helps our students receive higher pay when they graduate. Dr. Saia noted that accreditation is highly prestigious but does not make a difference in pay. It does make a difference, however, with agreements and articulations that are in place. Accreditation is advantageous in terms of the program's profile with partners and programs. Dr. DiRosa added that accreditation adds validity to the program itself so even if students are not compensated in terms of higher pay, the program is viewed as stellar. It does help students in terms of graduating from a nationally accredited program.

It was noted that fall-to-fall retention is six points higher than the overall College average. An FYE course was offered as part of the program providing information on what it takes to be a successful college student, and the course is taught by Education faculty. Students can learn what it takes to become an early childhood educator, gain experience and learn how to become engaged directly from Education faculty.

Appreciation was expressed regarding the enormous amount of work it took to obtain the accreditation and ensuring that the conditions were addressed.

Action: The Student Outcomes Committee unanimously recommends that the Board of Trustees accept the program review of the Early Childhood Education program for five years.

(c) Dual Enrollment Presentation

Ms. Megan Barbano-Maxwell, Director of K-16 Partnerships, began the Dual Enrollment presentation by describing the differences between dual enrollment and dual credit. She noted that the majority of the students in the College's Dual Enrollment program are seeking dual credit – both high school and college credit. The School District of Philadelphia is their largest partnership. She reviewed the Dual Enrollment model: Advance at College and ACE Summer program. Advance at

College is the traditional dual enrollment program, generally for high school juniors and seniors, and the ACE summer program is for high school students in grades 9 through 12. She briefly touched on the other programs in the model: 100 Steps, Parkway Center City Middle College, Gateway to College, MC2, Advance Senior Year, Mastery Senior Year and Early Scholars.

Advance at College: This program provides eligible Philadelphia 11th and 12th grade students and students actively pursuing a high school equivalency the opportunity to enroll in college-level and developmental course. Commonly taken courses include English, math, history and gen ed courses which are high school requirements. The majority of students take classes during the day, in person, between 8 a.m. and 3 p.m.

Advanced College Experience (ACE): This program provides college exposure to motivated, rising 9th through 12th grade students and students under the age of 21. The classes start out as non-credit; however, if the students earn a C or higher, they gain college credit. In July 2022, 21 courses will be offered. Sample course offerings include Introduction to Law, Introduction to the Music Business, Music Technology, Introduction to Healthcare Professions, and Creative Writing. They are beginning to align ACE courses as a pipeline and move toward STEM and career-focused courses.

Dual Enrollment students are eligible to take advantage of services offered at the College such as tutoring, computer labs, Counseling, and Advising. Individuals in the Division of Access and Community Engagement (DACE) are available to provide students with guidance on course selection, as well as providing an orientation regarding what it means to go to college. Financial support is provided in terms of reduced tuition and one free official hard copy transcript at the end of each enrolled term. Funding can be used for developmental courses as well.

Data surrounding the program were reviewed. For 2021-2022, there were 1,290 students for all Dual Enrollment Programs. For 2021-2022, course enrollment is down 13% compared to the previous year. Reasons for this include students taking fewer online courses. Program staff are advising students to take one online course instead of two. The School District of Philadelphia who funds a considerable portion of this was not allowing funding for asynchronous courses. The pass rate is 86% for 2021-2022, compared with 89% in 2020-2021.

Data provided by Institutional Research (IR) tracks fairly consistently and is probably representative of the City. The number of black students enrolled in the Dual Enrollment Program are slightly higher than traditional students, and white students enrolled in the Dual Enrollment Program are lower than traditional students. Traditional and Dual Enrollment gender breakouts are exactly the same; however, it was noted that the Program needs to enroll more male students.

Dual Enrollment students tend to be more successful when compared to the traditional students. Reasons include Dual Enrollment students are more highly motivated to do well and prove themselves. They are also concurrently enrolled in high school, so they have the entire support system in the high schools as well.

Students are also closer to the material and have no gaps between high school graduation and starting college. They are fully immersed in learning the subject areas.

In 2022, 133 Dual Enrollment students graduated from the College which is 7% of total graduates. The majority of graduates were from Parkway Center City Middle College.

Ms. Barbano-Maxwell noted that they are in the process of building a Dual Enrollment dashboard in Tableau. Sample reports were provided. It was noted that there will be a public side to this dashboard where individuals will be able to see data such as unduplicated enrollment head counts in each of their programs. It is planned that reports will be available by specific school to see how well students are doing, final grades, etc. This data will be valuable when discussing the programs.

Future plans include using current and securing new funding to expand existing programs and create new programs to broaden their portfolio; establishing hubs at the Regional Centers; expanding professional development sessions for faculty on pedagogy and research-based instructional strategies; and creating career pipeline partnerships.

Lessons learned: Dual Enrollment students benefit from additional support to prepare for college courses. Pass rates are consistently in the 83-89% range, but they have learned that the more support they can provide for their students, the better. High school and dual enrollment students prefer in-person courses and structured pathways. Better understanding of dual enrollment by the partners equates to better performance of dual enrollment students. Dual enrollment students are most successful in courses when faculty are organized, communicate clearly, maintain high expectations and treat all students fairly.

A question was raised about growing the program beyond the current 1,400 students who are participating and what are some obstacles. It was noted that funding is definitely one. The timeframe that the majority of high school students are available is 3 to 6 p.m., and they would like to see more classes offered during these hours. In the fall, they are moving to block scheduling, and this may work better for their students. High school students can perform at a college level and can meet expectations; however, support within the College is helpful. There are no courses with just high school students, and there is no state requirement for others to accept dual enrollment credits. Dr. Thomas noted that they are trying to get everyone across the institution to understand that the Dual Enrollment students are not just their students, they are the College's students. Resources will need to be expanded to meet student needs as the program grows.

Another question was asked about how much we can expand this program. It was noted that they have operated on trying to increase by 10% each year, and they are able to that with very little marketing. Dual Enrollment is very popular at the moment, and many schools come to us. In terms of a final number, there is no answer

at the moment. They would like to expand to the Regional Centers and are looking to partner with high schools in those areas. It was noted that a lot of this is driven by the State. Funding for dual enrollment was removed at some point, and we have asked for restoration each year for many years, but that has not happened yet. This is something that will continue to be pursued with the Commonwealth.

A question was also raised as to whether there is any sort of cohort with traditional and high school students for mentoring purposes. It was noted that with some programs, this automatically happens but not with others where students are taking one or two classes. One of the thoughts was a dual enrollment club that would allow students to connect with others. However, dual enrollment students do not want to be identified as dual enrollment students. A balance needs to be met regarding the fact that they are high school students but do not want to be treated differently. Academic mentors have been created to serve as mentors to their students to provide guidance, support and modeling for academic success.

(d) Year in Review

The year-in-review document that was provided allows planning for next year so the Committee can target their focus moving forward.

This was Dr. Hirsch's final meeting before he retires. Ms. Fulmore-Townsend expressed appreciation to him for being a stellar partner with executing the work of the Committee, and he was publicly acknowledged for his leadership. Committee members come on board with different levels of understanding and interest, and he has managed this well and navigated through so all have a strong understanding. The Committee has grown and adjusted over time, and Dr. Hirsch has been the "captain of the ship." The Committee will ensure that the reflection of Dr. Hirsch's legacy continues with this great work.

(e) New Business
There was no new business.

Next Meeting
The next meeting of the Student Outcomes Committee of the Board is scheduled for September 1, 2022.

Attachments:
Minutes of May 5, 2022
Academic Program Review: Early Childhood Education (AA Degree)
Dual Enrollment PowerPoint Presentation
SOC Year in Review
2022 SOC Agenda Calendar – Monthly Topics
Academic Pathways 2021-2022

MINUTES

Thursday, May 5, 2022
1:00 p.m.
Zoom/Hybrid

Presiding: Ms. Fulmore-Townsend

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

Board
Participants: Mr. Bradley, Mr. Epps

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

Guests: Dr. Adanu, Ms. Gordon, Dr. McLaughlin, Dr. Shah

(1)   <u>Public Session</u>

(a) Approval of the Minutes of April 7, 2022
The minutes were approved unanimously.

(b) **Nursing AAS Degree Academic Program Review**

Dr. Shah, Dean of the Math, Science and Health Careers division, began by noting
some major highlights of the nursing program including that the program is strong,
impactful, and is making a difference in the City of Philadelphia. The pandemic has
highlighted the importance of the nursing program. He noted that the number of
degrees awarded is constantly increasing, and the College offers a very strong Post
Baccalaureate Nursing Option. Two items particularly stand out and that is that
faculty go above and beyond, with students being able to take advantage of the
opportunities provided. Second is the level of success of students outside the
program in the community. The program is known for that, has a strong foundation,
and others recognize this. An area of concern is existing inadequate labs and storage
space; funding and resources are needed for a proposed new health science building.

Dr. McLaughlin, Department Head for Nursing, noted that the program has done a
good job with the available resources. Enrollment is tied to available seats in the
classroom and clinical sites in the City. The program recognized early on that it was

important to grow their own faculty. Of the 12 full-time faculty members, 4 (1 male and 3 women of color) are graduates of the program which is noteworthy. Half of the part-time faculty are individuals of color, and they have been with the program for many years. Dr. McLaughlin noted that this is very important for the students.

From the time of admission, students are encouraged to consider academic progression and many do; most are enrolled in an RN or BSN program within one year of graduation and complete the program within one year and with very little debt. She noted that the Post Baccalaureate Option is available for students with a Bachelor's degree in another area which allows them to complete the nursing program in 14 months and with very little debt. The program is preparing to admit the fourth cohort of 55 students on May 16. This new opportunity increased capacity in the traditional option by 30 percent, as eligible students were able to move into the Post Baccalaureate Option.

The Nursing program is recognized as a Center of Excellence, and the designation has been renewed until 2027. Ms. Gordon pointed out the commendable number of graduates of the program over the audit period. She also noted that in January 2021, the Nursing program was awarded the Innovations in Social Mobility: Workforce Development award due to its rapid development and mobilization of an innovative program that included a workforce of nursing student interns.

The Nursing program has had long-standing community involvement starting with the 19130 Zip Code Project – A Health Center Without Walls, with a focus on health promotion and disease prevention activities. This has expanded because of involvement with school nurses and the School District of Philadelphia. The program has worked with Hub of Hope, a resource for the homeless population, doing covid screenings and vaccines. One of the program's graduates was hired as the lead nurse at Hub of Hope. The program also participates in community health fairs, night-out events, Stephen Klein Center working with teens, working with new moms through a nurse partnership group, and the Black Doctors Consortium Center. Another graduate of the program is the manager at a health center near Temple's campus. Dr. McLaughlin noted the program participates in as many activities as they can. Four faculty members work solely in community-based care. These relationships are important and allow students to keep going back.

A question was raised about partnerships with health professionals of color who can advise the program. Dr. McLaughlin noted that they balance going out into the community with guidance from professionals of color. She noted that a full-time faculty member active in the community is a woman of color. Most of the schools and agencies the program works with are very diverse groups. Schools are in largely underserviced neighborhoods, and there is diversity of nurses in the schools. Program faculty are experts in the community, and they interact with representatives from the community. The program is always looking for agencies for clinical practice.

Another question was raised about the list of Top Companies included in the handout, specifically Crozer. Dr. McLaughlin noted that our criteria include being accessible to students via public transportation. Also, the program has "agreements" with Buck's and other surrounding colleges to stay out of each other's backyards.

A question was raised as to whether there is data available regarding the number of graduates over a period of time. Dr. McLaughlin noted that there is. There was a slump in 2017 and 2018, and then the number of admissions and retention increased and has continued to steadily increase over the past three years. A driving factor includes retention, and the licensure exam changed in one of those years which drove our successful retention down. Also, there was no nursing shortage at that time and the large number of nurses in the market were having difficulty finding jobs so students were not selecting nursing as a program of study. The focus has changed a bit, and students are starting to look at sustainable professions regardless of the economy, and nursing is one of those professions. The literature also suggests that nurses were not retiring so positions were not available. Also, in 2017/2018, there was a big push to hire only nurses with bachelor's degrees but that has changed with covid. Students are now being hired and asked to complete their bachelor's degrees. An increase in men in nursing has also occurred in the past four to five years, with policemen, medics, military personnel and retirees enrolling in the nursing program.

Regarding constraints in growing the nursing program, Dr. McLaughlin noted that the constraint is largely clinical at this point, although the number of seats in the classroom is constraining as well. What the program has experienced with covid is that virtual lectures are fine, but other aspects such as labs and clinicals are better in person. She went on to note that for every six students in the program, they need a clinical site and a faculty member. Currently, there are 40 clinical sites per semester for the community. The program has made many changes including alternating days, expanded hours or whatever options a clinical site can offer to keep the same admission. The program competes with many universities for clinical sites. Dr. McLaughlin noted that the program has one person and a back-up who handle all the clinical activity and coordinate with all agencies, maintain relationships and negotiate with the clinical sites.

The question was raised regarding employment and whether opportunities for employment are growing given all the competition. Dr. McLaughlin responded that the program's graduates are always sought after.

The committee members had no additional questions. Dr. McLaughlin and Dr. Shah were commended on their great work with this high-demand field and strong access to quality for our students.

Dr. Hirsch noted that this is a highly scrutinized program with a rigorous accreditation process. The Nursing department really understands and performs assessment, and the program is high performing. He reiterated the great innovation with the Post Baccalaureate Option. Also mentioned was how well the program's

students do on the NCLEX exams. The program does a great job providing students with coaching, modeling and review to ensure students have the best chance of passing the exams the first time.

Discussion ensued regarding how to submit the recommendation to the Board of Trustees. It was suggested that consideration should be given beyond simply enthusiastically recommending renewing the program for the next five years. Not only does program growth need to be examined but how the College can support that, perhaps through a new health science building with more space, additional lecture rooms and labs, simulations, etc.

Action: The Student Outcomes Committee unanimously and enthusiastically recommends that the Board of Trustees accept the program review of the nursing program for five years. The Committee recognizes the nursing program as one of excellence and encourages the program to seek strategies for enrollment growth.

(c) Faculty Promotions
Every year faculty have the opportunity to apply for promotion. The process begins with the distribution of materials to faculty outlining the process and describing information needed to complete their portfolios. Dr. Hirsch then provides workshops for faculty who are interested in applying for promotion to walk them through the process and answer any questions they may have; these workshops have been very successful. New faculty are advised of this process during their year-long orientation so they can begin thinking about and planning for promotion.

Once the completed portfolios are submitted via an electronic process, the faculty member's department head reviews the information and makes a recommendation; the dean then reviews and determines if they recommend the faculty member for promotion. If they do, the portfolios are reviewed by all the deans and Dr. Hirsch, after which recommendations are forwarded to Dr. Generals for his review/approval. Th Student Outcomes Committee then approves faculty recommendations which will then go to the full Board for a vote at the June meeting.

Eligibility criteria for faculty promotion include being a full-time faculty member in their current rank for at least four years, an up-to-date curriculum vitae, teaching observation, and presentation of a cumulative body of work showing progression during their time at the College. The portfolio should demonstrate their contributions to the life of the College, their leadership, and service to students. The criteria shifted a few years ago to be more outcomes based, and this needs to be demonstrated throughout the portfolio. The portfolios also include peer and student evaluations.

This year, eight faculty members are being considered for promotion. They are exemplary faculty who met or exceeded expectations. All but one has a doctorate. They are leaders in curriculum work, course development, and working with students

in demonstrative ways, i.e. mentors, assisting student with research or other scholarly work. All are currently serving or have served as department heads and serve as leaders within their departments as curriculum or course coordinators. They are active within their fields/disciplines including presenting at conferences or writing articles. They are well recognized within their fields and their departments.

Questions included the breakout by gender/race. This can be challenging, and the College relies on self-reporting. Twenty-five percent or two individuals are African American, and 50 percent or four individuals are female. In response to a question about how many individuals apply each year, it was noted that the average is between seven and ten each year. There are some faculty who never apply for promotion and remain in the same rank for years. However, the deans are being proactive with encouraging and assisting faculty to apply for promotion. Many opportunities are available for faculty to serve on College committees and engage in departmental and College-wide activities to build their portfolios. When promoted, faculty receive a one-time payment, as well as an increase in their base salary.

Action: The Student Outcomes Committee unanimously recommended that eight faculty members being considered for promotion be submitted to the Board for their approval.

(d) Diversity Fellowship Update

The College has been challenged with increasing the diversity of faculty. In response to that, in 2019 an agreement was reached with the Federation to develop a Diversity Fellowship Program. The Program was designed to increase the diversity of faculty and aligns with the DEI Strategic Plan pillar.

The goals of the Program include increasing diversity within our faculty, closing the opportunity gap for faculty from underrepresented groups, providing necessary support to fellows, preparing the fellows for the hiring process, providing an inclusive community, and assisting fellows to cultivate their networks within and outside of the institution. The College provides opportunities for fellows in terms of a one-year teaching position with salary and benefits. They teach up to three courses, with one course released to allow them to develop a project to address a DEI concern at the College. Upon successful completion of the fellowship, the fellows are provided with a guaranteed interview for a future full-time tenure-track position. Mentoring and coaching sessions are provided, including assistance with the employment application, interview practice and preparation. Networking opportunities, support and access to College faculty and administration are also part of the fellowship opportunity.

The Program was launched in 2019. This is the third year for the Program, and there have been seven fellows to date. Four have been hired into tenure-track faculty positions. The plan is to grow the Program. The process includes advertising for the

fellowship positions, describing the program and expectations. A Committee then reviews the applications; the department head and Dr. Hirsch are involved in the selection process as well.

A question was raised about the process including who serves on the selection committee, how they are chosen, and what qualifications they bring to the process. Additionally, how/where does the College advertise. It was determined that a more in-depth conversation needs to occur around this critical aspect of work, and this will be scheduled in the near future.

(e) New Business
There was no new business.

Next Meeting
The next meeting of the Student Outcomes Committee of the Board is scheduled for June 2nd at 1:00 p.m.

Attachments:
Minutes of April 7, 2022
Academic Program Review: Nursing, AAS
Overview of Diversity Fellowship Program PowerPoint

Community College *of* Philadelphia

Academic Program Review:
Education: Early Childhood (Birth to 4th Grade) AA

Authors: Amy Saia, Ed.D., Francesca DiRosa, Ph.D., Dawn Sinnott. Ph.D.
Spring 2022

Executive Summary

Key Findings

Enrollment

1. Average enrollment in the EDEC program between fall 2017 and fall 2021 was 457 students per semester, see Exhibit 1

Exhibit 1: College and Program Enrollment

	Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Average
College-Wide	17,296	16,503	16,671	15,544	15,996	14,789	13,673	12,195	11,647	14,528
EDEC	542	533	522	476	481	437	435	388	359	457

2. Enrollment and Demographics
   a. EDEC full-time enrollment is below the college average; see Exhibit 2a
   b. Enrollment by Gender within Race, see Exhibit 2b
      - On average, the EDEC program's distribution of gender and ethnicity indicates a higher percentage of Black females (49.4%) than the College (33.9%)
      - On average, the EDEC program's distribution of gender and ethnicity indicates a lower percentage of Black males (2.9%) than the College (15.9%)
      - On average, the EDEC program's distribution of gender and ethnicity indicates a lower percentage of White males (0.9%) than the College (9.8%)
   c. On Average, EDEC students were more likely to be career age, between 22 to 29 years of age, than the college-wide average; EDEC 55% and College 49%, see Exhibit 2c
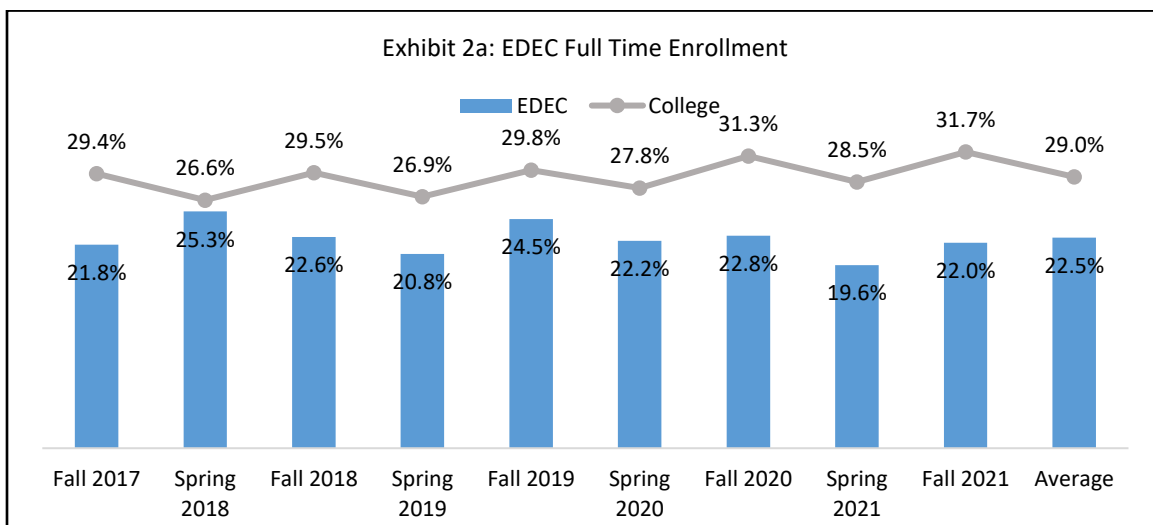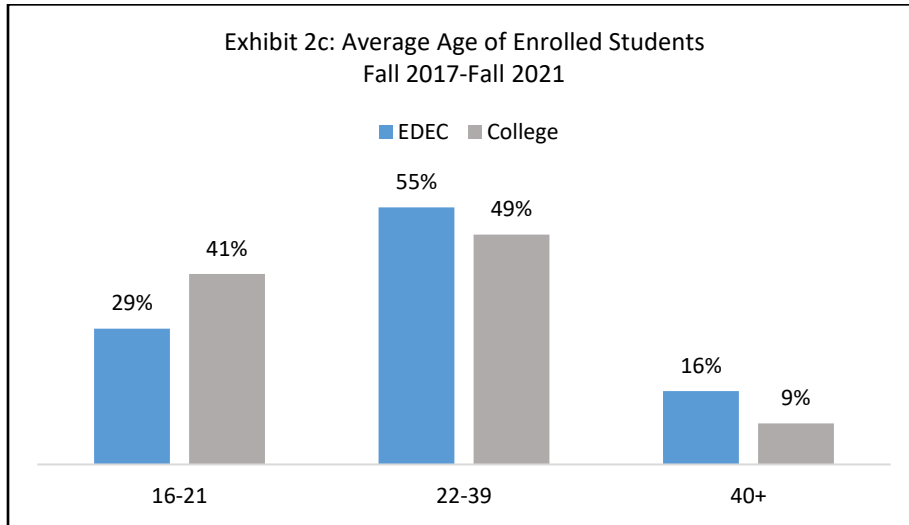

Exhibit 2a: EDEC Full Time Enrollment

Exhibit 2b: College and Department Enrollment by Gender within Race

EDEC		Fall 2017	Spring 2018	Fall 2018	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	EDEC Average	College Average
Asian	Female	5.2%	4.9%	4.2%	4.0%	4.6%	4.8%	5.3%	5.7%	5.3%	4.8%	6.0%
Asian	Male	0.4%	0.6%	0.4%	0.6%	0.2%	0.2%	0.2%	0.0%	0.0%	0.3%	5.1%
Black	Female	50.7%	50.7%	52.7%	50.4%	51.8%	50.1%	42.5%	46.9%	46.2%	49.4%	33.9%
Black	Male	3.5%	3.4%	2.9%	4.4%	3.1%	2.1%	2.3%	2.3%	1.7%	2.9%	15.9%
Hispanic	Female	11.4%	12.4%	12.6%	13.2%	15.8%	16.7%	20.7%	16.8%	15.9%	14.8%	11.0%
Hispanic	Male	0.4%	0.4%	0.4%	0.6%	0.8%	0.9%	1.1%	1.3%	0.8%	0.7%	5.7%
White	Female	20.8%	19.3%	20.5%	20.2%	17.3%	17.2%	18.9%	18.0%	19.8%	19.2%	15.5%
White	Male	0.9%	0.8%	0.8%	0.6%	1.2%	1.1%	1.4%	0.8%	0.8%	0.9%	9.8%

Exhibit 2c: Average Age of Enrolled Students Fall 2017-Fall 2021

EDEC / College

16-21: EDEC 29%, College 41%
22-39: EDEC 55%, College 49%
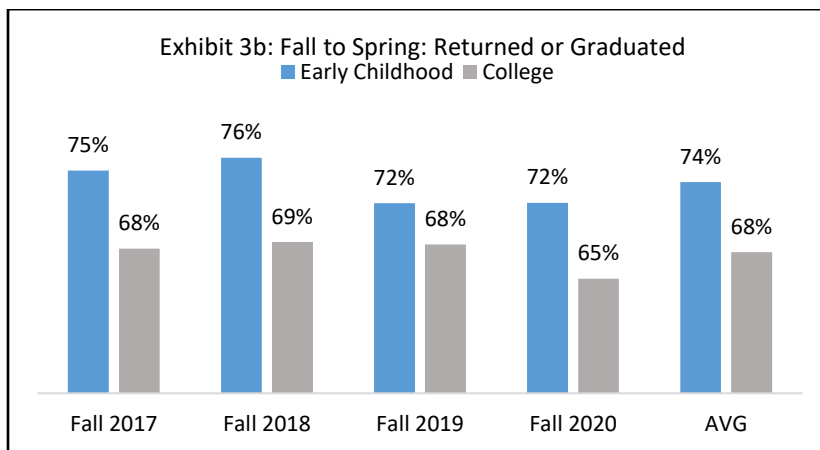40+: EDEC 16%, College 9%

Retention – Returned or Graduated

3. Fall to Spring Retention
    a. Fall to Spring Retention between fall 2017 and fall 2020: The EDEC program's fall to spring retention averaged almost 6 points higher than the College average, see Exhibit 3a
    b. Fall to Spring Retention: On average, 74% of EDEC students returned to the same program or graduated, while 68% of students College-wide returned to the same program or graduated, see Exhibit 3b

Exhibit 3a: Fall to Spring Retention

EDEC	Fall 2017	Fall 2018	Fall 2019	Fall 2020	EDEC Average	College Average
Headcount	542	522	481	435	495	15,909
Returned to Same Program	72.5%	71.8%	68.4%	68.3%	70.4%	64.8%
Returned to Different Program	2.8%	2.3%	2.3%	1.4%	2.2%	4.4%
Graduated	2.6%	4.4%	3.7%	3.9%	3.6%	2.9%
Did Not Persist	22.1%	21.5%	25.6%	26.4%	23.7%	27.9%

Exhibit 3b: Fall to Spring: Returned or Graduated
Early Childhood ■ College

|	Fall 2017	Fall 2018	Fall 2019	Fall 2020	AVG
Early Childhood	75%	76%	72%	72%	74%
College	68%	69%	68%	65%	68%

4. Fall to Fall Retention between fall 2017 and fall 2020
    a. Fall to Fall Retention between fall 2017 and fall 2020: The EDEC program's fall to fall retention (42%%) averaged almost 8 points higher than the College average (34%), see Exhibit 4a
    b. Fall to Fall Retention: On average, 52.6% of EDEC students returned to the same program or graduated, see Exhibit 4b

Exhibit 4a: Fall to Fall Retention

EDEC	Fall 2016	Fall 2017	Fall 2018	Fall 2019	EDEC Average	College Average
Headcount	542	522	481	435	495	15,909
Returned to Same Program	43.5%	41.6%	40.3%	42.8%	42.1%	34.2%
Returned to Different Program	4.4%	4.8%	3.1%	3.4%	4.0%	7.2%
Graduated	10.5%	10.7%	10.4%	10.1%	10.5%	10.1%
Did Not Persist	41.5%	42.9%	46.2%	43.7%	43.5%	48.5%

Exhibit 4b: Fall to Fall Returned or Graduated Fall 2017-Fall 2020
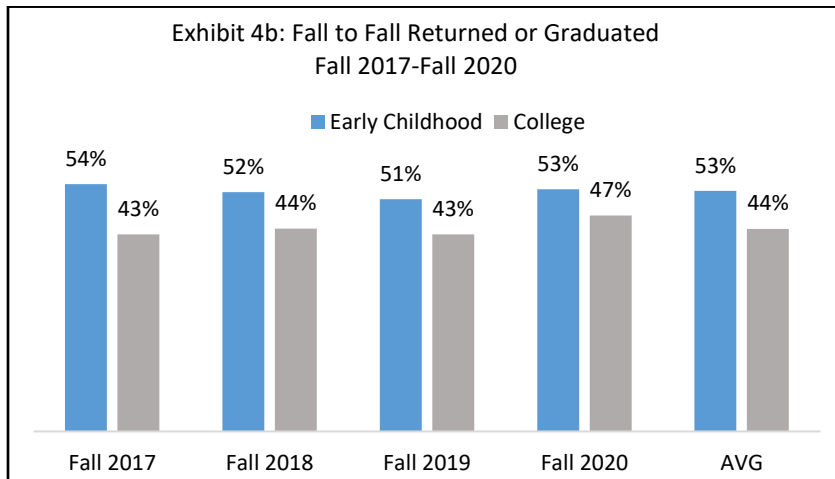
5. Academic Success and Graduation

    a. Transfer
        •   Looking at the students who entered the Program between fall 2015 and fall 2020, approximately 24% of EDEC students who departed have transferred, see Exhibit 5a

Exhibit 5a: Departing Students who entered the College between 2015 and 2020				
Exit Status	Transfer		Did Not Transfer		Total Count of Departing Students
	Count	Percent	Count	Percent	
Graduate	62	50%	61	50%	123
Earned 45 or more credits	13	13%	90	87%	103
Earned 23 to 44 credits	24	18%	110	82%	134
Earned 12 to 22 credits	31	23%	106	77%	137
Earned less than 12 credits	77	22%	279	78%	356
Grand Total	207	24%	646	76%	853

Top Transfer Institutions for teacher preparation in the Philadelphia Area *
• West Chester University of Pennsylvania
• Penn State University - University Park
• Temple University
• Millersville State University of Pennsylvania
• East Stroudsburg University of PA
• Kutztown University of Pennsylvania
• Bloomsburg University of Pennsylvania
• Slippery Rock University of Pennsylvania
• St. Josephs University
*From Department of Education 2020 Title II Reports, National Teacher Preparation Data

b. Graduation
   Over the period studied, EDEC awarded 301 AA degrees; see exhibit 5a

Exhibit 5a: Degrees Awarded

|	2017	2018	2019	2020	2021	Total
EDEC	59	55	80	69	38	301
A.A.	1121	1141	1129	1183	525	5099

Workforce Development [1]

3. Graduates will be prepared to work as childcare practitioners and directors, parent educators, children's recreation staff, teacher assistants, and instructional aides. Graduates who wish to become certified teachers will need to transfer to and complete a Pennsylvania Department of Education approved teacher certification program at a four-year college or university.

---

[1] EMSI workforce calculations include Bureau of Labor statistics. Job Posting Analytics (JPA), and online employee and job seeker profiles and resumes

Aggressive Job Posting Demand Over an Average Supply of Regional Jobs

37,204
Jobs
(2020)

$30,388
Compensation

915
Job Posting Demand
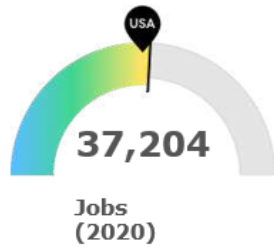
Your area is about average for this kind of job. The national average for an area this size is 35,299* employees, while there are 37,204 here.
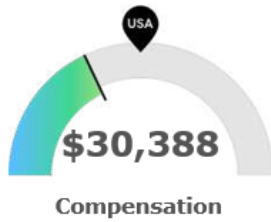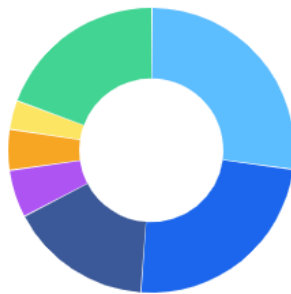
Earnings are low in your area. The national median salary for your occupations is $32,189, compared to $30,388 here.
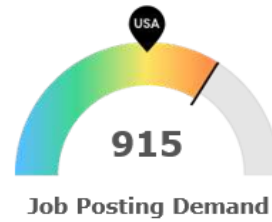
Job posting activity is high in your area. The national average for an area this size is 558* job postings/mo, while there are 915 here.

Most Jobs are Found in the Child Day Care Services Industry Sector

Industry	% of Occupation in Industry (2020)
Child Day Care Services	27.1%
Education and Hospitals (Local Government)	24.0%
Individual and Family Services	16.2%
Elementary and Secondary Schools	5.4%
Local Government, Excluding Education and Hospitals	4.6%
State Government, Excluding Education and Hospitals	3.3%
Other	19.4%

Top Child Day Care Services Companies in the Philadelphia Area
• Philadelphia Nanny Network
• KinderCare
• The Malvern School
• YMCA
• Children Of America
• The Goddard School

- Elwyn
- Chesterbrook Academy
- Bright Horizons

Top Child Day Care Services Schools in the Philadelphia Area
- Temple University
- University of Pennsylvania
- Community College of Philadelphia
- Drexel University
- Montgomery County Community College
- Saint Joseph's University
- Delaware County Community College
- Widener University
- La Salle University
- Bucks County Community College

4. **Assessment**

For the first time, in June 2020, the Early Childhood Education (ECE) Program at Community College of Philadelphia submitted an application and self-study for national accreditation with NAEYC, the National Association for the Education of Young Children. The NAEYC accreditation decision is based on the Commission's review of the Self-Study Report, the Peer Review Report, and the Written Response. This is a timely transition for the Early Education Program. The program's 7 Learning Outcomes were designed to reflect NAEYC's 6 standards, and after many years of developing and organizing ongoing assessments of these outcomes have established an effective, sustainable process.

- The Program earned accreditation status with conditions in March 2021

- On March 31, 2022, the Program submitted the first annual report on time, explicitly providing updates on all conditions, including documentation and revisions.

On March 19, 2021, the NAEYC Commission wrote:

We are pleased to inform you that the A.A. Education: Birth through Grade 4 Program at the Community College of Philadelphia has earned Accredited with Conditions from the NAEYC Commission on the Accreditation of Early Childhood Higher Education Programs.

On March 31, 2022, the Program wrote (Paraphrased)**:**

In response to the NAEYC conditions, the reflection and revisions that the program has undergone in recent months have been a challenging but generative process.

In responding to the conditions, the program elected to revise all assessments to align with NAEYC's 2020 Professional Standards and Competencies. The faculty have taken this opportunity to review not just the Key Assessments but also related practices and assignments.

Program faculty met with the Office Institutional Effectiveness staff 19 times during the revision process, representing over 40 hours of focused work on the seven areas for improvement.

This process has resulted in a more structured approach to assessment in the program, which has improved consistency throughout candidates' coursework and has made data analysis more meaningful and relevant.

B. NAEYC (National Association for the Education of Young Children) Summary of Accreditation Findings

March 2021, the A.A. Education: Birth through Grade 4 Program was Accredited with Conditions from the NAEYC Commission on the Accreditation of Early Childhood Higher Education Programs. Accreditation is maintained by submitting an Annual Report that responds to the conditions identified in the Accreditation document from NAEYC. If conditions are sufficiently addressed in the first or second Annual Report, Accreditation will expire in March 2028, seven years after the initial decision.

The first annual report was submitted on March 31, 2022, and the second annual report is due on March 31, 2023.

NAEYC observations primarily focus on revising alignments of Key Assessment instruments used to evaluate student learning. Conditions also require modifying language to provide more clarity, providing evidence of using assessment data to improve learning, revising assessment tools to better focus on individual performance, and increasing students' opportunities to participate in multiple clinical observations and practices. The seven conditions are summarized below: Summary of Accreditation Conditions.

Summary of Accreditation Conditions
Condition 1
1.   NAEYC Observation: A review of the Key Assessment documentation for Standards 1-6 finds cases of misalignment between the assessment instrument, the instructions, and the assessment rubric.
2.   To resolve, the Key Assessment tools for Standards 1-6 must be revised to ensure accurate and explicit alignment between the assessment instrument, the instructions, and the assessment rubric.
Condition 2
1.   NAEYC Observation: A review of the Key Assessment documentation for Standards 1-6 finds the instructions for all Key Assessments have multiple instances in which the depth ("know-understand-do") and breadth (the span of knowledge associated with each component of a standard) are adequately addressed
2.   To resolve, the program must revise or create new key assessments to ensure that all instructions meet the full depth ("know-understand-do") and breadth (the full span of knowledge associated with each component of a standard) for all Standards 1-6
Condition 3
1.   NAEYC Observation: The Key Assessment Rubrics use vague, subjective language that may be difficult for candidates to understand.
2.   To resolve, the program must revise the language of all Key Assessment Rubrics to use clear, specific, and objective descriptors of expected candidate performance.
Condition 4
1.   NAEYC Observation: In the instructions of Key Assessments 1, 2, 3, 5, and 6, multiple key elements are aligned with the same instruction. This makes it difficult to identify which section of the instructions is used to align with which specific key element.
2.   To resolve, the program must remove bundling of key elements in the Key Assessment instructions.
Condition 5
1.   NAEYC Observation: The data analysis does not describe how the program uses data to improve teaching and learning.
2.   To resolve the program must provide evidence that it is analyzing the data in a way that informs program changes
Condition 6

1.	NAEYC Observation: Key Assessment 2 is a group project; individual candidate performance is not evaluated
2.	To resolve, the program must either revise Key Assessment 2 or create a new Key Assessment that evaluates individual candidate performance.

Condition 7	
A.	There is no clear evidence that the program provides opportunities for all candidates to observe and practice in at least two of the three childhood age groups (birth to age 3, 3 through 5, 5 through 8 years) or in at least two early education settings.
B.	To resolve, the program must provide clear evidence that the program's candidates are required to observe and practice in at least two of the three early childhood age groups and in at least two of the four early childhood settings.

C. Action Items

The Office of Assessment and Evaluation makes the following recommendations.

Enrollment and Demographics

1. Increase Enrollment as follows:

	Fall 2020 (Bench-mark)	Fall 2023 Increase in Headcount*		Fall 2025 Increase in Headcount		Fall 2027 Increase in Headcount	
Headcount	435	479	10%	526	10%	579	10%
Returned to Same Program	42.8%	230	48%	263	50%	289	50%
Graduated	10.1%	57	12%	63	12%	69	12%

Program Growth

2. The Early Childhood (ECE) program's broad student base presents opportunities to create pipeline partnerships that support diversity in Philadelphia. Career pathways developed through the high schools, the Apprenticeship Program, and paraprofessionals in the workforce allow future ECE teachers to apply valuable experience towards an A.A. degree and/or transfer to an institution of their choice for a bachelor's degree. The program should work with marketing and recruitment to develop and implement a plan to create and support student-to-workforce partnerships that align students and workforce career opportunities.

    Person responsible: Curriculum Coordinator
    Timeline: Fall 2022 through Fall 2026

Accreditation

3. In 2020, the NAEYC Commission on the Accreditation of Early Childhood Higher Education Programs began revising NAEYC's higher education accreditation standards to reflect developments in the ECE profession and as a routine and healthy practice for an accrediting body. NAEYC's new standards focus on program inputs and student support. The ECE appropriately filed the annual report responding to NAEYC conditions using the updated 2020 Key Competencies. To maintain the rigorous process established during the 2020 accreditation self-study based on the six NAEYC 2010 Standards, the Program should continue to infuse the assessment language and focus of 2020 Key Competencies into the program framework and analysis of assessment outcomes. In future accreditation, it will be important to note the program's concerted efforts to move from the 2010 mindset to the 2020 Key competencies mindset, which will become evident in the program's language.

Person responsible: Curriculum Coordinator
Timeline: Fall 2022 through Fall 2027

Assessment

4. To satisfy the NAEYC conditions and ensure continued robust assessment, the Program revised all assessment rubrics to meet the updated 2020 Key Competencies. After a cycle of data collection using the updated rubrics, the next steps include reviewing the results and documenting the use of assessment data to improve teaching and learning. This practice will satisfy Condition #5: Using data analysis to improve teaching and learning. These results should be included in the NAEYC Annual Report for 2024

    Person responsible: Curriculum Coordinator
    Timeline: Fall 2022 – Fall 2024

1. Narrative

Early childhood educators are the building blocks of learning, and they help lay the foundation for education and discovery for the rest of a child's life. Most children will develop a full range of necessary life skills before the age of five. And it is because of early childhood educators that young children are able to do so. Research shows that children are likely to fall behind throughout their academic careers without early education.

For nearly 50 years, the ECE Program has provided quality learning experiences for students that support their future roles as skilled teachers, observers, and assessors of children and effective curriculum developers. The faculty have endeavored to develop students' appreciation of the impact of their role on classroom environments and children's successes. [47]

Making a timely transition from a local to a nationally accredited program for the Early Education Program, in June 2020, the Early Childhood Education (ECE) Program submitted an application and self-study for national accreditation with NAEYC, the National Association for the Education of Young Children. The NAEYC accreditation decision is based on the Commission's review of the Self-Study Report, the Peer Review Report, and the Written Response. The Commission evaluates evidence indicating the program's ability to support positive student outcomes in relation to the accreditation standards and offers feedback on program strengths and areas for consideration. Special attention is given to student assessments and performance data to increase program effectiveness, capacity, and innovation. The Program earned accreditation status with conditions in March 2021. On March 31, 2022, the Program submitted the first annual report on time, explicitly providing updates on all conditions, including documentation and revisions.

The current Education Program faculty includes four full-time, one visiting lecturer, and six adjunct members providing a depth combined teaching experience and clinical experience with young children and families. Faculty support students' success through a variety of methods. The Association for the Education of Young Students, a support group for program students, encourages an environment where students are collaborative and proactive in building connections across the Program, College, and the local community. Activities include invited speakers, community service and outreach opportunities, and general support for student peers.

Faculty encourage instructor-to-student interactions and welcome students to meet with them to discuss their educational goals. During advisement, faculty help students map out their course plans, discuss transfer and career opportunities, and connect students to resources to support their goals. Faculty are flexible with meeting and communicating with students who have busy schedules by coming to campus during office hours or talking on the phone.

Faculty also study the input from teachers and administrators supervising practicum and observation sites. Their assessments review the strengths and weaknesses of individual students and the program.

ECE students come to the college from a variety of backgrounds. Many students come directly from high school, transfer from another college, return to college after a break, are paraprofessionals in the field, or come from the workforce without prior college experience. Also, in partnership with CCP, Parkway West high school is home to the Career and Technical Education (CTE) program for Early Childhood Education, providing students with the training and core academic skills needed to enter a high-demand and high-skills career. As a part of the program,

student participants are prepared for various occupations in child care centers and school-age programs and participate in a series of field experiences and internships during the academic year and the summer months.

Because many students enter the Program with workforce experience, the Program collaborated with College partners to develop and fund the 1199C District Training and Apprenticeship Model. ECE Apprentices receive credit for success in the classroom and demonstrating their mastery of competencies acquired and developed in the workplace. Key components of the Apprenticeship Model include academic supports to assist student apprentices to meet the rigors of college-level course work; specialized advising; a cohort model where students take courses together; and Education faculty working with other CCP faculty to develop contextualized general education courses. Students are given credits for a Child Development Associate Credential and On-the-Job-Learning (OJL), and students are assigned individual coaches.

Assessment has long been an ongoing component of the Program. Over many years effort has been made to ensure that Learning Outcomes and measures used to evaluate collected data are consistent across courses, instructors, and course delivery modes. Data is gathered several times each semester for every course.

To improve instructional practice, faculty meet regularly throughout the academic year to discuss pedagogy, assessment, and the needs of students. Across the program, key assessments are reviewed, and data is analyzed each semester to support student success and focus on areas where students are still developing or have not satisfactorily met certain skills of competence.

Recognition of the Early Education Program in the Philadelphia community is strong. It serves as a primary vehicle for entrance into the early care and education profession, providing compassionate and effective teachers. ECE continues to forge community relationships and cultivate relationships with schools and childcare centers throughout the Philadelphia region.

Supported by a grant awarded by the William Penn Foundation, faculty have worked to pave the way for seamless transfer with solid articulation agreements. These agreements allow education students to transfer to three local higher education institutions (Arcadia, Eastern, and Holy Family Universities) with all of their coursework, encouraging students to continue their education and earn a bachelor's degree.

We strive to improve and support our students and faculty and build on the self-study process's momentum. The opportunity to collect key assessment data has deepened our awareness to consider areas that may need additional attention.

Community College of Philadelphia

Student Outcomes Committee of the Board

Year in Review (2021-2022)

Academic Program Reviews

- Facilities Management (A.A.S. Degree)
- Construction Management (A.A.S. Degree)
- Respiratory Care Technology (A.A.S. Degree)
- Digital Video Production (A.A.S. Degree)
- Medical Laboratory Technician (A.A.S. Degree)
- Chemistry (A.S. Degree)
- Cybersecurity (A.A.S. Degree)
- Network Administration (A.A.S. Degree)
- Early Childhood Education (A.A. Degree)

Academic Program Review Updates

- Liberal Arts: Honors Program
- Behavioral Health/Human Services Program

Presentations and Strategic Information

- Catto Scholarship Updates
- Student Debt Relief and Funding Distribution
- Center for Male Engagement (CME) Progress Report
- Cultivating a Culture of Excellence in Teaching & Learning at CCP
- Pre-College STEM Initiatives
- Review of Student Outcomes Committee Agenda Calendar
- Career and Advanced Technology Center (CATC) - The Student Experience
- CCRC KPI Data for Guided Pathways
- Enrollment Trends
- Proposed Health and Life Science Building
- CCRC KPI Data for Guided Pathways
- Dual-Enrollment Presentation

Student Outcomes Committee Agenda Calendar
Monthly Topics*
2022
Updated 5/24/22

SOC Meeting	Topics Scheduled to be Addressed
January 2022	• Medical Laboratory Technician Academic Program Review • Faculty Professional Learning Update
February 2022	• Chemistry Academic Program Review • Pre-College STEM Initiatives • Review of SOC Agenda Calendar
March 2022 Committee of the Whole	• Enrollment Update and Trends • CATC – The Student Experience Overview • Proposed Health & Life Science Building
April 2022	• Catto Scholarship Update • CCRC KPI Data for Guided Pathways • Cybersecurity Academic Program Review • Network Administration Academic Program Review
May 2022	• Faculty Promotion Approval • Nursing Academic Program Review • Diversity Fellowship Update
June 2022	• Education: Early Childhood (Birth to 4th Grade) Academic Program Review • Dual Enrollment Update • Year in Review
September 2022	• Automotive Technology Academic Program Review • Culinary Arts Program Mid-Term Review Progress Update • Diversity Certificate Programs
October 2022 Committee of the Whole	• Catto Scholarship Update • Enrollment Update • Center for Male Engagement/I Am More Update
November 2022	• Communication Studies Academic Program Review • Dental Hygiene Academic Program Review • Faculty Professional Development Update • Liberal Arts: Honors Academic Program Review One-Year Update • Behavioral Health/Human Services Academic Program Review One-Year Update

*Additional program and certificate reviews, and discussion topics may be added as needed.

Community College of Philadelphia offers degree programs that, upon successful completion, will earn you an associate degree and the possibility of transferring to a four-year college or help you get started on the path to a new career in an in-demand field. The College also offers academic and proficiency certificate programs designed to be the path to a new career or an associate degree.

HEALTH CARE

Degree Programs
- Dental Hygiene*
- Diagnostic Medical Imaging*
- Health Care Studies
- Health Services Management*
- Medical Laboratory Technician*
- Nursing*
- • Public Health
- Respiratory Care Technology*

Proficiency Certificate Programs
- Medical Assistant
- Medical Insurance Billing
- Ophthalmic Assistant
- Patient Service Representative
- • Personal Training

- • *New Programs, Fall 2021*

* *Select program; please refer to the All Offerings page on the College website for additional information.*

Revisions may be made to the College's program offerings.

Please refer to the College Catalog at www.ccp.edu/college-catalog for the most up-to-date list of programs.

SCIENCE AND TECHNOLOGY

Degree Programs
- Applied Engineering Technology
- Biological Sciences
- Biology*
- • Biomedical Equipment Technology
- Chemistry*
- Computer Information Systems – IT
- Computer Science*
- Cybersecurity
- Engineering Science*
- Mathematics*
- Network Administration

Proficiency Certificate Programs
- Biomedical Equipment Technology I and II
- Computer Programming I – Application, Web and Database Development
- Computer Programming II – Algorithms and Computation
- Cybersecurity I and II
- Data Science
- Mobile Application Development
- Network and Systems Administration
- Web Development I
- Web Development II – Cloud Computing*

DESIGN, CONSTRUCTION AND TRANSPORTATION

Degree Programs
- Architecture
- Automotive Technology
- Construction Management
- Facilities Management
- Interior Design

Proficiency Certificate Programs
- Advanced Automotive Repair Professional*
- Architectural Visualization
- Automotive Service I
- Automotive Service II*

Community College *of* Philadelphia

www.ccp.edu

BUSINESS, ENTREPRENEURSHIP AND **LAW**

Degree Programs
- Accounting
- Business - Accelerated*
- Business - General
- Business Leadership
- Criminal Justice
- Culinary Arts
- Fashion Merchandising and Marketing
- Fire Science
- Individualized Studies*
- Paralegal Studies*
- Tourism and Hospitality Management

Proficiency Certificate Programs
- Accounting Paraprofessional
- Business Leadership
- Corporate Social Responsibility
- Culinary Arts I
- Culinary Arts II*
- Digital Investigations
- Electronic Discovery
- Entrepreneurship and Small Business Management
- Fashion Retail Sales and Customer Service
- Fire Science and Public Safety
- Geographic Information Systems
- Paralegal Studies*
- Post-Baccalaureate Accounting*
- • Project Management
- Tourism and Hospitality Management

CREATIVE ARTS

Degree Programs
- Art and Design
- Digital Video Production
- Music Performance*
- Photographic Imaging
- Sound Recording and Music Technology
- Theater

Proficiency Certificate Programs
- Acting
- Digital Imaging
- Digital Video Production
- Music Production
- Piano Technician*
- Technical Theater

LIBERAL ARTS AND COMMUNICATIONS

Degree Programs
- American Sign Language/ English Interpreting*
- Black Studies
- Communication Studies
- English
- International Studies
- Liberal Arts
- Liberal Arts - Honors*
- Mass Media

Academic Certificate Program
- Creative Writing

Proficiency Certificate Programs
- American Sign Language/English Interpreting I* and II* Post-Baccalaureate
- • Religious Studies

EDUCATION AND HUMAN SERVICES

Degree Programs
- Behavioral Health/Human Services
- Education – Early Childhood
- • Education – Middle and Secondary Level
- Liberal Arts – Social/Behavioral Science
- Psychology

Academic Certificate Programs
- Human Services
- Recovery and Transformation

Proficiency Certificate Programs
- Early Childhood Education
- Recovery Leadership

> • *New Programs, Fall 2021*
>
> * *Select program; please refer to the All Offerings page on the College website for additional information.*
>
> *Revisions may be made to the College's program offerings.*
>
> *Please refer to the College Catalog at www.ccp.edu/college-catalog for the most up-to-date list of programs.*

062021

MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Wednesday, June 8, 2022 – 10:00 a.m.

Present: Mr. Anthony J. Simonetta (*via* Zoom), Mr. Jeremiah White (*via* Zoom), Mr. Michael Soileau (*via* Zoom), Donald Generals, Ed.D., Mr. Jacob Eapen (*via* Zoom), Victoria Zellers, Esq., Mr. Gim Lim, Mr. Vijay Sonty, Ms. Anela Kruse (*via* Zoom), Derrick Sawyer (*via* Zoom), Mr. Robert Lucas, and representing Grant Thornton: Ms. Angelica Roiz and Mr. Alex Ney (*via* Zoom)

Not Present: Mr. Steve Herzog

AGENDA – PUBLIC SESSION

The Audit Committee meeting was held on-campus and also available via Zoom for those who could not attend in person.

1. **Approve Minutes of Audit Committee Meeting on March 29, 2022 (Action Item):**

    Action: Mr. Anthony Simonetta asked whether anybody had corrections or changes to the minutes. Hearing no changes, Mr. Simonetta asked for a motion to recommend acceptance of the March 29, 2022 Audit Committee meeting minutes (Attachment A). Mr. Jeremiah White made the motion and Mr. Simonetta seconded the motion. The motion passed unanimously.

2. **2021-2022 Audit Process (Information Item):**

    Attachment B contains the formal presentation made by Ms. Angelica Roiz, Engagement Partner from Grant Thornton and Mr. Alex Ney. Ms. Roiz began her presentation by reviewing the audit timeline and scope for the 2022 annual audit. From May to July, they will be performing preliminary risk assessment procedures, walkthroughs, planning and meeting with management. Fieldwork will be from August through September. Mr. Simonetta asked whether this audit will continue to be performed remotely as in past two years. Ms. Roiz stated that it will be hybrid but they are fine either way depending on management. Mr. Simonetta asked whether the College is on hybrid work schedule at this point and Mr. Jacob Eapen explained employees are currently working two days on-campus each week during summer.

    Mr. Ney then proceeded to review the area of significant risks and areas of focus. Mr. Michael Soileau asked whether the areas of significant risks were the results of past history or general areas identified by the auditors. Mr. Ney explained they were areas identified based on their risk assessments. Ms. Roiz added that they were not specific to the College because of prior issues but were presumed to be areas of potential fraud relating to management controls. For these areas, they will perform additional procedures to determine proper segregation of duties, test the recognition of revenues and expenses

and posting of journal entries. Other areas included appropriations of revenue, GASB 75 and New Market Tax Credit. Ms. Roiz then provided an overview of GASB 87 which requires the College to report liabilities for all leases of land, buildings, and equipment that were not previously reported as liabilities. Mr. Simonetta asked what disclosures on the financial statements will look like associated with GASB 87. Ms. Roiz reviewed the required qualitative and quantitative disclosures which were on the presentation. It included general description of the leases, terms and conditions, the total amount of lease assets and related accumulated amortizations. Mr. White suggested that Mr. Eapen brief Mr. Soileau on GASB 87 since it will impact the balance sheet.

Ms. Roiz then provided an overview of the areas of focus for the Single Audit. They will be looking at the major programs which include the Student Financial Aid cluster, HEERF III and the Education and Technical Education grants.

From a technology support perspective, Grant Thornton will examine Banner's General Ledger module and the Student Financial Aid module as part of their testing. They will review administrator access, proper segregation of duties, change management and perform password testing.

Ms. Roiz then provided a brief industry update. She mentioned that generally enrollment continues to be flat or down across institutions. Mr. Soileau asked whether the industry outlook considered consolidations and closings of institutions. Ms. Roiz said yes and added that institutions are doing more cost modeling on programs offered, partnering with other institutions or closing programs that are not economical. Mr. Simonetta mentioned that according to a higher education report it is still unclear what the impact will be on revenues and enrollments from these consolidations and other changes. Mr. Soileau asked about the status of deploying State and Federal funding to the higher education sector. Ms. Roiz mentioned that industry wide there are challenges in spending the awarded funds because of the terms and conditions and finding projects that qualify.

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

Mr. Robert Lucas provided an update on the 2020-2022 Internal Audit Plan (Attachment C). He provided a summary report of activities since the last Audit Committee meeting and a spreadsheet of the Internal Audit Plan by email in advance of the meeting. Mr. Lucas stated that, since the last Audit Committee meeting, two audits had been finalized, two other reports had been drafted and were being discussed with management, and three audits were in various stages of progress.

Mr. Lucas also reviewed the 2020-2022 Internal Audit Plan in the provided Excel spreadsheet showing what stages the 2020-2022 audits were at based on the codes shown on the spreadsheet. He also noted that there were several audits which were deferred at the request of management due to the available time of staff in that area and due to staffing shortages in others. Mr. Soileau inquired about the codes used to indicate the various stages of progress on the audits and Mr. Lucas noted there is a legend at the bottom of the spreadsheet which provides a description of each stage.

Mr. Lucas then reviewed with the Committee the Internal Audit Follow Up Matrix on which the audit comments, recommendations, and management's action plans are tracked. The matrix had also been distributed to the committee members by email in advance of the meeting. He provided an overview of the status of the audit comments

based on the color coding on the spreadsheet to denote the status of management's actions plans. Mr. Lucas noted that the action plans for ten items had been fully addressed by management and, as such, were highlighted in green. He also noted that these items will be moved off the matrix before the next Audit Committee meeting while new items from finalized audits will be added.

Mr. Lucas stated that there had been two Internal Audit Committee (IAC) meetings since the last Audit Committee meeting in March. He stated that this forum provides the means for senior managers in divisions with items on the matrix which can be discussed, and questions addressed to help management complete the action plans as indicated by the ten which have been completed since the last Audit Committee meeting.

Mr. Soileau inquired about the PII (personally identifiable information) item on the Follow Up Matrix. Ms. Zellers responded that her team is working on an updated policy for the subject which should be completed by the next Audit Committee meeting. She noted that she would provide an update to the Committee at that time.

Mr. Lucas stated that he was facilitating the updates of each division disaster recovery plans. He noted that the plans for each of the larger divisions have been provided to him along with several of the smaller divisions. Mr. Lucas noted that he expects to have all of the plans by June 30 as planned each year for these updates.

Mr. Lucas noted that he is working to develop the 2022-2024 Internal Audit Plan. He stated that he has solicited the Cabinet members for their input in the plan development and has asked them to consider areas or functions in their division, or others, which may have higher risk and should be considered for an internal audit. Mr. Lucas noted that he expects to have a plan approved by management to present to the committee at the September meeting.

Mr. White asked about the status of the Department of Education audit of student financial aid and the results of any work performed by Internal Audit related to that audit. Ms. Zellers responded that the College has not received any response from the DOE since the College sent its responses to the audit. She also noted that the work performed by Internal Audit related to this could be discussed at the next Audit Committee meeting in September in Executive Session.

Mr. White also asked whether federal student aid would be included in the 2022-2024 Internal Audit Plan. Mr. Lucas responded that he expects there will be one or more such audits included in the plan. Mr. Lucas also noted that he will be participating in a multi-day training course on the subject in August.

Ms. Roiz stated that she had contacted Mr. Lucas to offer the assistance of Grant Thornton if the College wanted to use them to perform or help with financial aid audits included in the new Internal Audit Plan.

Mr. Vijay Sonty presented an update on the Network Security Assessment report issued by AccessIT (Attachment D). AccessIT was engaged in 2019 to identify potential vulnerabilities on our network infrastructure. Mr. Sonty reported that ITS has addressed all the items identified as urgent, critical or high severity on the report and provided an update to Grant Thornton last September.

4. September 2022 Meeting Date (Information Item):

Mr. Simonetta announced that the next meeting of the Committee will be in September 2022 at which time Grant Thornton will present the results of the 2021-2022 audit.

Mr. White made an announcement that he will be stepping down as Chair of the Board after September but will remain as a Board member. Mr. White mentioned that the new Chair will attend future Audit Committee meetings.

Hearing no other questions, comments or announcements, Mr. Simonetta asked for a motion to adjourn the meeting. Mr. White moved and Mr. Simonetta seconded the motion.

EXECUTIVE SESSION

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

GSL/lmh
Attachments

cc: Dr. Donald Generals
      Mr. Jacob Eapen
      Victoria Zellers, Esq.
      Mr. Robert Lucas
      Mr. Derrick Sawyer
      Ms. Anela Kruse
      Mr. Vijay Sonty
      Representing Grant Thornton: Ms. Angelica Roiz
      Representing Grant Thornton: Mr. Alex Ney

ATTACHMENT A

Minutes from March 29, 2022
Audit Committee Meeting

MEETING OF AUDIT COMMITTEE
Community College of Philadelphia
Tuesday, March 29, 2022 – 10:00 a.m.

Present: Mr. Anthony J. Simonetta (*via* Zoom), Mr. Jeremiah White (*via* Zoom), Mr. Steve Herzog (*via* Zoom), Mr. Michael Soileau (*via* Zoom), Donald Generals, Ed.D., Mr. Jacob Eapen, Victoria Zellers, Esq., Mr. Gim Lim, Ms. Anela Kruse (*via* Zoom), Mr. Robert Lucas (*via* Zoom), Shannon Rooney, Ph.D., Darren Lipscomb, Ed.D., and representing Grant Thornton: Ms. Angelica Roiz and Mr. Alex Ney

AGENDA – PUBLIC SESSION

The Audit Committee meeting was held on-campus and also available via Zoom for those who could not attend in person.

1. **Approve Minutes of Audit Committee Meeting on September 27, 2021 (Action Item):**

Action: Mr. Anthony Simonetta asked whether anybody has corrections or changes to the minutes. Hearing no changes, Mr. Simonetta asked for a motion to recommend acceptance of the September 27, 2021 Audit Committee meeting minutes (Attachment A).   Mr. Jeremiah White made the motion. Mr. Simonetta seconded the motion. The motion passed unanimously.

2. **2020-2021 Uniform Guidance Report (Action Item):**

Ms. Angelica Roiz, the Audit Partner from Grant Thornton presented the results of the 2020-2021 Uniform Guidance audit (Attachment B). She informed the Committee that the attached draft was the long form version of the financial statements. The short form was issued at the September, 27, 2021 meeting. Ms. Roiz then pointed the group to the Schedule of Expenditures and Federal Awards (SEFA) on page 71. The SEFA was the subject of the Uniform Guidance compliance audit which is required for all recipients of Federal awards of $750,000 or more. Ms. Roiz explained that they reviewed all the federal programs and selected programs for testing that provided 20 percent coverage of total expenditures. She then proceeded with the Uniform Guidance presentation (Attachment C). The areas of focus were the Student Financial Assistance Cluster, the Education Stabilization Fund and the Career and Technical Education grants. The Education Stabilization Funds included HEERF I which started in 2020 in response to the pandemic and HEERF II which was awarded in 2021 where there was a student portion and an institutional portion. It also included funding that was passed through by the State under the GEER fund which is the Governor's Emergency Education Relief fund. Grant Thornton reviewed the grant agreements, award periods, and performed sample testing of expenses. They reviewed the lost revenue calculations, the methodology behind that, and discussed with management. These processes will continue through fiscal 2022 under HEERF III.

From a technology perspective, Grant Thornton examined Banner's General Ledger module and the Student Financial Aid module as part of their substantive testing. They examined roles and responsibilities to ensure proper segregation of duties, they reviewed the preparation and approval of journal entries, and they also tested for system controls.

Ms. Roiz reported that they have not identified any compliance or control findings in their testing so far. There are a handful of items that they are still waiting for including some items relating to the new requirements that management is working to provide. Barring any issues and questions on the handful of items, they should be able to issue a clean report and not have any additional matters for this group's attention.

Ms. Roiz concluded her presentation by pointing to the resources available from Grant Thornton on the last two slides of her presentation.

Action: Mr. Simonetta asked for a motion to recommend acceptance of the June 30, 2021 Uniform Guidance report. Mr. White made a motion to accept the June 30, 2021 Uniform Guidance report. Mr. Steve Herzog seconded the motion. The motion passed unanimously.

3. **Internal Audit Plan (Information Item):**

Mr. Robert Lucas provided an update on the 2020-2022 Internal Audit Plan. He provided a summary report of activities since the last Audit Committee meeting and a spreadsheet of the Internal Audit Plan by email in advance of the meeting. Mr. Lucas stated that, since the last Audit Committee meeting, one audit had been finalized, three other reports are still being discussed with management, and three audits are in various stages of progress.

Mr. Lucas also reviewed the 2020-2022 Internal Audit Plan in Excel format showing what stages the FY21-22 audits were at based on the codes shown on the plan.

Lastly, Mr. Lucas reviewed with the Committee the Internal Audit Follow Up Matrix on which the audit comments, recommendations, and management's action plans are tracked. The matrix had also been distributed to the committee members by email in advance of the meeting. He Provided an overview of the status of the audit comments based on the color coding on the spreadsheet to denote the status of management's actions plans. Mr. Lucas noted a number of action plans were completed by management since the previous meeting as highlighted in green. He explained that the remaining comments are those for which the original action plan target dates have not occurred (no color highlighting), those for which action plans are in progress (highlighted in yellow), or those for which more than a year has passed since the original target date for the agreed upon actions (highlighted in red).

Audit Committee member Mr. Michael Soileau asked Mr. Lucas whether there should be concern about any of the items highlighted in red. Mr. Lucas stated that these items are older or past their expected action plan date but that he continues to meet with management frequently about them to ensure there is continued progress on the action plans for items highlighted in red.

4. **Internal Audit Committee (Information Item):**

Mr. Simonetta asked whether there were any new issues at the Internal Audit Committee (IAC) meetings. Mr. Lucas updated the Audit Committee members that the IAC continues to meet and noted that several of the audit reports on the quarterly update memo had been discussed at the IAC meetings with resolutions to various discussions and questions. Mr. Lucas noted he currently working with management to finalize one such audit report listed on the update memo which should be completed and issued to management in April.

5. **June 2022 Meeting Date (Information Item):**

Mr. Simonetta announced that next meeting of the Committee will be in June 2022 at which time Grant Thornton will discuss their proposed Audit Plan for the 2021-2022 Fiscal Year.

Mr. Simonetta asked whether there were any questions before adjourning the meeting. Mr. White asked about the HEERF stimulus funds and whether we were in compliance with regulatory requirements. Ms. Roiz explained they selected samples from the funds for testing and explained how the funds were used. Part of it was awarded directly to students as financial assistance, and part of it was applied towards discharge of student debts, recovery of lost revenues, purchased of supplies and equipment and for IT upgrades. Ms. Roiz said they reviewed and tested controls over the expenditures, approvals and period of performance.

Hearing no other questions, Mr. Simonetta asked for a motion to adjourn the meeting. Mr. Herzog moved and Mr. Soileau seconded the motion.

We are still trying to finalize the June 2022 date but we might need to move the meeting to the end of May 2022.

EXECUTIVE SESSION

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

GSL/lmh
Attachments

cc: Dr. Donald Generals
      Mr. Jacob Eapen
      Victoria Zellers, Esq.
      Mr. Robert Lucas
      Mr. Derrick Sawyer
      Ms. Anela Kruse
      Representing Grant Thornton: Ms. Angelica Roiz
      Representing Grant Thornton: Mr. Alex Ney

Grant Thornton

PRESENTATION TO THOSE CHARGED WITH GOVERNANCE

2022 Annual Audit Planning Presentation

Community College of Philadelphia

June 8, 2022

Audit timeline & scope

May 2022	Client continuance	• Confirm independence and perform client continuance procedures • Issue engagement letters • Conduct internal client service planning meeting, including coordination with audit support teams
June / July 2022	Planning	• Meet with management to confirm expectations and discuss business risks • Discuss scope of work and timetable as well as identify current year audit issues • Initial Audit Committee communications (e.g., discuss recently issued accounting pronouncements of relevance) • Materiality Determination
June / July 2022	Preliminary risk assessment procedures	• Develop an audit plan that addresses risk areas/identify significant risks & focus areas • Update understanding of internal control environment • Coordinate planning with management and develop work calendar
July 2022	Walkthroughs	• Perform walkthroughs of business processes and controls
August / September 2022	Final fieldwork	• Perform final phase of audit and year-end fieldwork procedures • Meet with management to discuss results, including review of draft financial statements, misstatements (if any) and completeness/accuracy of disclosures • Present results to the Audit Committee
Report issuance date	Deliverables	• Financial Statements (short-form and Uniform Guidance) • Listing of unrecorded/recorded misstatements and omitted disclosures (if any)

Grant Thornton

1

Significant risks and other areas of focus

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

Significant risk	Procedures
State and federal grants & contracts	• Review contract documents to obtain understanding of the terms. • Compare revenues and recorded expenses to determine that amounts are being recorded appropriately based upon the terms of the contracts. • Review any deferred amounts for reasonableness. • Agree any subsequent collections to year-end receivable balances. • Review propriety of financial statement presentation and disclosures.
Management override of controls – *(presumed fraud risk and therefore significant risk in all audits)*	• Consider the design and implementation of entity-level controls, including information technology controls, designed to prevent/detect fraud. • Assess the ability of the College to segregate duties in its financial reporting, information technology, and at the activity-level. • Conduct interviews of individuals involved in the financial reporting process to understand (1) whether they were requested to make unusual entries during the period and (2) whether they are aware of the possibility of accounting misstatements resulting from adjusting or other entries made during the period. • Perform risk assessment for journal entries and detail test a sample of journal entries based on our risk assessments to ensure propriety of the entries.

Grant Thornton

2

Significant risks and other areas of focus (continued)

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

Area of focus	Procedures
Valuation of investments	• Obtain independent investment valuation and monitoring reports from investment managers. • Confirm existence of investment holdings directly with custodians. • Test reasonableness of investment-related income, including unrealized appreciation/(depreciation) in fair values. • Obtain most recent independent auditors' reports for all non-marketable alternative investment positions. Review auditors' reports to assess quality of financial reporting and type of opinion received. • Obtain SSAE16 reports from investment custodians. • Evaluat prioritization of inputs used to determine fair value investment assets is reasonable and in accordance with GASB 72, *Fair Value Measurement and Application*, and review related disclosures.
Tuition revenue, auxiliary enterprises and related receivables/deferred revenue	• Perform reasonableness test on tuition and fees, student aid and auxiliary revenue amounts. • Perform detailed testing of a sample of transactions, agreeing to source documentation. • Perform deferred revenue testing to determine proper cut-off. • Assess management's analysis of allowances for doubtful accounts for reasonableness, consistency with methodology and accuracy of inputs.

Grant Thornton

3

Significant risks and other areas of focus (continued)

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

Area of focus	Procedures
Appropriations revenue	• Obtain detail of appropriations received for the fiscal year. • Confirm amounts, agree to revenue recorded in the general ledger. • Review receivable balances, reconcile the cash received to amounts outstanding, as applicable.
GASB 75, *Accounting and Financial Reporting for Postretirement Benefits Other Than Pensions*	• Review the analysis of accrued postretirement benefit obligations. • Assess the reasonableness of actuarial assumptions: discount factor, trend rates and cash flows, amongst others. • Test participant census data.
New Market Tax Credit (NMTC) and CCP Development, LLC	• Review agreements to determine propriety of accounting treatment and financial statement disclosures. • Confirm outstanding balances of notes payable and loan receivable as of year end. • Test a sample of construction in process transactions related to the Career and Advanced Technology Center (CATC).

Grant Thornton

4

Significant risks and other areas of focus (continued)

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

Area of focus	Procedures
Accounting estimates	The preparation of the College's financial statements requires management to make multiple estimates and assumptions that affect the reported amounts of assets and liabilities as well as the amounts presented in certain required disclosures in the notes to those financial statements. The most significant estimates relate to the allowance for doubtful accounts, valuation of level 2 investments based on NAV per share, and actuarial estimates for the College's post-retirement plan (OPEB) under GASB 75. Our procedures have been designed in part, to review these estimates and evaluate their reasonableness.
Financial statement disclosures	Our procedures also include an assessment as to the adequacy of the College's financial statement disclosures to ensure they are complete, accurate and appropriately describe the significant accounting policies employed in the preparation of the financial statements and provide a detail of all significant commitments, estimates and concentrations of risk, amongst other relevant disclosures required by US GAAP.
	Current year procedures will include review of the propriety of the implementation of GASB 87, *Leases*, and completeness of related financial statement disclosures.

Grant Thornton

5

GASB 87 implementation progress

	Status		
Implementation will generally address the following key activities:	**Not started**	**In progress**	**Complete**
Establish an implementation team, identify and develop necessary resources (internal and external)			
Establish the scope of the implementation and understand the impact of the new standard on current accounting policies and reporting / disclosure requirements			
Analyze all contracts to identify leases, including reviewing service contracts to identify embedded leases			
Assess and update accounting policies / positions and the processes and controls to support those policies			
Determine and implement appropriate interim and/or ongoing technology solutions based on current organizational and information technology (IT) environment			
Determine and formalize the appropriate accounting and transition approach for existing leases			
Document assumptions required for calculating lease values and formalize the process to calculate the impact of the change			
Communicate proactively with auditors and compile documentation reflecting changes to the lease accounting process			
Define processes for identifying future leases and develop a plan to periodically review the processes, controls, and systems implemented to properly account for leases under the new standard			
Calculate transition adjustments based upon assumptions made			

Keys to successful implementation
Involve all stakeholders; Identify and commit appropriate resources; Focus on implementation now

Grant Thornton

6

GASB 87 disclosures after adoption

Qualitative disclosures

- General description of lease

- Basis and terms and conditions of variable lease payments, extension and termination options, and residual value guarantees

- Restrictions or covenants imposed by leases

- Significant assumptions and judgments made in identifying a lease, allocation of lease consideration, lease term, and discount rate

- Significant rights and obligations for leases not yet commenced

- Components of any loss associated with an impairment

- Relevant disclosures for sublease transactions, sale-leaseback transactions, lease-leaseback transactions

Quantitative disclosures

- Total amount of lease assets by major classes & related accumulated amortization

- The amount of outflows recognized in the reporting period for variable payments not previously included in the measurement of the lease liability

- Principal and interest requirements to maturity, presented separately, for the lease liability for each of the five subsequent fiscal years and in five-year increments thereafter

Grant Thornton

7

Areas of focus for Single Audit

The following provides an overview of the major programs to be tested this year; it has been determined based on a preliminary schedule of expenditures of federal awards prepared by management.

This is subject to change after a final schedule of federal awards is provided.

Major programs	2022	2021	2020
Student Financial Assistance Cluster	X	X	X
Education Stabilization Fund (ALN 84.425) HEERF III	X	X	X
Career and Technical Education – Basic Grants to States (ALN 84.048)	X		

Grant Thornton

8

Areas of focus for Single Audit (continued)

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

Area of focus	Procedures
Compliance with Uniform Guidance	Perform compliance and controls procedures in accordance with the Uniform Guidance Requirements, including: • Planning, identification of major federal program(s) and risk assessment. • Review the respective federal compliance supplements and, as applicable, the specific grant/award agreements and assess and document the applicable compliance requirements. • Document/update internal controls over compliance for each of the respective major federal program(s) or cluster(s). • Test compliance and internal controls over compliance for each direct and material compliance requirement over each major federal program. • There are 12 compliance requirements for each major program. Of these, typically 6-8 have been direct and material to each major program or cluster. • Test the reconciliation of the schedule of expenditures of federal awards to the respective amounts included within the financial statements.

Grant Thornton

9

Areas of focus for Single Audit (continued)

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

Area of focus	Procedures
Compliance with Uniform Guidance (continued)	• Communicate compliance/control findings, if any, to management and TCWG. • Address resolution of communicated compliance/control findings and understand management's response to be included in the corrective action plan. • Assess completeness of disclosures related to the federal schedule of expenditures, including the impact of any federal funding associated with COVID-19 pandemic relief received during the year (e.g., HEERF, CRRSAA, ARP, CRF, etc.). • Render respective independent auditor opinions. • Prepare the appropriate sections of the federal Data Collection Form submitted to the Federal Audit Clearinghouse.

Grant Thornton

Technology support as part of the audit process

Understand and document business processes material to the audit	Assess IT risks	Identify IT controls that support audit objectives	Design effectiveness of technology- related controls
Phase 1	Phase 2	Phase 3	Phase 4

An important component of our audit approach is to understand how IT is used and deployed in supporting business operations and producing financial reports. Our technology specialists place particular emphasis on the risks relating to the use of technology and its associated controls, processes and practices.

Our general controls review evaluates the design of controls that mitigate risk in areas such as organization and operations, protection of physical assets, application systems development and maintenance, access controls and computer operations.

In-scope Application: Banner

1. **Financial aid module review**
2. **Administrator Access & Password Testing**

Grant Thornton

11

Commitment to promote ethical and professional excellence

We are committed to promoting ethical and professional excellence. To advance this commitment, we have put in place a phone and internet-based hotline system.

The Ethics Hotline (1.866.739.4134) provides individuals a means to call and report ethical concerns.

The EthicsPoint URL link can be accessed from our external website or through this link:

https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191

Disclaimer: EthicsPoint is not intended to act as a substitute for a company's "whistleblower" obligations.

Grant Thornton

12

Technical updates - GASB

Selected pronouncements effective for the year ending June 30, 2022, or subsequent periods - GASB

Title	Effective date
GASB 94 – Public-Private and Public-Public Partnerships and Availability Payment Arrangements	Periods beginning after June 15, 2022
GASB 96 – Subscription-Based Information Technology Arrangements	Periods beginning after June 15, 2022

Grant Thornton

14

GASB Statement 94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*

Summary

- Defines a PPP as an arrangement in which a government (the transferor)
    - contracts with an operator (a governmental or nongovernmental entity) to provide public services
    - by conveying control of the right to operate or use a nonfinancial asset, such as infrastructure or other capital asset (the underlying PPP asset), for a period of time
    - in an exchange or exchange-like transaction.
- Transferor records the underlying PPP asset and/or a receivable for installment payments to be received from operator, with a related deferred inflow of resources.
- Defines an APA is an arrangement in which a government compensates an operator for services that may include designing, constructing, financing, maintaining, or operating an underlying nonfinancial asset for a period in an exchange or exchange-like transaction.
    - In an APA with multiple components, each component shall be recognized as a separate arrangement.
- Effective for fiscal years beginning after June 15, 2022, with early adoption encouraged.

Potential Impact

- Universities often engage in these type of arrangements to expand student housing, parking, retail space, or some combination of these types of revenue-generating spaces. This new guidance clarifies the accounting for these types of arrangements, as compared to service concession arrangements, lease agreements or other types of transfers. Management should identify which agreements are currently in place for which accounting may need to restated. Management should also consider these updated definitions for any new transactions that may be in process, to ensure those arrangements are structured and reported in accordance with these new provisions.

Grant Thornton

15

GASB Statement 96, *Subscription-Based Information Technology Arrangements*

Summary

- Defines subscription-based information technology arrangements (SBITA) as a contract that conveys control of the right to use another party's IT software,
    - alone or with underlying tangible IT assets,
    - For a period of time (noncancelable period, plus options to extend),
    - In an exchange or exchange-like transaction.
- Government should recognize a right-to-use subscription asset and a corresponding subscription liability
    - Measured as the present value of expected subscription payments
    - Discounted using the rate the SBITA vendor charges, or the incremental borrowing rate
- Subscription asset to be amortized over the subscription term
- Activities associated with a SBITA, other than subscription payments, should be grouped into the following three stages and costs accounted for accordingly:
    - Preliminary project stage – expensed as incurred
    - Initial implementation stage – capitalized as an addition to the subscription asset
    - Operation and additional implementation stage – expensed as incurred, unless they meet specific capitalization criteria
- Effective for fiscal years beginning after June 15, 2022, with early adoption encouraged.

Potential Impact

- For those universities using subscription-based IT arrangements, this standard could have a significant impact on the financial statements of the university upon adoption. As with the new lease standard, management should consider the impact on financial covenants, as well as ensuring a complete inventory of existing agreements that will be subject to the new accounting and disclosures.

Grant Thornton

16

Industry updates

S&P's 2022 outlook for the Higher Education sector* has changed to "stable" after four years of "negative"

"Out Of The Woods, But Not Yet In The Clear"

Positive Developments

- Substantial federal emergency funding to higher education provided major fiscal support (over $152 Billion awarded)

- Record fiscal 2021 investment returns

- Return to campus learning in Fall 2021 with corresponding increase in tuition and auxiliary revenues

Risks to Monitor

- Enrollment pressures from troubling demographic outlook and inflation concerns

- New COVID-19 variants will test effectiveness of health and safety measures

- Gaps in credit quality remain between higher rated and lower rated institutions

Bottom line→ higher education sector weathered the unprecedented crisis caused by the COVID-19 pandemic and no S&P rated colleges or universities defaulted on their debt

Grant Thornton

* Outlook as of January 2022

18

S&P Outlook Factors, continued

What We're Watching - Not-For-Profit Higher Education

Economic recovery

U.S. economy strengthens, but differentiated rates of recovery lead to disparate economic conditions.

Federal stimulus

Strong support for higher education provides financial flexibility; usage and reporting of funds will span several years.

State budgets

State operating appropriations are generally stable to growing for public universities, bolstered by extraordinary federal aid.

Inflationary pressures

Elevated inflation through 2022 could pressure budget expectations, even as tuition increases resume post-pandemic.

Financial flexibility

More stable state budgets, federal funds, and strong investment returns provide greater financial flexibility.

Enrollment and demand

New variants affecting in-person learning again. With entrance tests optional, applications have increased significantly, skewing selectivity.

Event risk

Cyber security breaches, social unrest, staffing issues, governance scandals, unforeseen economic events, will continue to affect credit in 2022.
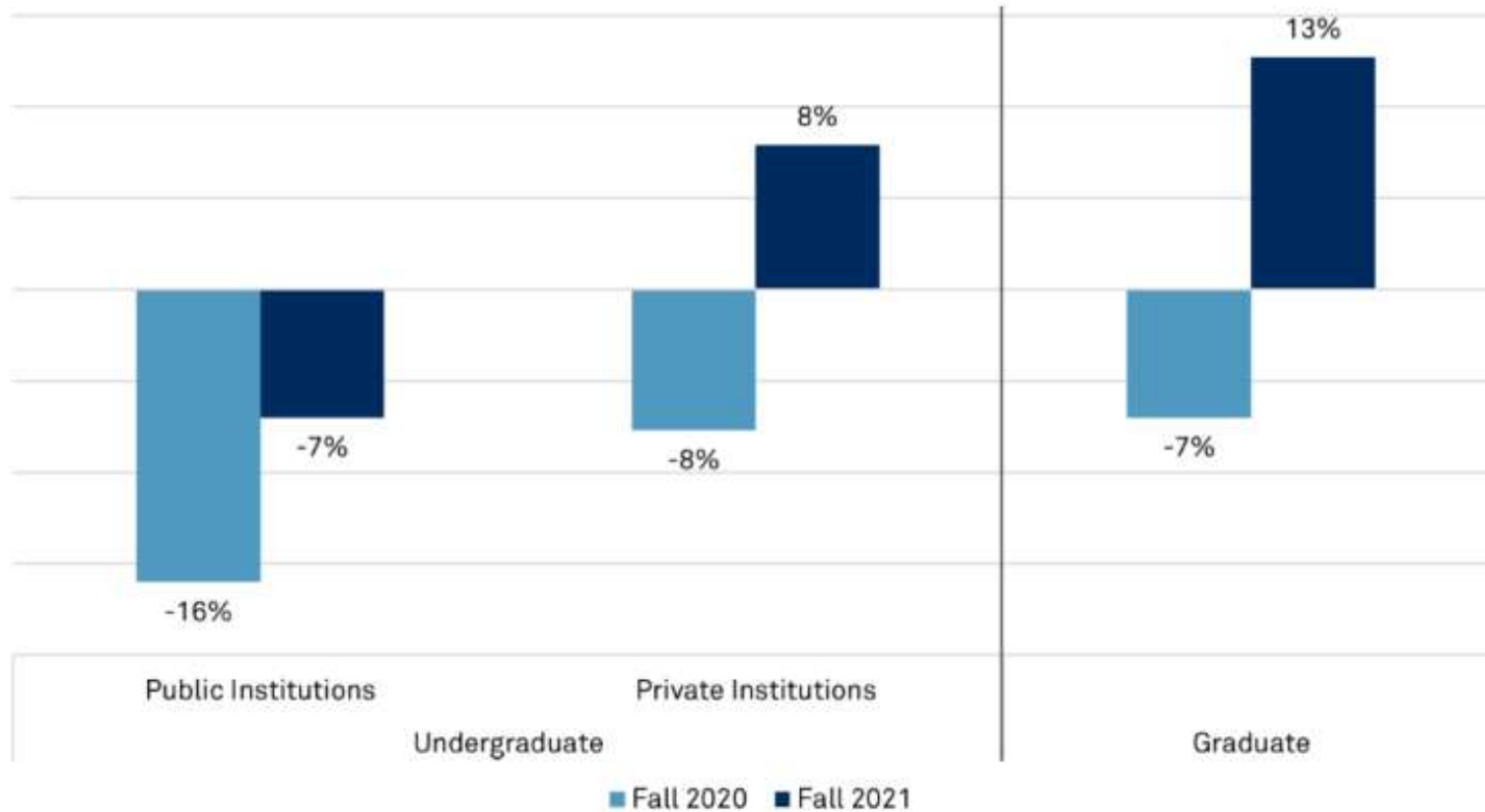
Credit quality bifurcation

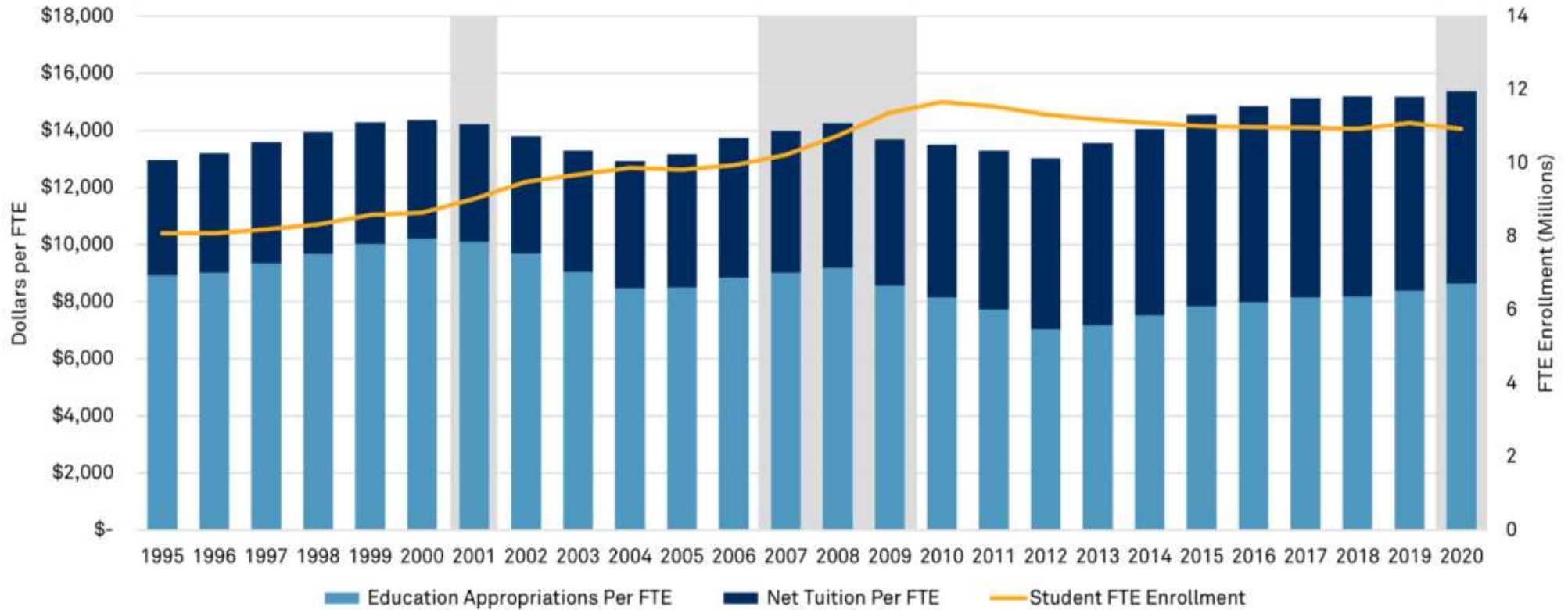There are winners and losers across the industry.

Grant Thornton

S&P Outlook Factors, continued

International Student Enrollment Changes

70% of institutions report an increase in international enrollment

■ Fall 2020 ■ Fall 2021

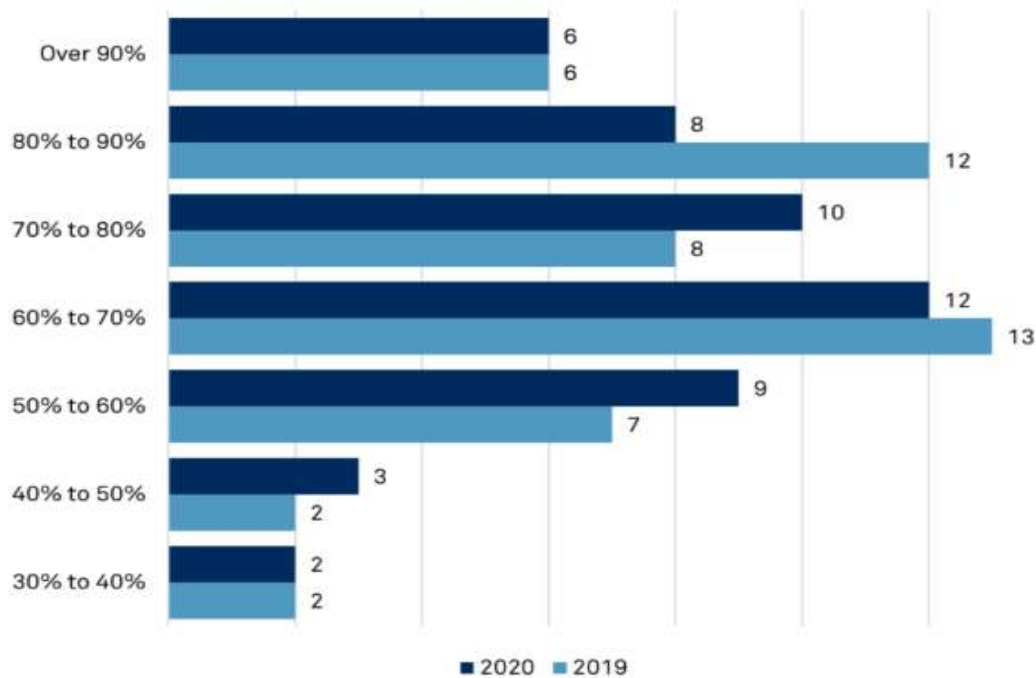Source: National Student Clearinghouse Research Center. Data as of November 18, 2021.

20

S&P Outlook Factors, continued

State funding and FTE enrollment trends

Source: State Higher Education Executive Officers Association: 2020 State Higher Education Finance Report

S&P Outlook Factors, continued

S&P Global Ratings

Pension funding status

Number of States with Given Pension Funded Ratio

Pension Funded Ratio	2020	2019
Over 90%	6	6
80% to 90%	8	12
70% to 80%	10	8
60% to 70%	12	13
50% to 60%	9	7
40% to 50%	3	2
30% to 40%	2	2

■ 2020 ■ 2019

State	Best 2020 Funded Ratio
Wisconsin	103%
South Dakota	100%
Washington	95.3%
Tennessee	92%
Utah	91.7%

State	Worst 2020 Funded Ratio
Illinois	37.5%
New Jersey	38.4%
Connecticut	43.1%
Kentucky	44.6%
New Mexico	50%

Grant Thornton

Source: S&P Global Ratings. Data as of December 31, 2021

22

Moody's 2022 outlook for the Higher Education sector* has changed to "stable" from "negative"

MOODY'S

"Emergence from remote learning supports revenue growth"

Positive Developments

- Operating revenue projected to rise 4-6% following Fall return to campus

- Record fiscal 2021 investment returns strengthen financial positions and liquidity

- Substantial federal emergency funding to higher education aids rebound

Risks to Monitor

- Inflation and labor shortages will lead to higher costs and lower margins

- Social and cyber risks pose key risks

- Operating budgets for most institutions remained strained

Outlook could turn negative if operating revenue growth falls substantially below inflation, constrained states' tax revenues lead to cuts in state appropriations, or new surges and variants with the coronavirus reverse the resumption of in-person operations.

GrantThornton

* Outlook as of December 2021

23

Moody's Outlook Factors, continued

Exhibit 3

Net tuition revenue will improve in fiscal 2022, with private universities showing stronger gains

Legend:
- Aggregate net tuition revenue (left axis)
- Private aggregate net tuition revenue growth (right axis)
- Public aggregate net tuition revenue growth (right axis)

Source: Moody's Investors Service

Grant Thornton

Moody's Outlook Factors, continued

The proportion of auxiliary revenue will climb at private universities...

...and at public universities
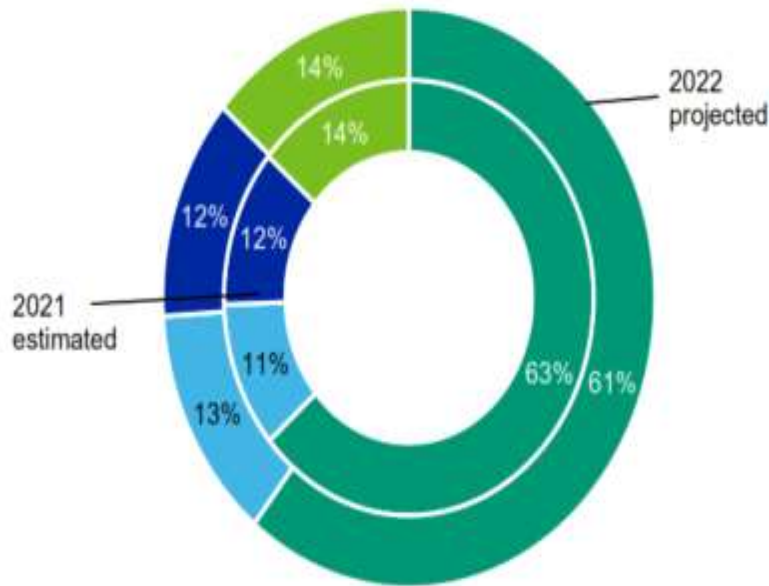
Source: Moody's Investor Services
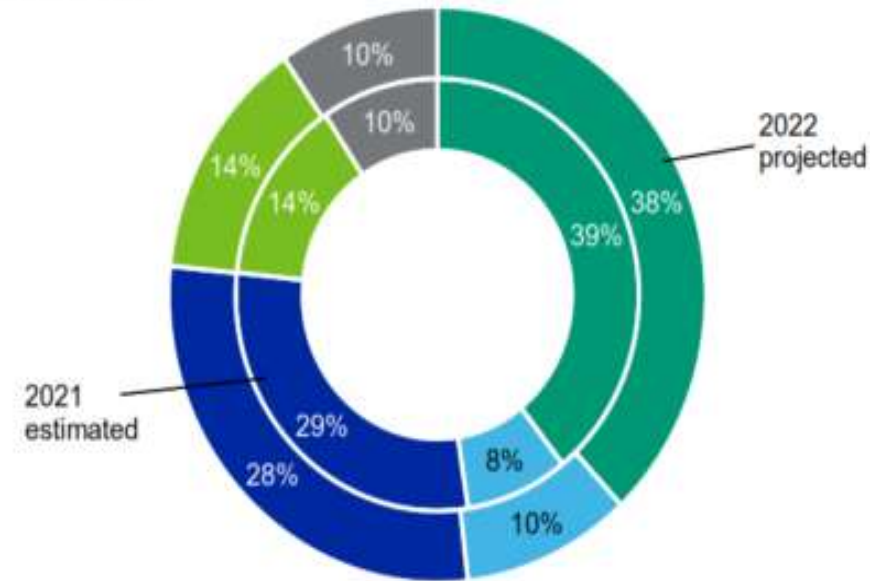
Moody's Outlook Factors, continued

Job losses increased to 14% in higher education in fiscal 2021

Legend: Combined — Private universities — Public universities

Source: Chronicle of Higher Education, November 5, 2021 (Bureau of Labor Statistics data
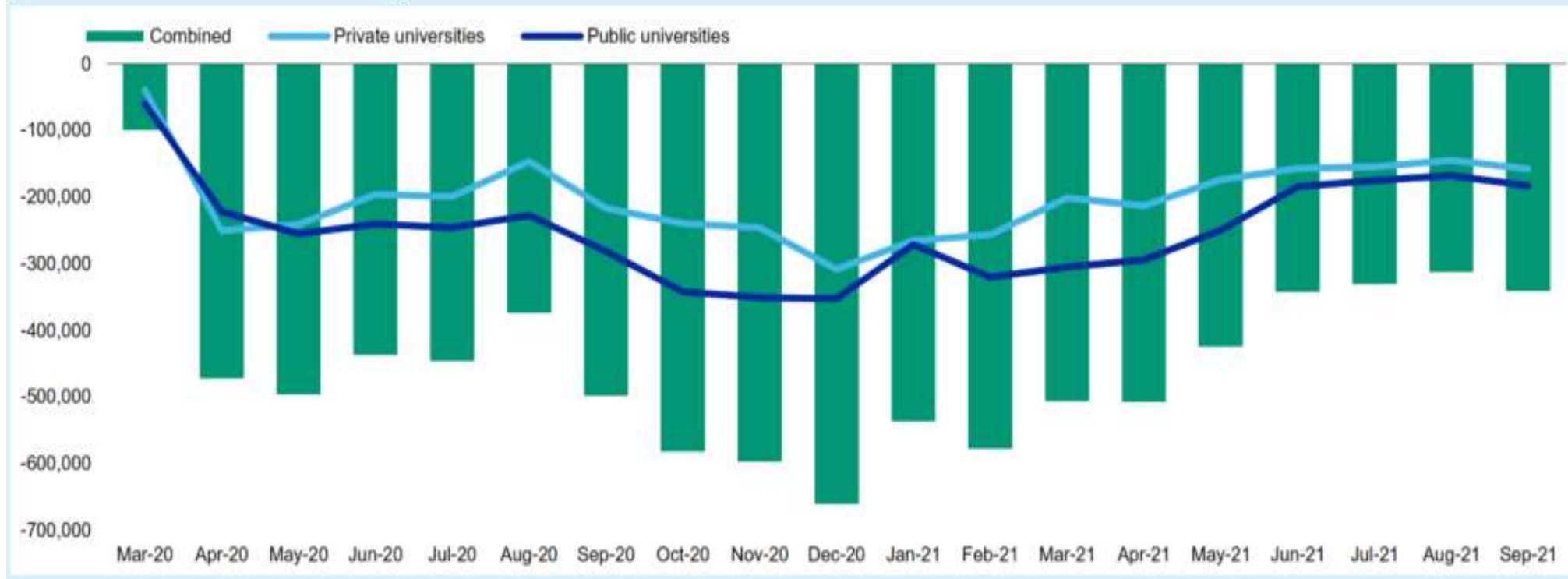
Moody's Outlook Factors, continued

Exhibit 6
EBIDA margins will improve gradually but below pre-COVID levels
Public and private universities
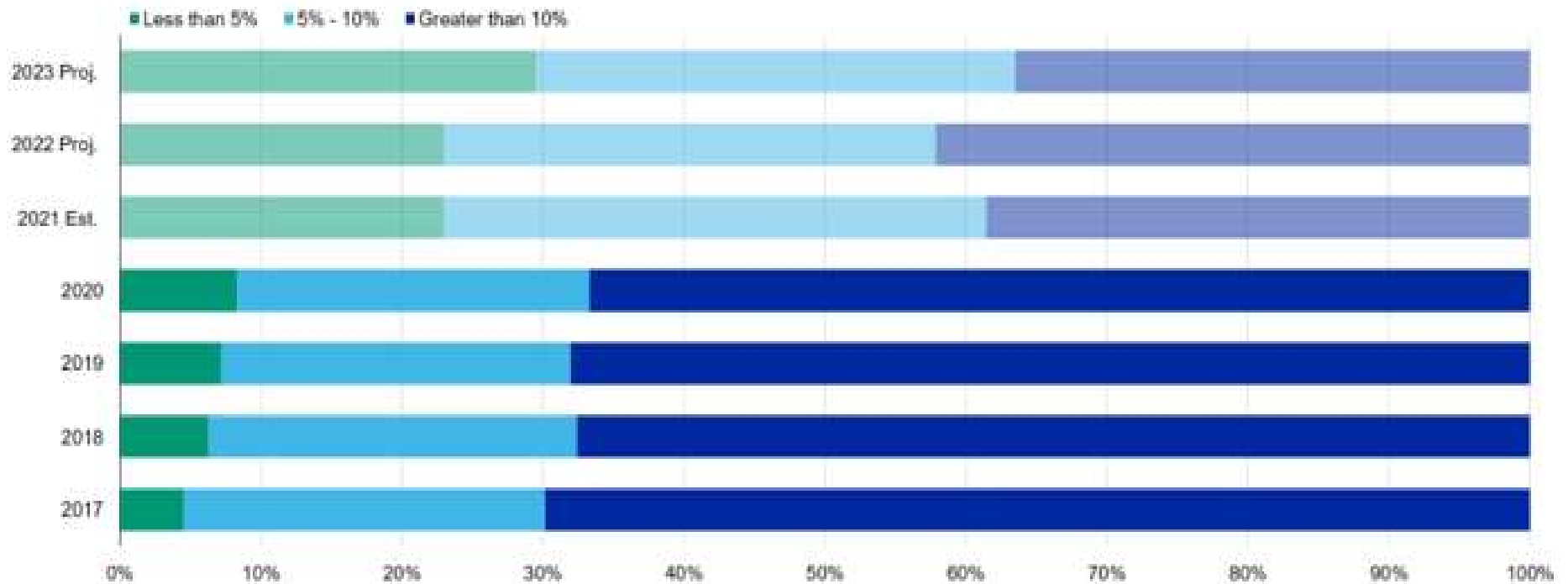
Source: Moody's Investors Service

ESG in Higher Education

1) S&P describes how credit ratings will now consider "ESG Factors"
2) SEC disclosure requirements related to ESG, will FASB/GASB follow suit?
3) Recently the Municipal Securities Rulemaking Board issued a Request for Information (RFI) regarding "disclosures of information regarding ESG-related risk factors and ESG-related practices" and "labeling and marketing of municipal securities with ESG designations"- any colleges/universities that list publicly traded debt securities could be subject to these disclosures in the future
4) Donors are paying more attention to *how* nonprofits conduct their work, focused on ESG, rather than simply *what* they do to effectuate mission
5) The Association for the Advancement of Sustainability in Higher Education (AASHE) has 1,000+ colleges and universities that participate in the "Sustainability Tracking, Assessment and Ratings System" (STARS) with 600+ in the "good" category (Platinum, Gold, Silver or Bronze), showing progress towards transparency. Maybe future expansion into social and governance metrics could be addressed in the future?

Grant Thornton
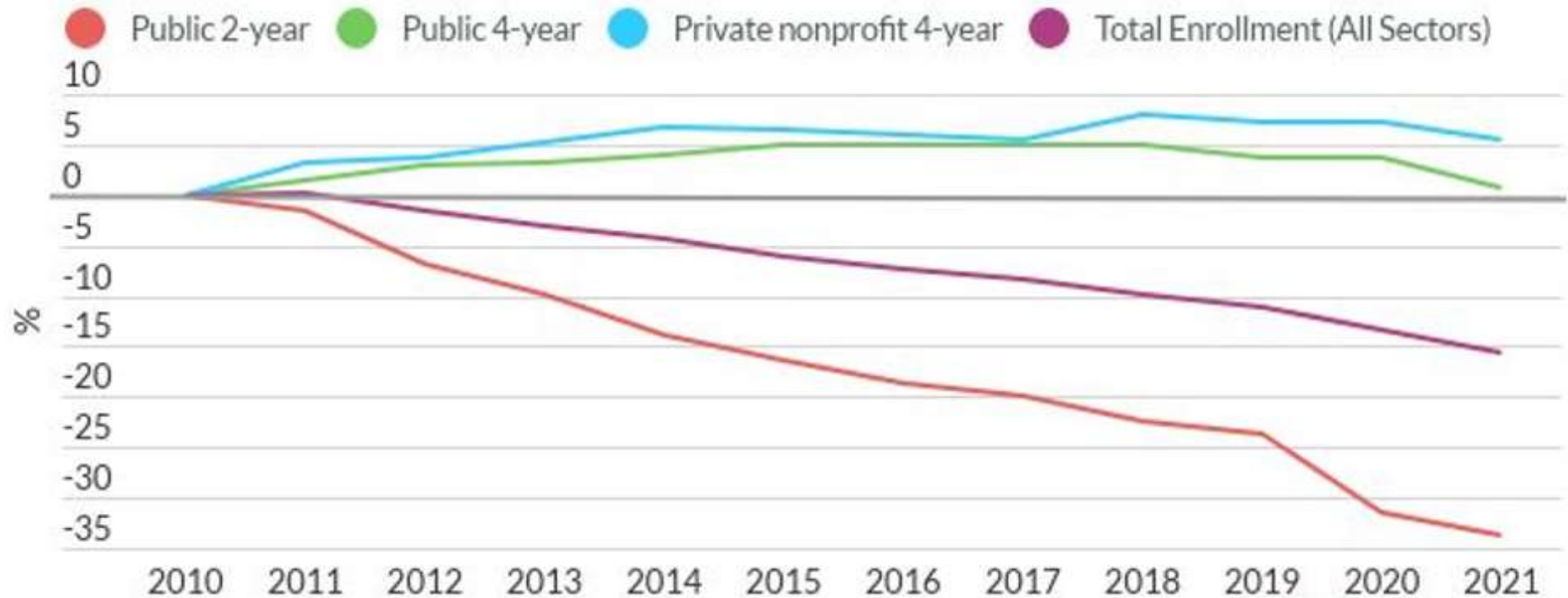
28

Enrollment Changes – by sector

Percent Change in Total Enrollment from Previous Year by Institutional Sector: 2017 to 2021
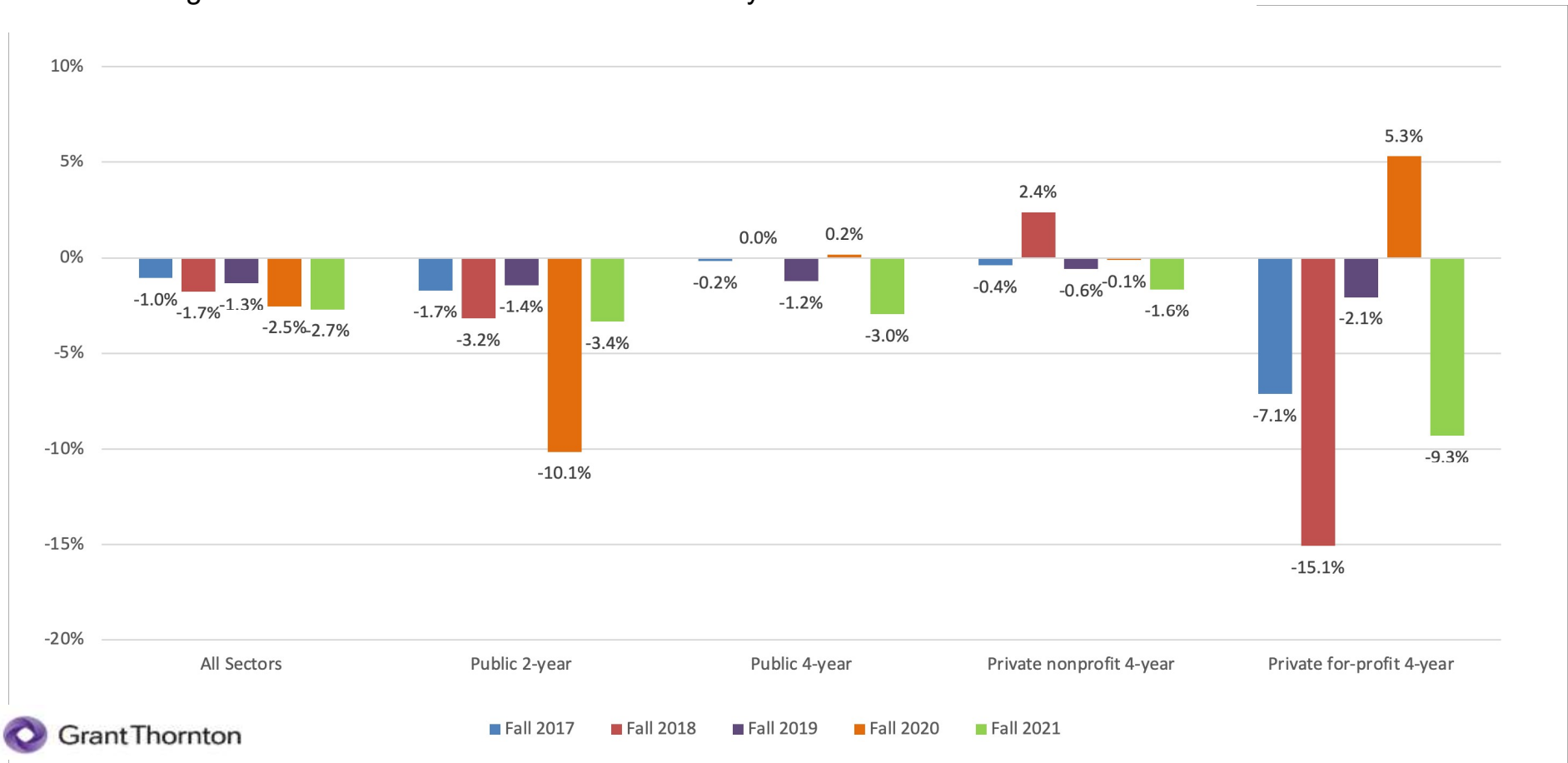
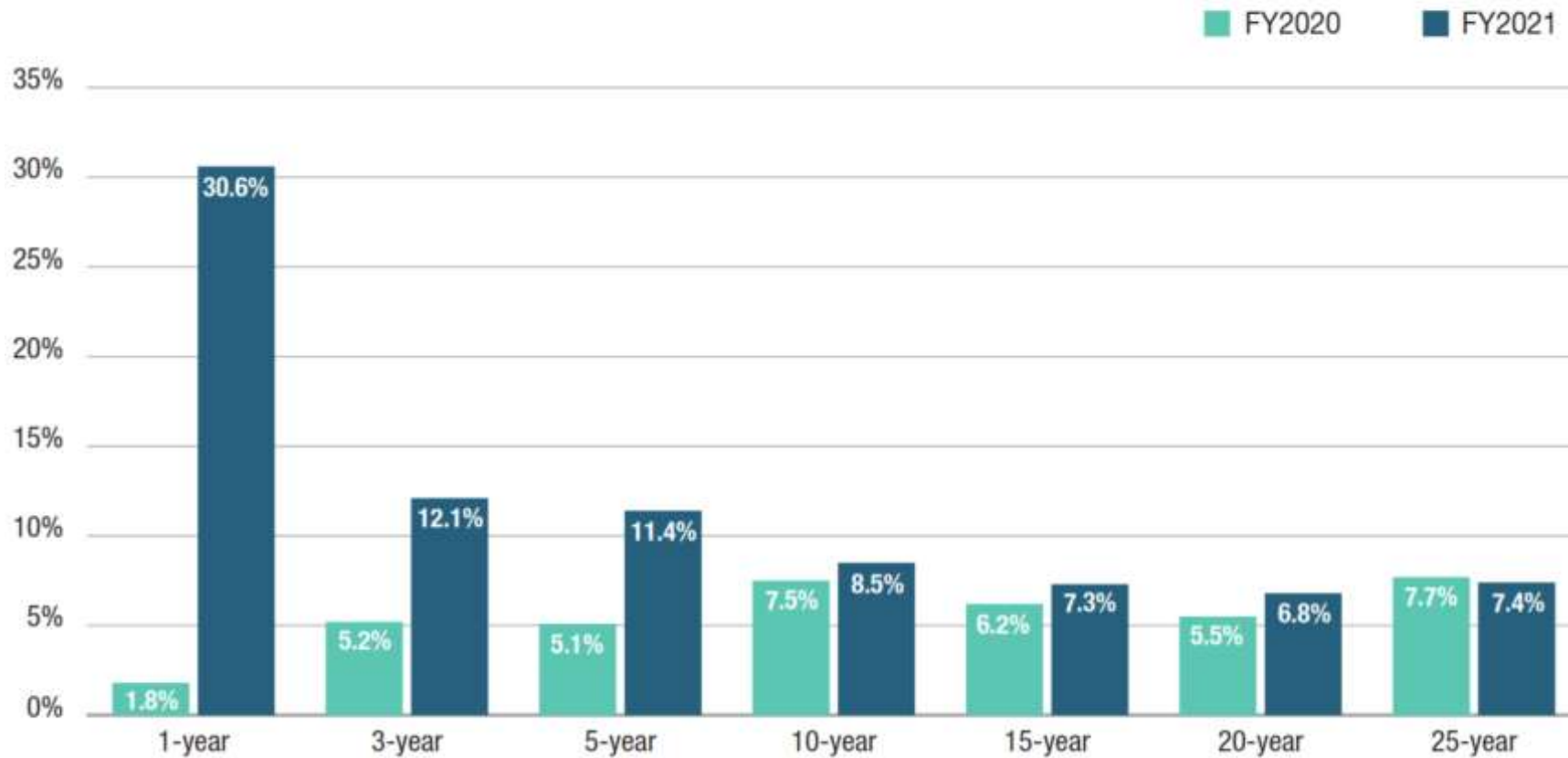# Enrollment Changes – by sector

Higher Education Cumulative Enrollment

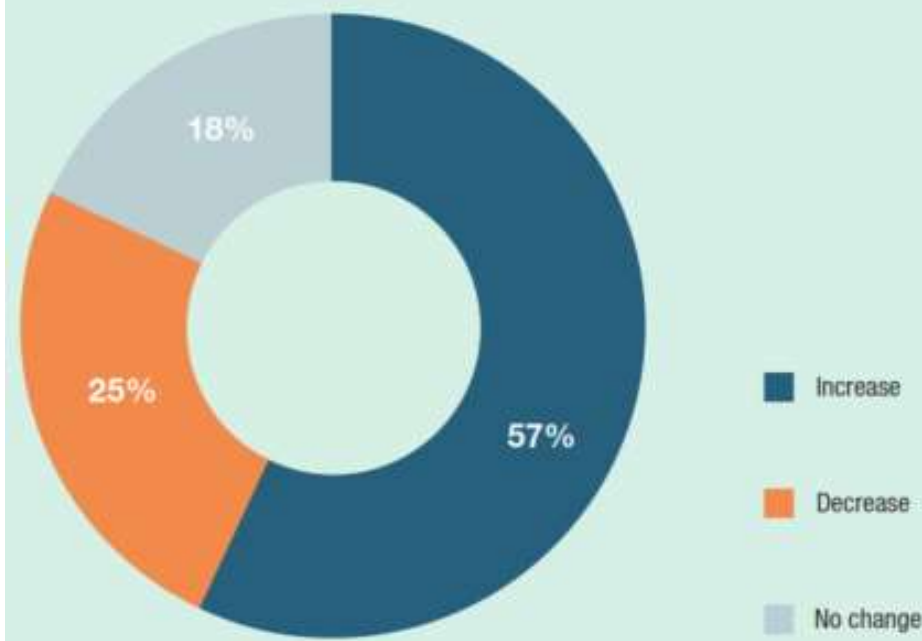Two-year public colleges have lost a third of enrollment since 2010

Source: Fitch Ratings, National Student Clearinghouse

Endowment returns

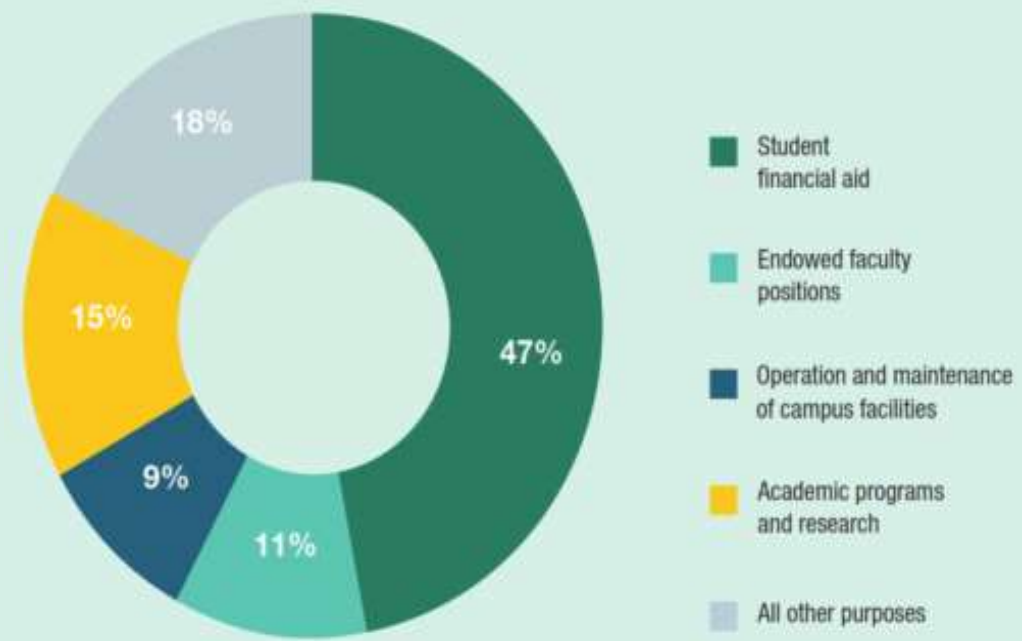Net annualized average returns

Source: 2021 NACUBO TIAA Study of Endowments

Endowment spending holds steady at 4.5%

Percentage of operating budget funded by endowment, change from FY2020 to FY2021

- Increase — 57%
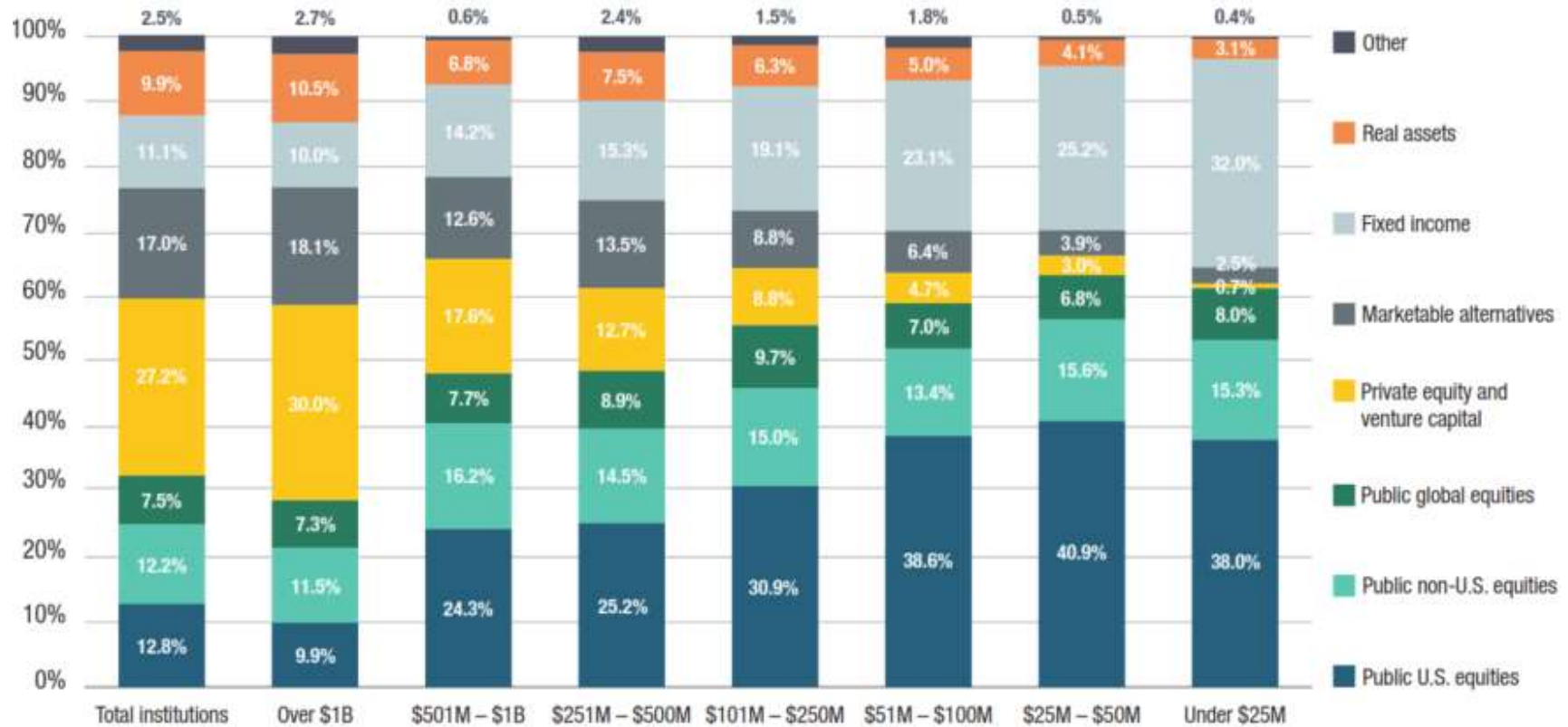- Decrease — 25%
- No change — 18%

Spending policy distributions by function

- Student financial aid — 47%
- Endowed faculty positions — 11%
- Operation and maintenance of campus facilities — 9%
- Academic programs and research — 15%
- All other purposes — 18%

32
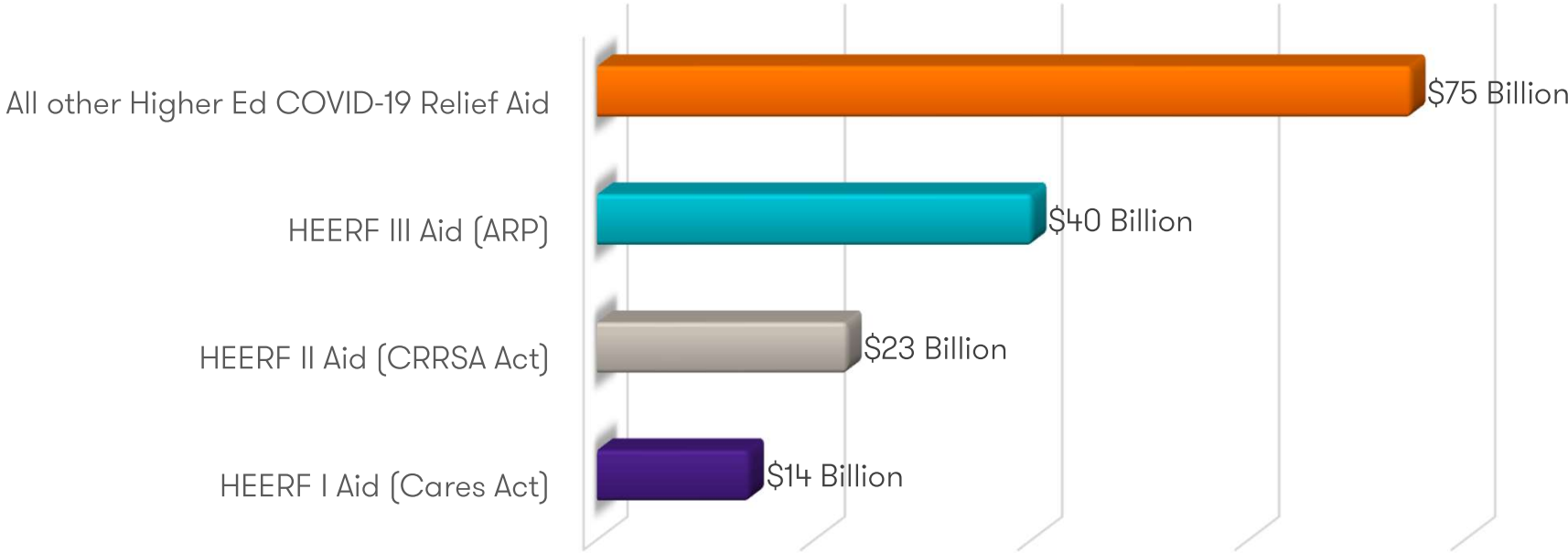
Endowment asset allocations

Similar to past studies, the larger the endowment the heavier the allocation to private equity, venture capital, real assets and marketable alternatives.

Asset allocations for endowment cohorts, FY2021

Source: 2021 NACUBO TIAA Study of Endowments

Washington Update

Federal emergency aid to higher education institutions from the three HEERF programs each increasing the total aid while the largest source estimated by S&P is from federal aid to states that was then indirectly granted to higher education institutions.

Federal Higher Ed Relief Aid

Category	Amount
All other Higher Ed COVID-19 Relief Aid	$75 Billion
HEERF III Aid (ARP)	$40 Billion
HEERF II Aid (CRRSA Act)	$23 Billion
HEERF I Aid (Cares Act)	$14 Billion

Grant Thornton

34

Washington Update

✓ Pell Award levels:
  - Increased by $400 to $6,895 for Academic Year 22-23
  - Biden's FY23 proposed budget includes proposal to increase max Pell award to $8,670 for 2023-24 Academic Year

✓ FASFA Simplification Act implementation deadline extended one year, to be implemented in 2024-25 award year (requires changes to the FAFSA and student aid determinations)

✓ Dept of Ed is reviewing rules around Financial Responsibility regulations and focusing on transcript withholding practices of colleges and universities

Grant Thornton

35

What presidents are saying:

"Confident my institution will be financially **stable**"

"College Presidents Confident, With an Asterisk"

Over five years…

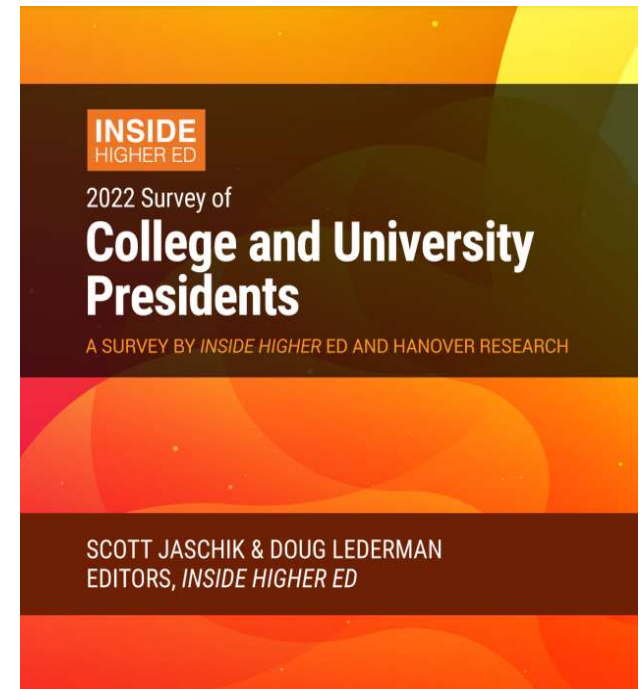|		
81%	**84%**	**78%**
All institutions "agree" or "strongly agree"	**Public** universities "agree" or "strongly agree"	**Nonprofit private** colleges "agree" or "strongly agree"

Over ten years…

77%	**76%**	**79%**
All institutions "agree" or "strongly agree"	**Public** universities "agree" or "strongly agree"	**Nonprofit private** colleges "agree" or "strongly agree"

INSIDE HIGHER ED

2022 Survey of
College and University Presidents

A SURVEY BY *INSIDE HIGHER* ED AND HANOVER RESEARCH

SCOTT JASCHIK & DOUG LEDERMAN
EDITORS, *INSIDE HIGHER ED*

This most recent survey was published in **March 2022**

Grant Thornton

36

Quality of courses based on format

How would you rate the overall/average quality of each of the following types of courses being delivered this spring at your institution?

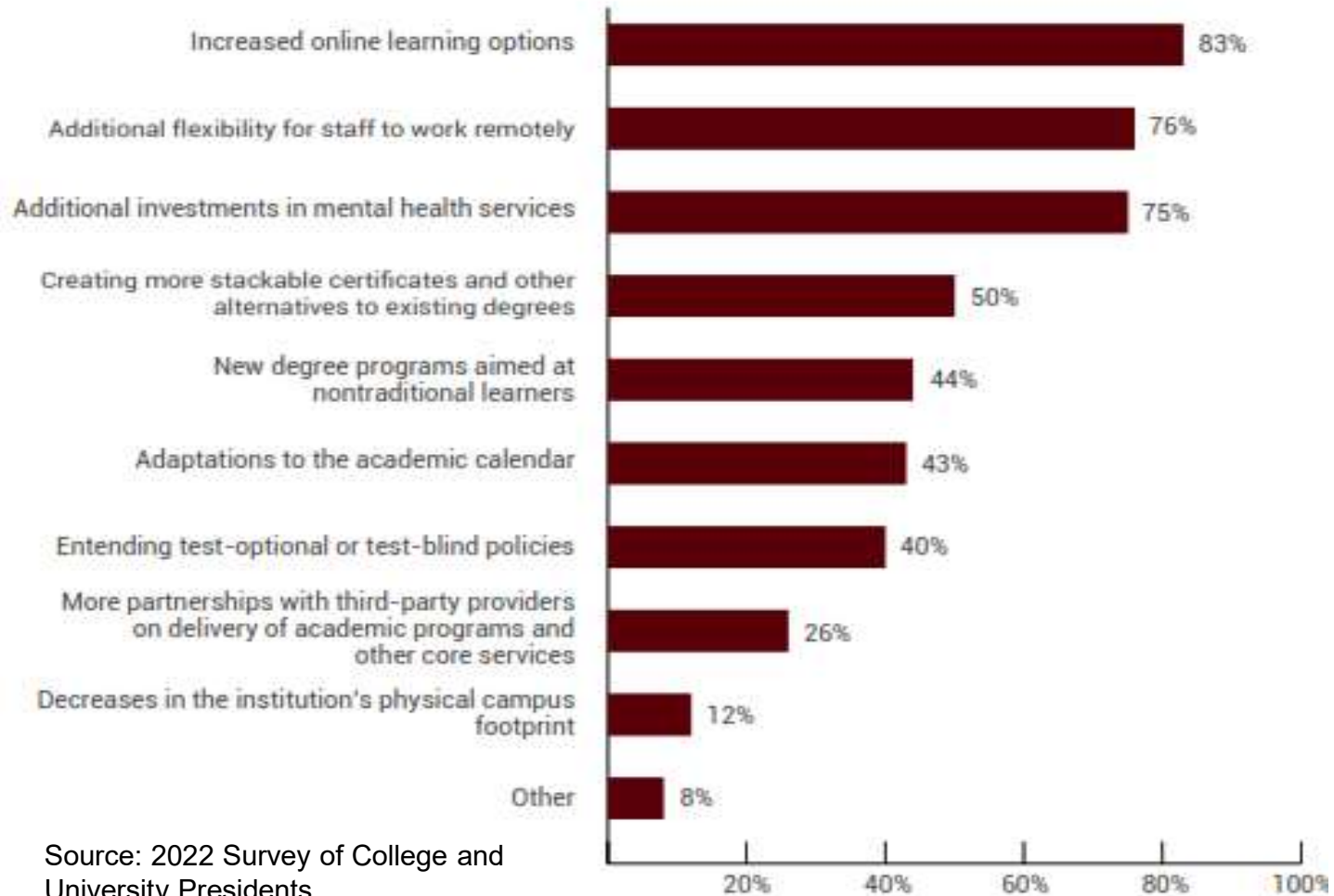■ Very poor   ■ Poor   ■ Fair   ■ Good   ■ Excellent

In-Person (n=334)

27%   73%

Hybrid (n=319)

1% 2%   15%   55%   27%

Fully online (n=332)

3%   19%   59%   19%

Grant Thornton

Source: 2022 Survey of College and University Presidents

37

Changes from the pandemic that institutions plan to keep

Which of the following changes has your institution made because of the pandemic that it plans to keep in the long term? Please select all that apply.
(n=331)

Increased online learning options	83%
Additional flexibility for staff to work remotely	76%
Additional investments in mental health services	75%
Creating more stackable certificates and other alternatives to existing degrees	50%
New degree programs aimed at nontraditional learners	44%
Adaptations to the academic calendar	43%
Entending test-optional or test-blind policies	40%
More partnerships with third-party providers on delivery of academic programs and other core services	26%
Decreases in the institution's physical campus footprint	12%
Other	8%

Grant Thornton

Source: 2022 Survey of College and University Presidents

38

What chief business officers say overall:

"Confident my institution will be financially **stable over ten years**"
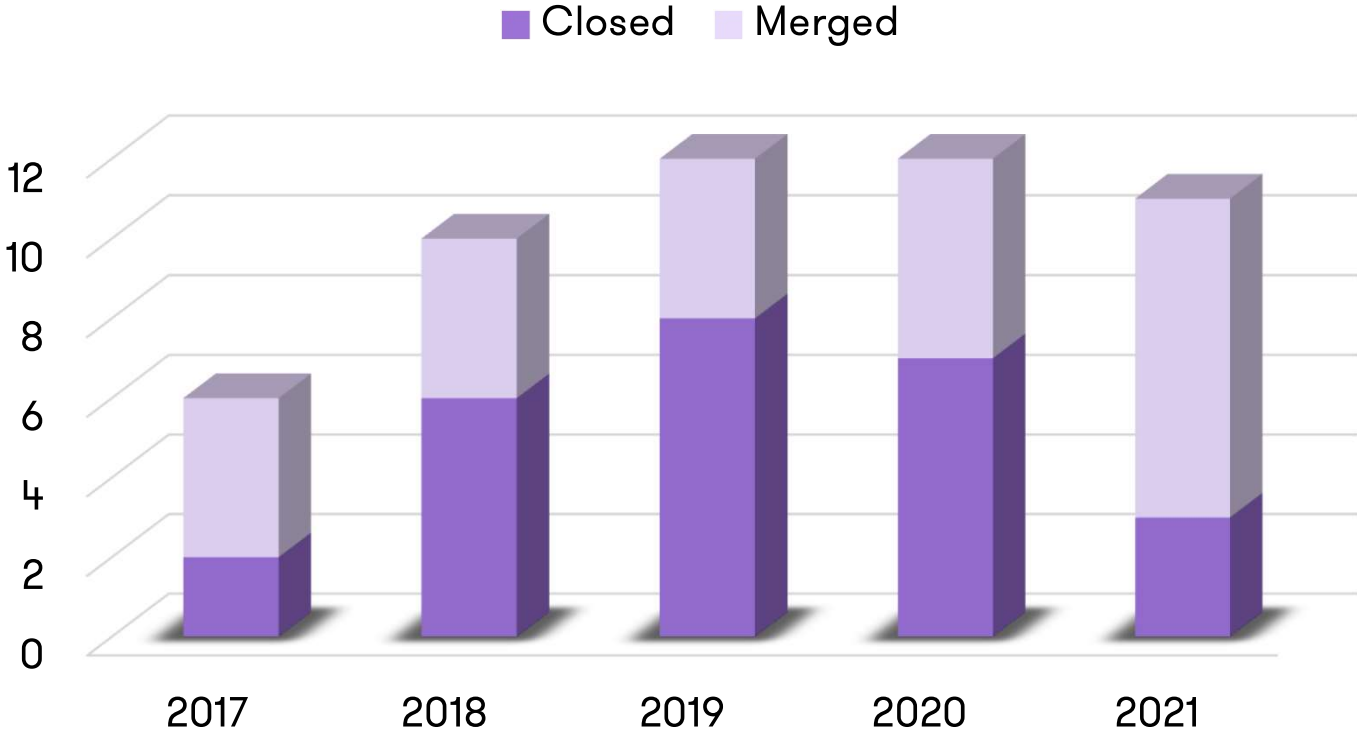
73% in 2021

53% in 2020

50% in 2019

INSIDE HIGHER ED
2021 Survey of
College and University Business Officers
A STUDY BY *INSIDE HIGHER ED* AND HANOVER RESEARCH

SCOTT JASCHIK & DOUG LEDERMAN
EDITORS, *INSIDE HIGHER ED*

Confidence has increased with a growing split between public (79%) and private (68%) with private baccalaureate colleges having the lowest ten-year confidence at 65% while public doctoral is the highest at 88%.

GrantThornton
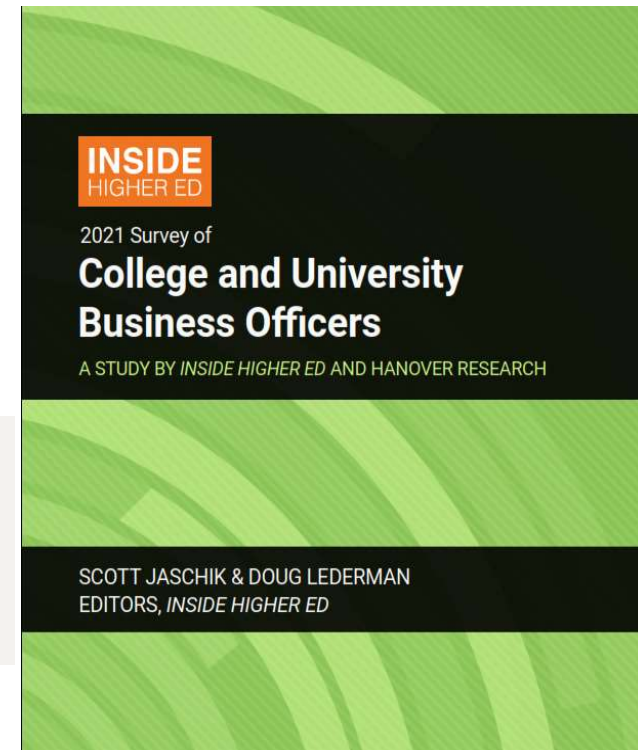
This most recent survey was completed in **July 2021**

39

Closed or merged 2016-2021

Legend: ■ Closed ■ Merged

Chart "Closed or merged" by year 2017–2021 (stacked bar chart, y-axis 0 to 12)

- **51 closings and mergers 2017-2021**
- **S&P projects mergers and consolidation activity to increase**

Grant Thornton

40

Closed or merged in 2017-2021 (YTD) by region
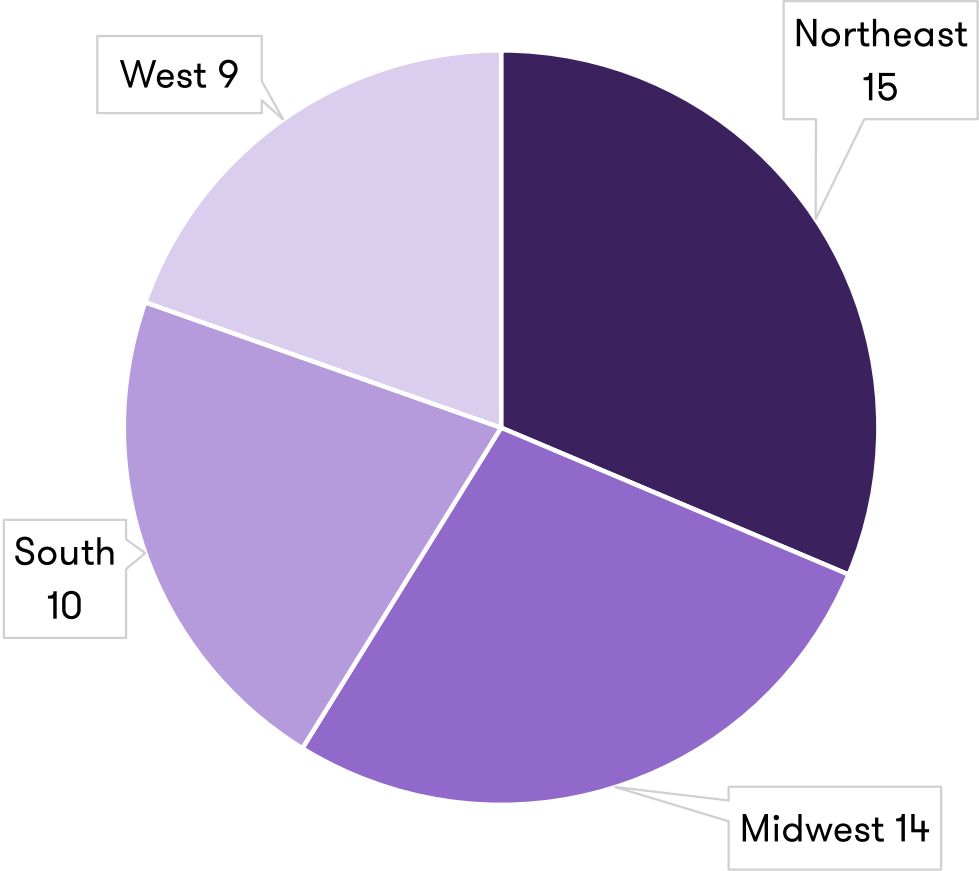
2021 (YTD) Closings
- Judson College (AL)
- Becker College (MA)
- Ohio Valley University (WV)

2021 (YTD) Mergers:
- Concordia College (NY)
- Sierra Nevada University (NV)*
- Marymount California University (CA)*
- Martin Methodist College (TN)
- Claremont School of Theology (CA)
- Ancilla College (IN)
- Mills College (CA)*
- University of the Sciences (PA)*

Merger announced in 2021 and is in process

Grant Thornton

41

Diversity, Equity & Inclusion

Diversity, Equity and Inclusion
What makes us different makes us powerful

People thrive when their perspectives are valued, when they enjoy working with each other and when they are comfortable being exactly who they are. That is why at Grant Thornton, we are committed to building a more diverse, equitable and inclusive workplace, where everyone is valued and respected.

Our culture and practice of diversity, equity and inclusion (DE&I) are embraced top-down, through action and ongoing commitment from the CEO and the national leadership team, as well as bottom-up through business resource groups (BRGs) led by employees cross the firm.

We recently published our second annual Diversity, Equity and Inclusion Report (click to read) in furtherance of our intensified efforts to build a more diverse, equitable and inclusive firm for all those we serve.

Commitment to diversity

Our people thrive personally and professionally because all perspectives are valued and heard. **In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve.** In keeping with our culture of DE&I, Grant Thornton's DE&I team develops strategies, programs and tools to unlock the power of difference.

(Leadership Initiatives) (Firmwide Training) (Business Resource Groups) (Firm Sponsored Diversity Conference) (External Conference Attendance) (Community Involvement)
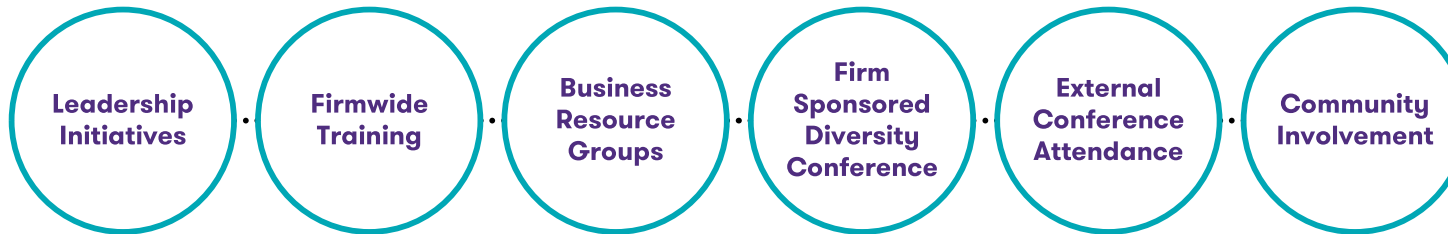
"Our words are our promise, but our actions are our integrity. We'll continue to take action to make our firm a better and more equitable place to work and stand together as a positive force for change."

Brad Preber, CEO,
Grant Thornton LLP

Grant Thornton

43

Diversity, Equity and Inclusion initiatives

BUSINESS RESOURCE GROUPS
- Black Professionals & Allies
- Disability Alliance
- Equality GT (LGBTQ+ & Allies)
- Future Leaders & Allies
- Latinxs/Hispanics & Allies
- Pan-Asians & Allies
- Veterans & Allies
- Women & Allies
- Working Parents & Allies

NATIONAL CONFERENCE ATTENDANCE
- Ascend National Convention
- Association of Latino Professionals for America National Convention
- National Association of Black Accountants Annual Convention

GRANT THORNTON CONFERENCE
- Unified Inclusion Conference

- Assembled a National Leadership Team Committee to fast-track DE&I imperatives within our firm
- Created a True North culture immersion for all GTUS employees to foster a community of belonging
- Expanded firmwide DE&I-focused training adding psychological safety and micro-aggressions to unconscious bias
- Included DE&I Badges as part of Partner/Principal scorecard
- Launched a "Train the Trainer" program with TMCF and Amex to prepare HBCU students for post-college success
- Rolled out GT Empower and other early identification programs to expand recruiting pipeline
- Expanded range of schools at which we recruit to recognize the value of diverse backgrounds
- Launched DE&I badges via LinkedIn Learning
- Amplified focus on mental well being and employee welfare
- Contributions to worthy charities and non-profits as part of the GT Foundation's annual contribution
- Up to 40 annual chargeable hours for each employee to give back to community and towards DE&I efforts
- Continued addition of Purple Paladins - our signature cause program where we select non-profits that support the needs of diverse populations
- Enhancing benefits and equitable policies such as military spouse self-ID, paid caregiver leaves etc.
- Expanded our fellowship program with Hiring Our Heroes for veterans and military spouses
- Reached over 4,000 members of our Business Resource Groups

44

2021 Diversity, Equity and Inclusion Report

We produced our first Diversity, Equity and Inclusion (DE&I) Report in furtherance of our intensified efforts to build a more diverse, equitable and inclusive firm for all those we serve — to be not only transparent, but also transformative.

Our DE&I strategy is anchored in our vision to serve as a champion for diversity and inclusion, where everyone fearlessly contributes to arrive at the best solutions — achieving equity across our firm.

Click to Read

Grant Thornton

2021 Diversity, Equity and Inclusion Report

In last year's inaugural DE&I report, we established five key milestones to achieve by the end of fiscal year 2025.

FY21 Year-over-year % progress

30% of our new hires will be Black or African American, or Hispanic or Latinx (also recognizing opportunities for increased hiring for American Indian or Alaska Native, Asian, Native Hawaiian or Pacific Islander).

+25%

35% of our National Leadership Team and market-focused leaders will be women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses, and we will increase representation across all role levels.

+6%

40% of our partners, principals and managing directors will be women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses.

+12%

50% of our hot-skills training opportunities (including firm-sponsored certifications, advanced technology skills, and leader-sponsored training and development initiatives) will include women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses.

+62%

We will increase our representation of veterans, military spouses and individuals with disabilities across the firm by **50%** from fiscal year 2020.

+22%

Grant Thornton

45

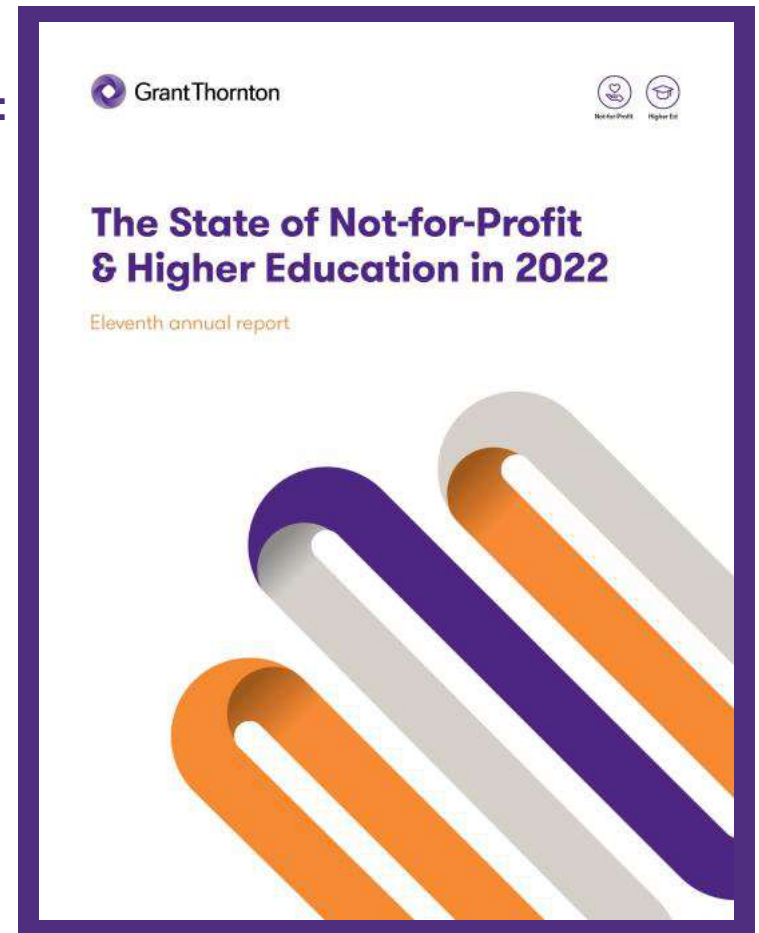# Guidance on important emerging developments and challenges

Articles in the 2022 report for higher education institutions:

- A framework for educational equity
- Student preferences help drive change
- Facilities and workforce expenses
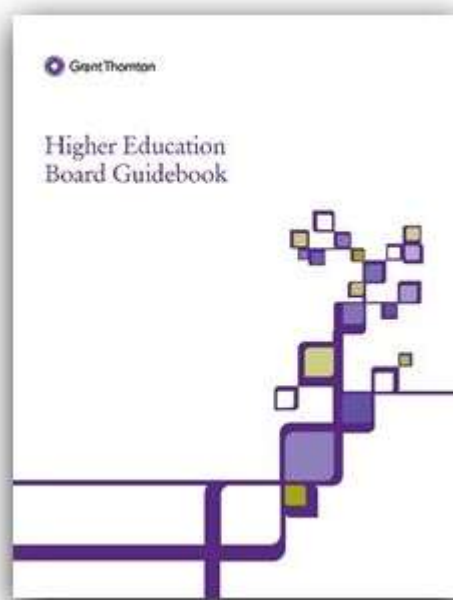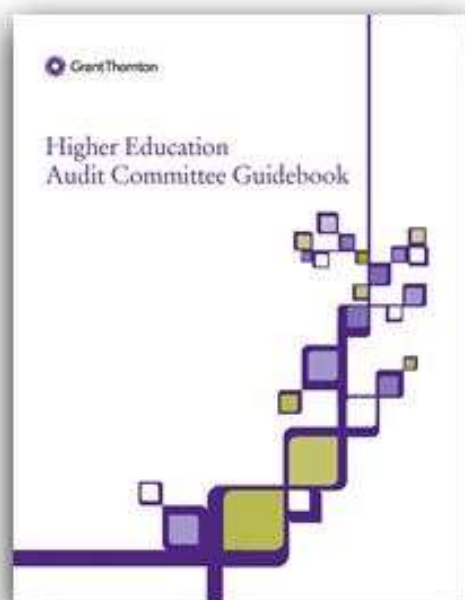- M&A accelerates in higher education

Other articles in the report that may be of interest:

- Strategies for hiring and retaining talent
- Learning from life sciences companies
- The case for a customer-centric approach
- Embracing a holistic ESG strategy
- DE&I, ESG and the compliance function
- Leveraging your mission to succeed
- Supporting mission through technology
- Leadership strategies in a virtual world
- The future of the corporate foundation

Download our report at:
GT.com/StateofNFPandHE

Grant Thornton

The State of Not-for-Profit & Higher Education in 2022

Eleventh annual report

46

Additional resources

Higher Education
Audit Committee Guidebook

Higher Education
Board Guidebook

Stay in touch

Board and Executive Institute

Keep on top of topics and best practices, and current and emerging accounting, regulatory, legal and operational business trends.

Sign up >

www.grantthornton.com/industries/NFP

Grant Thornton

47

2022 Webcast Series

Each year, leaders from Grant Thornton LLP's Not-for-Profit and Higher Education Practices provide learning opportunities through our webcast series. These sessions cover a wide variety of trending topics and regulatory updates relevant to not-for-profit and higher education management and trustees. We welcome you to visit grantthornton.com/nfp for more information on upcoming webcasts and to access past webcasts, which are archived for one year.

MAR 24
The state of the not-for-profit and higher education sectors
Register to attend

JUN 15
The race for talent: Attracting and retaining your nonprofit workforce
Register to attend

SEP 14
Not-for-profit accounting, regulatory and Uniform Guidance update

DEC 7
Evolving role of a not-for-profit's chief diversity officer

All webcasts are from 2:00-3:30 p.m. ET.

Grant Thornton

48

ATTACHMENT C

2020 – 2022 Internal Audit Plan Status

COMMUNITY COLLEGE OF PHILADELPHIA

Date: June 1, 2022
To: Audit Committee Members
From: Robert Lucas, Internal Auditor
Subject: Internal Audit – Plan Status and Other Information
Copies: Donald Generals, Jacob Eapen, Victoria Zellers

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

- Audit reports finalized:

    o Social Media Accounts

    o CAN-SPAM Act

- Draft reports issued to management:

    o 50th Anniversary Scholars Program

    o IT Equipment Lending Program

- Audits in progress:

    o Part-Time Faculty Medical Benefits

    o Veterans' Benefits

    o Right-to-Know Requests

- Updated the Internal Audit Follow Up Matrix based on responses, updates, and target dates from senior management.

- Internal Audit Committee meetings are scheduled quarterly and continue to occur chaired by the Internal Auditor.

- Disaster Recovery Plans – Obtained updates for all large divisions and most others in order to have a full College-wide update by June 30.

- Requested senior management input for 2022-2024 Internal Audit Plan.

* * * * * *

Community College of Philadelphia
Internal Audit Plan - July 1, 2020 to June 30, 2022

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage	Planned Quarter
Financial Audits					
Check Requests - Vendors	L	Verify controls for payments to vendors	2021	7	2
Check Requests - Employees	L	Verify controls for reimbursements to employees	2021	7	2
403(b) Transactions *	L	Determine controls over payments to retirement savings vendors	2022	**	2
Operational Audits					
403(b) Administration *	L	Determine controls over employee requests related to retirement savings	2022	**	2
Part-Time Faculty Medical Benefits	L	Determine controls and accuracy of medical coverage paid by staff	2021	4	4
Veterans' Resource Center	M	Compliance with Veterans' Education Benefits Laws	2022	3	1
Compliance					
Catto Scholarship	M	Determine compliance with requirements	2022	**	3
Right to Know Requests	L	Compliance with related laws	2022	2	3
State Recruiting Regulations	M	Determine compliance with regulations / restrictions	2022		1
Family Medical Leave Act	L	Determine compliance with policies, procedures and regulations	2022	**	4
Vendor Management	L	Determine the controls, procedures and risk management in place to ensure vendors are meeting their stated levels of goods, services, timing and pricing.	2022		4
Forgivable Loans	L	Compliance with procedures and controls for such loans	2021	7	1
IT Audits					
Network Security	L	Determine adequacy of controls for systems access via review of external audit work	2021	7	1
Send Word Now	M	Determine adequacy of administration controls (roles and responsibilites; database; testing)	2021	7	3

Community College of Philadelphia
Internal Audit Plan - July 1, 2020 to June 30, 2022

Functional Area	Risk Rating	Risk Explanation / Reason for Audit	Fiscal Year	Stage	Planned Quarter
CAN-SPAM Act (Email Solicitations)	L	Determine adequacy of controls for access and posting to College social media accounts and for email solicitations	2021	7	3
Social Media Accounts	L	Determine adequacy of controls for access and posting to College social media accounts and for email solicitations	2021	7	3
IT PC Lending Programs	M	Determine adequacy of procedures and controls related to lending laptops and other IT equipment to employees and students	2021	5	4
Alternate Audits					
Other Accounts Receivable	L	Determine adequacy of procedures and controls over A/R other than tuition			
Computer Loans	L	Determine adequacy of procedures and controls related to employees loans for computer purchases			
Lion Card	L	Determine controls over prepaid card program			
Paid Time Off Recordkeeping	L	Determine adequacy of procedures and controls over PTO recordkeeping			
Administrative					
Follow Up on Prior Issues			Ongoing		Ongoing
Committee Meetings (Grants, Data Breach, EMT, external audits/reviews)			Ongoing		Ongoing

Stage:

Audit deferred at the request of management	**
Risk Assessment / Planning	1
Announcement / Contact	2
Opening Meeting Held	3
Fieldwork	4
Draft Report Issued	5
Closing Meeting Held	6
Final Report Issued	7

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

Community College of Philadelphia
Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
45	12/8/2015	ADA / Center on Disability Joan Bush	Internal Audit recommends that the Center on Disability follow the advice expected shortly from the Data Breach Committee in regard to personal identifiable information, especially SSNs, obtained in the processes for adjudicating student requests for accommodations.	2/29/16 6/30/17 (Update of Progress) 12/22/17 (Status Update) 6/15/18 (Status Update) 9/15/18 (Status Update) 5/31/19 (Status Update) 5/31/20 (Status Update) 6/30/21 6/30/22	A database designed to manage data on students with disabilities will be reviewed with IT for implementation. No SSN's numbers will be included in the database. Target date for completion is February 29, 2016. In its 2016-2017 budget, COD management has requested a stand-alone database to manage the online information related to accommodations requested by students. Target date is TBD. An external ADA review was performed in 2018 which concurred with the recommendation for a COD database. Senior management is now reviewing this need and upon approval, a timeline for the purchasing and implementation of this database will be established. Target date remains TBD. The expected cost of the database was included in the approved 2018-2019 budget. Target date remains TBD. An RFP is expected to be distributed for the purchase of the COD database by May 31. Database (Accommodate by Symplicity) was purchased this past year for the COD and is in the implementation phase. The implementation team is working towards the goal of going live in the next few months. Implementaion team is working on importing files from Banner for Accommodate. Once those files are in place, the team will work to ensure their files will flow into Accommodate. We are looking at a "soft" roll out some time this summer (2022).
59	5/25/2016	ITS Physical Security John Wiggins	ITS and Facilities management should take appropriate steps and plans to reduce the risks associated with connectivity rooms left wide open.	6/30/17 6/30/18 9/15/18 (Status Update) 8/31/22	ITS management noted that a plan to move the connectivity hardware to a separate room. ITS management states that the project has again been included and approved in the capital budget for the 2016-2017 fiscal year although they do not know when construction will begin. The project has been re-scheduled for the Spring/Summer of 2018. The current IT Closet has been locked down at the WERC campus and is no longer used by custodians or others. An alternative space for this ITS connectivity room has been included in a larger project for this regional center. Consequently, the project has been re-scheduled for the fall semester of 2018. The college will be building the Career And Advanced Technology Center @ the WRC campus . An IT closet will be in the new building and all equipment will be moved from the current closet to the new closet. The projected completion for the new building will be August 2021.

Community College of Philadelphia
Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
63	5/25/2016	ITS Physical Security John Wiggins Vijay Sonty	Management should consider installing additional gaseous systems in rooms which have significant risk of business and classroom interruption based on the type of equipment in the connectivity rooms.	6/30/17 (Update of Progress) 4/30/18 9/15/18 (Status Update) 5/31/19 6/30/21 3/31/22	Management has decided to upgrade the fire suppression systems from sprinklers to gaseous systems in three rooms deemed critical due to the nature and value of electronic equipment in those rooms. Specifically, upgrades in rooms B2-39, MG-6A and W1-E1 have been included in the budget for the 2016-2017 fiscal year and, as such, should be completed by June 30, 2017. Update as of 12/21/2016: Phase One: The 3 CRITICAL Closets (MG-6A, B2-39, W1-E1) are pending the release of the RFP for installation of the FM200 fire suppression systems. Phase 2: Time and funding permitting the regional center IDFs will be addressed later for gaseous fire suppression. The scope of work for this project was completed. RFP is expected to be posted by 10/4/17 with work to be completed by 4/30/18. RFPs have been issued. Work is expected to be performed over the summer 2018 and completed by the start of the fall semester. Fire Suppression will be installed for MG-6A and W1-E1 and work will be done on ceiling installations to support the fire suppression equipment. B2-39 no longer needs this upgrade as critical equipment housed in that space has been moved to a protected room. Several RFPs have been issued but costs were prohibitive vs the risk. Work was expected to be performed over the summer 2018 and completed by the start of the fall semester. Fire Suppression preparations for MG-6A and W1-E1 was completed on ceilings and rooms to support the fire suppression equipment. Facilities/IT engaged a Data Center consultant through Dell and it was determined that an alternative Rack Mount enclosures with Fire Supression and containment would possibly be a more cost effective solution. Quotes were obtained and discussions with consultants, Facilities/IT Staff determined that a data center study should be considered to further evaluate all IDF/MDF's at each campus. Rack Mount enclosures with Fire Suppression have been procured. They will be installed in 2-3 months once all electrical work is completed. The long-term goal is to move to Data Center to the cloud in 3-5 years.
77	5/24/2018	Disaster Recovery and Response Plan Vijay Sonty	Cyber Breach Committee should meet quarterly to determine the status of data which may not be sufficiently secured. The CIO should be empowered to direct actions to be taken to secure this data. Senior management should be informed of risk areas not secured in a timely manner.	9/30/18 5/31/21 8/31/21 11/1/21	Data Breach Committee will begin meeting again prior to the end of the spring 2018 term. (Meeting was held on May 2.) The committee charge will be reviewed and refined during the first meeting. A meeting schedule will be presented to setup quarterly meetings. A survey for College units, similar to the 2016 survey, will be performed to determine the state of our PII data and the locations of such data. Will address this in the new Technology Plan which has been been drafted. Waiting to review will all College-wide committees to seek approval. Will be completed by end-of-May 2021. The Cyber Breach Committee had its first meeting on October 27, 2021 under the leadership of the new CIO. The agenda included: review of CCP data security tools & applications.

6/2/2022

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
80	5/24/2018	ITS Physical Security John Wiggins Vijay Sonty	Several critical server rooms had sprinklers systems for fire suppression which would cause water damage to the equipment they are designed to prevent damage from fire. This concern was included in the ITS physical security audit report and management has established actions plans to replace the sprinkler systems in these rooms with gaseous fire suppression systems.	9/15/18 5/31/19 6/30/21 3/31/22	See Management Response / Follow Up for item # 63 above. A Risk vs. Reward analysis was conducted to review the need for investing and implementing a Fire Suppressant System. The recommendation was to explore moving key mission control systems (ERP and Student Information System) to the cloud. Leverage AWS for compute power, database storage, content delivery and other key functionality. Given the high cost of the fire suppressant system it is optimal to not invest in the FS system. Since we are implementing Dell VxRail Hyper Converged Infrastructure, this allows our infrastructure to be available with zero data loss and near instantaneous recovery and automated failover at our backup datacenter site. The strategy to move critical resources to the cloud will minimize the dependency on the onsite data center plus allow for less replacement of equipment in event of a disaster situation like power failure, fire, flooding, and physical security.
86	6/19/2018	Emergency Operations Plan Randolph Merced	Internal Audit recommends that the EOP be amended to include appropriate references to the DRRP. During an actual event, ITS management should be informed of all updates to help them prepare and respond in a timely manner to scenarios which will impact IT operations.	01/20/20	The DRRP mentions and points to the EOP in its preamble statement. Further, the crafters of the DRRP and EOP have worked together to ensure cohesion in processes and protocols in the event of an emergency. A review of both documents will be added to the EOP agenda as a standing item going forward with respect to incursions which both plans may be called into service. This bifurcated model will ensure there is no overlap, duplication or obstructive response from the Emergency response administrators. The Target date for a comprehensive review of these documents is January 20, 2020. Neither document has been undated to reference the other
87	6/19/2018	Emergency Operations Plan Randolph Merced	Internal Audit understands that the Director of Public Safety is initiating a process for the EOP to be reviewed, and updated as necessary, in the near future. Please confirm this understanding and provide the date of expected completion. Future reviews should be scheduled at least annually.	9/30/2019 8/31/21	The EOP is reviewed by the members of the Emergency Management Team throughout the year and, on an annual basis, the EMT chair reviews the agenda, recommendations, notes and commentary throughout the year and does a comprehensive review of the plan. The updated plan and its revisions are place in the Public Safety Website for public consumption. The target date for completion of the current revision of the EOP is September 30, 2019. The Director of Public safety has assigned a working group form in the summer months to review and update the EOP. The data from the year, recommendations and revisions will be documented at that time. If there are no changes then the working group will advance the current report with an updated date reviewed signature on the Document's signature page.
88	6/19/2018	Emergency Operations Plan Robert Lucas	Internal Audit recommends recovery activities should be prioritized as approved by senior management with outlines of specific actions and activities. In addition, a list of current vendors, and vendors whose services may be needed (e.g. hazardous materials clean up, water and smoke damage services, etc.) should be maintained within the EOP for quick reference.	5/15/2020 4/30/21 8/31/21	The Chief of Staff will recommend that the Cabinet direct all divisions to review existing, or develop new, disaster response and recovery plans that comply with the decentralization of recovery activities and detailed in the EOP. The target date for verifying that all divisions have such plans in place is May 15, 2020. The Cabinet will direct management to review and update these division plans on an annual basis. The Chief of Staff accepted responsibility for working with the Cabinet to ensure recovery plans were in place where needed through the College. Disaster Recevery Plans were developed in late 2019/early 2020 by all functional areas deemed to be critical by the division VP. Annual updates will be performed each year. The 2020 consolidated plan will be distributed by April 30, 2020.

Community College of Philadelphia
Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
92A	6/19/2018	Emergency Operations Plan Randolph Merced	Internal Audit recommends that media contacts be designated and documented in the EOP and they should be the same persons designated in the DRRP.	09/30/19	The Media Contacts will be included in the EOP which is currently undergoing the 2019 review and update process. The target revisions date for the 2019 update of the EOP is September 30, 2019 which will include the designated media contacts. Plan updates in 2022 include media contacts designated by position title including backup staff as appropriate.
92B	6/19/2018	Emergency Operations Plan Shannon Rooney	Internal Audit recommends that media contacts be designated and documented in the EOP and they should be the same persons designated in the DRRP.	12/31/2019 5/28/21 8/31/21	The Critical Communications Plan is being revised and will be distributed to appropriate College managers. Target date for revision is December 31, 2019. The Critical Communications Plan will include designated media contacts and their contact information. The plan is expected to be completed by May 28, 2021.
93A	9/7/2018	Non-ITS Administered Programs Vijay Sonty	Internal Audit recommends that the Cyber Breach Group establish goals and timetables to address education of department owners related to PII, as well as the security of PII within the College's physical areas and systems.	cc	A search for a new AVP of Information & Technology is in progress. As facilitator of the Cyber Breach Group, that person will be responsible for following up on any information still needed from the users departments of the SaaS programs based on the most recent survey. The new AVP will schedule another meeting of the Cyber Breach Group within 90 of his/her start date to review progress and next steps for this action. Cyber Breach Committee will be established and timetble and goals will be addressed in the next 90 days.
93B	9/7/2018	Non-ITS Administered Programs Victoria Zellers	Internal Audit recommends that the Cyber Breach Group establish goals and timetables to address education of department owners related to PII, as well as the security of PII within the College's physical areas and systems.	10/31/2019 5/31/21 8/31/21	The Office of the General Counsel is also expected to recommend procedures related to paper documents with PII held by various departments throughout the College. The target date for these recommendations to be made to Division management is October 31, 2019. Cyber Breach Committee will be established and timetble and goals will be addressed in the next 90 days.
96	9/7/2018	Non-ITS Administered Programs Vijay Sonty	Internal Audit recommends that ITS review the programs listed in the PII survey and determine if there are time sensitive programs for which downtime for any reason could interfere with the functionality required by staff to perform their duties and provide services to both staff, faculty and students. Since ITS is well versed in continuity planning for the programs they manage, it would be prudent for ITS to assist departments with time sensitive programs in developing procedures related to such downtime.	TBD 5/31/21 8/31/21	The new AVP, when hired, will solicit management's input for each of the programs to determine if any are considered critical to the mission and work of the College, both academic and as a business, such that downtime will quickly be problematic. For any such programs, ITS will offer to consult with management to help ensure that the department and/or vendor is sufficiently prepared to address interrupted access promptly. The target date to solicit this information from management is 120 days after the start date of the new AVP.
120	1/29/2020	Residency Verification Shannon Rooney	Internal Audit recommends that management consider that the procedures related to residency verification for students as currently documented and available in various areas, are not the procedures which are currently in practice during the application and admission processes.	06/30/21	The College will update the Residency policy. The College's admissions office will document the procedures that they currently use to verify residency in an internal facing procedures manual by June 30, 2021.
122B	9/30/2020	Network Security Review Vijay Sonty	Internal Audit recommends that management consider revising the policy to include audits and reviews such as this one which may not fall under the current defined scope of those which are the subject of the policy. This would ensure that the results of audits and reviews are presented to the Board including the findings, recommendations and action plans. The Board should be informed of the status of any such action plans until they are completed.	02/08/21	Management agrees with the recommendation to revise the current policy to ensure that the results of such reviews which include recommendations to create or strengthen internal controls, will be reported to the Audit Committee including progress updates related to recommended actions until they are completed.

Community College of Philadelphia
Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
132C	9/23/2020	Forgivable Loans Gim Lim	See 132A	08/31/21	Management will update the controls and verification process and has and will continue to seek opportunities to cross train employees. Supervisors will be trained on new application and procedures over August 31, 2021.
135	9/23/2020	Forgivable Loans Lisa Hutcherson	Internal Audit recommends that all documentation and web pages related to the Forgivable Loan program be reviewed and updated as necessary to ensure the information provided by all sources is accurate and consistent.	07/31/21	The Classified CBA states that the Forgivable Loans are continued under "its current forgivable loan policy" which means that the employee has to pay 50% of the tuition. The forgivable loan policy was last revised in 2010 and needs to be updated to reflect changes from the 2012-2016 CBAs. HR web pages will be updated to refer to the Policy by July 31, 2021. The provision on being eligible at 90 days or 1 year (as stated in the CBAs) is the College's choice. The College may have a policy that is more generous than required in the CBAs, but should not change the CBAs because it is then locked into that change.
140	5/26/2021	Send Word Now Randolph Merced	Internal Audit recommends that management develop procedures to ensure other staff can perform necessary tasks uncluding interactions between Public Safety, ITS, and Communication departments.		SWN is very easy to use and ITS plan on adding (3) additional backup resources who are proficient in the use of SWN messaging. Currently work is being done to codify an appropriate P&P to address ownership of the message at each level of an incident. We will compile relevant documentation which outlines the procedure Responsible positions who actives the mass notification system and at what critical point the responsibility of sending a message out. At which point are supplemental messages sent and who is responsible for that message. An internal procedure has been developed detailing steps to be taken with SWN, who is authorized to approve urgent messaging, and steps to be taken by other departments.
141	5/26/2021	Send Word Now Randolph Merced	Internal Audit recommends that documented protocols be developed, approved by the Cabinet and distributed to the Executive Policy Group and the power users for SWN so that all persons who may be involved in creating, sending or authorizing SWN messages understand their roles and responsibilities.	TBD	Draft procedures have been developed. Distribution to EPG members and other backup users will occur in the near future. An internal procedure has been developed detailing steps to be taken with SWN, who is authorized to approve urgent messaging, and steps to be taken by other departments. A workflow document has also been developed and additional users have been appointed to send messages as needed.
142	5/26/2021	Send Word Now Randolph Merced Jessica Hurst	Internal Audit recommends that the opt out process include or trigger communications to the person opting out to inform them of the risks of opting out of SWN messages.	TBD	ITS will explore sending an email to opting person to inform them of the risks of opting out.
143	5/11/2022	Social Media Accounts Shannon Rooney	Internal Audit recommends that Policies #306 and #307 be reviewed and updated as appropriate or incorporated into another policy. Internal Audit also recommends management consider incorporating language into a policy which denotes that the same guidance and governance over the College's interactive systems applies to management and staff who are responsible for (1) the College's own social media accounts; and (2) all College affiliated social media accounts such as those for departments, groups and programs.	05/31/23	Vice President of Enrollment Management and Strategic Communications will be working to revise language in policies #306 and #307 to include all relevant accounts within the next year.
144	5/11/2022	Social Media Accounts Shannon Rooney	There are a small number of staff within Strategic Communications who have user access to the College's social media accounts. Internal Audit recommends documented procedures be developed for users of the current accounts to help ensure consistency among users and to reinforce security steps.	05/31/23	VP of Enrollment Management and Strategic Initiatives will work with the Director of Communications to create this document within the next year.

Community College of Philadelphia
Internal Audit Follow Up Matrix

	Report Date	Area/ Responsible Party	Recommendation	Target Date	Management Response / Follow up
145	5/11/2022	Social Media Accounts Shannon Rooney	Internal Audit suggests it may be prudent to establish certain protocols for review and approval processes of social media posts. Examples include posts which reference legal situations, the Federation, or employment situations in which it would be prudent for General Counsel to approve; or posts regarding ongoing emergency situations which should be approved by the Director of Public Safety.	05/31/23	VP of Enrollment Management and Strategic Communications and the Director of Communications will incorporate review policies into the above-referenced document over the next year.
146	5/11/2022	Social Media Accounts Shannon Rooney	There are inherent risks in social media accounts including negative comments posted by employees, students, alumni, and vendors. Such comments may be unfavorable to the College's brand, may be critical of programs or people, or may contain hateful, racist or violence references. There are currently no security monitoring tools in use to help monitor such posts or comments. The current review process is assigned to staff. Internal Audit recommends Strategic Communications investigate whether automated tools are available to help monitor posts to its social media accounts.	N/A	While VP agrees to look into this as part of the aforementioned document, it is unlikely a tool itself would be necessary for this purpose. Monitoring is part of the social media coordinator's role.
147	5/11/2022	Social Media Accounts Shannon Rooney	User accounts should have unique passwords for social media accounts to improve account security and to help identify posts or other actions by staff.	5/11/2022	Management agreed and passwords were changed as soon as the issue was identified by Internal Audit.
148	5/11/2022	Social Media Accounts Shannon Rooney	Internal Audit recommends that a master list of such social media accounts be compiled to help ensure the groups and their designated users are aware of related College policies. It may be prudent to share procedures developed by Strategic Communications to help ensure prudent processes and security protocols are in place for these accounts. Training needs may also be identified for these users to help them ensure appropriate use of these accounts.	05/31/23	VP of Enrollment Management and Strategic Communications and Director of Communications will compile the list and establish a social media workgroup to conduct regular trainings and check-ins within the next year.

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

Actions plans are in progress

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

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

The action plans related to this item are expected to completed in an extended timeframe for which senior management is aware that the related risks may still exist, but may have been reduced to the extent possible

Action plans for this item are scheduled to be completed at the forthcoming Audit Committee meeting

External Assessment of Network Security by AccessIT

The main objective of the external audit was to identify vulnerabilities that could impact CCP infrastructure and to develop a benchmark for improvement. CCP has addressed the Urgent, Critical, High, and Medium issues by strategically sourcing tools and services that enhance network security protocols to prevent unauthorized system access, protect critical information, and respond to cyber threats by adopting best practices.

We currently monitor common vulnerabilities and exposure by using Foresight ProVision Platform (Managed Security Service Provider) for unprecedented visibility of our logs, and security efforts. This includes:

· Consulting and Compliance Solutions
· Security Testing and Assessment
· Incident Response-as-a -service
· SOC-as-a-Service (Security Operations Center)
· Analytics and Reporting, and
· 24/7 Support

Current Listing of CCP Data Security Applications and Tools include:

Data Security Applications / Tools	Name	Implemented
Malware	Microsoft Exchange Online Protection (O365)	Yes
Phishing	Microsoft Exchange Online Protection (O365)	Yes
Virus protection	Microsoft Exchange Online Protection (O365)	Yes
Spam	Microsoft Exchange Online Protection (O365)	Yes
DDOS (Distributed Denial of Service attacks)	Microsoft Exchange Online Protection (O365)	Yes
MFA (Mult-Factor Authentication)	Unified	Yes
Firewalls	Fortinet	Yes
NAC (Network Access Control)	Fortinet	Yes
Single Sign On	Unified	Yes
Network Monitoring	What's Up Gold (Availability) + Foresite (Log Alerting)	Yes
FTP (File Transfer Protocol)	SFTP	Yes
Encryption	SSL Communications with Website traffic	Yes
DLP (Data Loss Prevention)	Microsoft Exchange Online Protection (O365)	Yes
Wireless Security	Cisco (Use of ACL's -access control lists) & Foresite (monitoring logfiles)	Yes
Intrusion Detection (Network Security/Monitoring)	Foresite	Yes
Operating System patching for workstations/PC's	SCCM (Microsoft System Center Configuration Manager)	Yes
IOS Operating System patching for Apple workstations/MAC	JamF	Yes
End Point Security, Workstations	Microsoft Defender (O365)	Yes
VPN Software	Fortinet Client	Yes
Web Filtering	Fortigate Firewalls & Proxy servers	Yes

We have completed the items below and are in the process of completing the FortiNAC security solution that provides visibility over everything connected to our network, as well as the ability to control those devices and users, including dynamic, automated responses.

In summary we have addressed all of the **Urgent, Critical, High and Medium security** issues identified in the AccessIT report. We have remediated all discovered vulnerabilities, implemented recommendations of the external audit findings by upgrading all outdated OS's, installing the latest updates and patches, fixing all configuration issues that present security vulnerabilities, and implemented strong encryption measures.

There remain only 5 areas left to address that are in progress from a planning perspective and contingent upon completion of the remaining network security projects related to the Cisco ACI & infrastructure upgrades that are continuing to be completed. These remaining items are listed below:

Network Architecture Review			07/31/19	03/30/20	the Library during Phase2	99%
Firewall Replacements, Address Firewall Summary	Complete	Green	09/04/19	12/31/21	Replaced Cisco ASA firewalls, Addressed ALL vulnerabilities in ACCESSIT Firewall summary documents. Completed	100%
Web Filtering Implementation	Complete	Green	09/04/19	03/30/20	Utilize the new Fortinet firewall devices to perform web filtering. Using Fortinet proxy servers to filter malicious web traffic, Completed	100%
IPS Placement	Complete	Green	04/07/20	04/07/20	Completed	100%
ERP Subnets/Network Segmentation	In Progress	Yellow	04/07/20	Spring 2023	Create additional DMZ networks on internal firewalls segmenting Production Database servers/App servers from Web servers; segmenting TEST environment from Production as part of Best practices recommendation - delayed waiting on RFP for additional Core infrastructure replacements in progress 02/25/20, Additional segmentation requirements must include 6509 Infrastructure replacements - Targeted with CARES2 funds Summer 21 for Replacements, Pending Replacement units	25%
SDE – (Sensitive Data Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Same above, ERP subnets	25%
Additional Network Segmentation	In Progress	Yellow			Create additional firewall segment for shared services environment (ie. AD servers), and create policy allowing access. Connections between Shared Services and other networks that leverage those resources are permitted only between designated systems, ports, and services; they should also be limited by documented business need. All other connection attempts should be blocked.	25%
SSE – (Shared Services Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Same above, ERP subnets/SDE	25%
CDE – (Corporate Data Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Connected systems must be running AV software and Windows firewall should be enabled on all campus issued laptops and not configurable by end-users. ***Considering the accepted presence of BYOD devices, such as personal laptops, it would be extremely difficult to examine and validate the security posture of those devices without a robust Network Access Control (NAC) solution.	25%

Our overall network security infrastructure will be further strengthened by:

• Quarantine of unsecured devices – **Completed**

• Restricting access to unsecured devices – **Completed**

• Securing collaboration tools like Zoom – **Completed**

• Authentication and authorization of users and devices – **Completed**

• Guest networking access – **Completed**

• User and device profiling – **Completed**

• Incident response through policy enforcement – **Completed**

• Having an incident response plan ready to deploy – **Completed**

• Policy lifecycle management – **Ongoing, continuous**

• Overall security posture assessment – **Ongoing, Continuous**

• Use of zero trust to manage identities – **Ongoing, Continuous**

• Create a culture of cyber security awareness and training – **In Progress, Continuous**

ATTACHMENT D
External Assessment of Network Security

External Assessment of Network Security by AccessIT

The main objective of the external audit was to identify vulnerabilities that could impact CCP infrastructure and to develop a benchmark for improvement. CCP has addressed the Urgent, Critical, High, and Medium issues by strategically sourcing tools and services that enhance network security protocols to prevent unauthorized system access, protect critical information, and respond to cyber threats by adopting best practices.

We currently monitor common vulnerabilities and exposure by using Foresight ProVision Platform (Managed Security Service Provider) for unprecedented visibility of our logs, and security efforts. This includes:

·   Consulting and Compliance Solutions
·   Security Testing and Assessment
·   Incident Response-as-a -service
·   SOC-as-a-Service (Security Operations Center)
·   Analytics and Reporting, and
·   24/7 Support

Current Listing of CCP Data Security Applications and Tools include:

Data Security Applications / Tools	Name	Implemented
Malware	Microsoft Exchange Online Protection (O365)	Yes
Phishing	Microsoft Exchange Online Protection (O365)	Yes
Virus protection	Microsoft Exchange Online Protection (O365)	Yes
Spam	Microsoft Exchange Online Protection (O365)	Yes
DDOS (Distributed Denial of Service attacks)	Microsoft Exchange Online Protection (O365)	Yes
MFA (Mult-Factor Authentication)	Unified	Yes
Firewalls	Fortinet	Yes
NAC (Network Access Control)	Fortinet	Yes
Single Sign On	Unified	Yes
Network Monitoring	What's Up Gold (Availability) + Foresite (Log Alerting)	Yes
FTP (File Transfer Protocol)	SFTP	Yes
Encryption	SSL Communications with Website traffic	Yes
DLP (Data Loss Prevention)	Microsoft Exchange Online Protection (O365)	Yes
Wireless Security	Cisco (Use of ACL's -access control lists) & Foresite (monitoring logfiles)	Yes
Intrusion Detection (Network Security/Monitoring)	Foresite	Yes
Operating System patching for workstations/PC's	SCCM (Microsoft System Center Configuration Manager)	Yes
IOS Operating System patching for Apple workstations/MAC	JamF	Yes
End Point Security, Workstations	Microsoft Defender (O365)	Yes
VPN Software	Fortinet Client	Yes
Web Filtering	Fortigate Firewalls & Proxy servers	Yes

We have completed the items below and are in the process of completing the FortiNAC security solution that provides visibility over everything connected to our network, as well as the ability to control those devices and users, including dynamic, automated responses.

In summary we have addressed all of the **Urgent, Critical, High and Medium security** issues identified in the AccessIT report. We have remediated all discovered vulnerabilities, implemented recommendations of the external audit findings by upgrading all outdated OS's, installing the latest updates and patches, fixing all configuration issues that present security vulnerabilities, and implemented strong encryption measures.

There remain only 5 areas left to address that are in progress from a planning perspective and contingent upon completion of the remaining network security projects related to the Cisco ACI & infrastructure upgrades that are continuing to be completed. These remaining items are listed below:

Network Architecture Review			07/31/19	03/30/20		99%
					the Library during Phase2	
Firewall Replacements, Address Firewall Summary	Complete	Green	09/04/19	12/31/21	Replaced Cisco ASA firewalls, Addressed ALL vulnerabilities in ACCESSIT Firewall summary documents. Completed	100%
Web Filtering Implementation	Complete	Green	09/04/19	03/30/20	Utilize the new Fortinet firewall devices to perform web filtering. Using Fortinet proxy servers to filter malicious web traffic, Completed	100%
IPS Placement	Complete	Green	04/07/20	04/07/20	Completed	100%
ERP Subnets/Network Segmentation	In Progress	Yellow	04/07/20	Spring 2023	Create additional DMZ networks on internal firewalls segmenting Production Database servers/App servers from Web servers; segmenting TEST environment from Production as part of Best practices recommendation - delayed waiting on RFP for additional Core infrastructure replacements in progress 02/25/20, Additional segmentation requirements must include 6509 Infrastructure replacements - Targeted with CARES2 funds Summer 21 for Replacements, Pending Replacement units	25%
SDE – (Sensitive Data Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Same above, ERP subnets	25%
Additional Network Segmentation	In Progress	Yellow			Create additional firewall segment for shared services environment (ie. AD servers), and create policy allowing access. Connections between Shared Services and other networks that leverage those resources are permitted only between designated systems, ports, and services; they should also be limited by documented business need. All other connection attempts should be blocked.	25%
SSE – (Shared Services Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Same above, ERP subnets/SDE	25%
CDE – (Corporate Data Environment)	In Progress	Yellow	4/7/2020	Spring 2023	Connected systems must be running AV software and Windows firewall should be enabled on all campus issued laptops and not configurable by end-users. ***Considering the accepted presence of BYOD devices, such as personal laptops, it would be extremely difficult to examine and validate the security posture of those devices without a robust Network Access Control (NAC) solution.	25%

Our overall network security infrastructure will be further strengthened by:

•   Quarantine of unsecured devices – **Completed**

•   Restricting access to unsecured devices – **Completed**

•   Securing collaboration tools like Zoom – **Completed**

•   Authentication and authorization of users and devices – **Completed**

•   Guest networking access – **Completed**

•   User and device profiling – **Completed**

•   Incident response through policy enforcement – **Completed**

•   Having an incident response plan ready to deploy – **Completed**

•   Policy lifecycle management – **Ongoing, continuous**

•   Overall security posture assessment – **Ongoing, Continuous**

•   Use of zero trust to manage identities – **Ongoing, Continuous**

•   Create a culture of cyber security awareness and training – **In Progress, Continuous**

Workforce Subcommittee Meeting (Committee of the Wole)
June 30, 2022
10:00am

Presiding: Ms. Mindy Posoff
Board Trustee Attendees: Mr. Ron Bradley, Mr. Patrick Clancy, Ms. Mindy Posoff
College Members and Guests: Donald Generals, Carol de Fries, Danielle Liautaud-Watkins, Hannah McGarry, Mellissia Zanjani, Shannon Rooney, Mikecia Witherspoon, Alycia Marshall, Michele Claybrook-Lucas, Kris Henk, Rikki Bardzik, Peggy Dugan, Theresa Huynh, Whitney Jones, Christopher Medford

1. **Welcome and Approval of the Minutes of March 3, 2022**
   Ms. Posoff called the meeting to order at 10:02am and welcomed everyone. The minutes of the March 3rd, 2022 meeting were presented for approval, motion made by Mr. Clancy and seconded by Mr. Bradley. The Workforce Subcommittee approved the March 3rd, 2022 minutes unanimously.

2. **Pennsylvania Pipeline Project Presentation**
   Ms. Carol de Fries introduced the presentation by talking about how CCP's collaboration with the Pennsylvania Pipeline Project started. She indicated that discussions started between Ms. Whitney Jones and Dr. Generals about a year ago around the need for employees that could help build the Navy's submarine fleet. Ms. de Fries indicated that this was a very timely presentation about the demands in advanced manufacturing jobs in the Navy and how the College was excited to meet those demands with our own programs run at the new Career and Advanced Technology Center in the Fall.

   Ms. Whitney Jones and Mr. Chris Medford, from the Submarine Industrial Base (SIB) of the U.S. Navy, presented on the SIB's challenges and the need to support the Navy's generational update to their attack and ballistic submarine fleet. The last time they did this was in 2011, and was only for their attack submarine fleet and the Navy did not achieve their performance metric. The Navy's initiative this time around is essentially to ramp up production from 1.6 to 5 annually. She explained that the US Navy does not have the same talent and supplier resources available to it as it has in the past. In a review of the 350 suppliers attached to the production, 62 are not ready starting in 2025 with many of the issues related to workforce.

   Ms. Jones indicated that the increased submarine construction and sustained workload, over the next 20 years, demands continued focus on the infrastructure, resources and partnerships that support this effort. The ramp up will start in FY25.

   Ms. Jones explained that the issues they are facing around the workforce are:
   - 1.7 Million more workers retired than expected
   - Decline in birth rate

- Record # of job openings
- The "Go To College Culture"
- Lack of effective marketing of high skill technical trade opportunities

Ms. Jones noted that the Navy has to get better at attracting a workforce that is not just focused on Navy officers or enlisted. Mr. Clancy asked what funding for training is the Navy going to invest. Ms. Jones noted that the overall budget for the fleet is at $2.5Billion over 5 year, with $900M set aside for workforce issues. The Navy is looking to be able to offer funding for wrap-around services and incentives as part of their support, in addition to buying up seats in approved CTE programs. The money available starting in October 2023 is approximately $267 Billion. Over the next 10 years, there will be between 80K– 100K trades people needed for this endeavor across their entire supplier line. Ms. Jones noted that Pennsylvania and Philadelphia in particular have the highest number of suppliers attached to the production of the submarines, which is why they kicked off in Philadelphia.

Mr. Clancy indicated that right now there is a gap between CTE skills and what the Navy or Manufacturers need in potential employees. Most companies are looking for workers with some experience. Mr. Clancy asked about the volume of hiring by the PA companies, and the Navy acknowledged that some may only need a few workers, however, the failure to provide workers to that one supplier could cause the supply chain to break down elsewhere. Each position is critical even if it is 1-2 staff.

Ms. Posoff asked how CCP and Philadelphia Works can get involved to assist in this mission-critical situation for the Navy. Ms. de Fries pointed out that CCP is working on a pre-apprenticeship-to-apprenticeship model, working with high school students; however the model works to support students starting in 9th grade through 12th grade and will take 4 years to cultivate these students into workers. Mr. Medford discussed the Navy's idea of looking at starting the career conversation in Middle Schools in order to promote the industry for the long-term. Ms. Jones said that the Navy is also focusing getting the community involved to heighten the awareness of these careers and job opportunities. For instance, they sponsored a welding competition last year and had at least 34 students participate. They plan to continue with these types of activities. It was noted by the Navy representatives that the solutions have to be both Short Term and Long Term.

Ms. de Fries did mention that there was another gap in the conversation where CCP and other training providers needed Instructors. She indicated that it was hard to find people who want to provide instruction because they are being incentivized to stay in their jobs longer due to the employers needing their workers to remain and not retire.

The Board thanked Ms. Jones and Mr. Medford for the presentation.

3. **Workforce and Economic Innovation (WEI) Marketing Presentation**
   Ms. de Fries introduced this presentation, given by Dr. Shannon Rooney and Ms. Kris Henk, by saying that all of the presentations around Advanced Manufacturing and employer's needs is about getting students registered for our Workforce programs. This has led to a focused marketing campaign for WEI.

   Dr. Rooney explained that this highly-focused, marketing campaign started last year when monthly marketing meetings were implemented with WEI.

   Ms. Henk presented on things that the MARCOMM department is doing:

   WEI
   - Program specific ads on Facebook and Instagram
   - CATC Marketing
   - Viewbooks for Admissions
   - Corporate College videos
   - Email marketing campaign for Advanced Manufacturing and Health/Wellness programs – these are performing well with a 40% - 50% open rate. Email marketing campaign for free online courses have a 45% open rate and the campaign for the Diversity Institute has a 60% open rate
   - Employer Partnerships – creating flyers for these employers, such as Amazon Career Choice
   - Full redesign of WEI webpages and Professional Development Website
   - Marketing collateral (i.e. CDL brochures)

   CATC
   - Launched a CATC microsite – was the 4th most visited page in June
   - Bulletins in West Philly
   - SEPTA Campaign – with new subway exterior wrap
   - Digital Campaign
   - Pizza box campaign with QR codes connected to various pieces of information
   - Posters at businesses
   - Flyers
   - Media outreach
   - Commercials
   - Promotion on Grand Opening in August
   - Targeted Direct Mail

Ms. Posoff asked if we are still doing outreach to schools. Ms. Rooney indicated that we are and have recruiters who are doing that work for the CATC as well.

<u>10KSB</u>
- Media Outreach and Sponsorships

<u>PowerUP</u>
- Digital Urban Panels
- Bus and Subway Interiors
- Static Bus Shelters
- Facebook and Instagram – there were 1300 leads generated in May/June from these two social media campaigns
- Video Vignettes
- Media Outreach
- Ad with the dog for the grooming business was the most popular ad campaign

Mr. Bradley and Mr. Clancy commended the MARCOMM and WEI team on their efforts. Mr. Bradley liked the QR codes and suggested it be included on all of our marketing materials. Ms. Posoff asked about next steps for Marketing. Ms. Henk indicated that we will are learning a lot from the many digital initiatives, and we will continue to look at which programs are the most popular and MARCOMM will build initiatives around that information. We will continue to have monthly meetings between WEI and MARCOMM.

Ms. Posoff said that the subcommittee would be very interested in hearing about the metrics and data from these initiatives in a future meeting.

4. Meeting adjourned by Ms. Posoff at 11:28am.

Community College *of* Philadelphia

Workforce Subcommittee
Committee of the Whole
June 30, 2022
10:00 a.m. – 11:30 a.m.
Agenda

1. Welcome, Introductions and Approval of the Minutes of March 3, 2022 meeting (10 – 10:05 a.m.) M. Posoff

2. Pennsylvania Pipeline Project (10:05 – 10:45 a.m.) Whitney Jones, Director, Submarine Industrial Base (U.S. Navy)

3. Workforce & Economic Innovation Marketing (10:45 – 11:25.m.) Shannon Rooney & Kris Henk

4. Future Meeting Schedule & Adjournment (11:25 - 11:30 a.m.) M. Posoff

    a. August 25, 2022 – Written Summer Update
    b. October 6, 2022, 11 a.m.- 12:30 p.m. (Committee of the Whole)
    c. November 18, 2022, 10 a.m.- 11:30 p.m.
    d. January 20, 2023, 10 a.m.- 11:30 p.m.
    e. March 2, 2023, 11 a.m.- 12:30 p.m. (Committee of the Whole)
    f. June 29, 2023, 10 a.m.- 11:30 p.m.

Attachments: March 3, 2022 Meeting Minutes, PA Pipeline Presentation; WEI Marketing Presentation

Zoom Meeting Information:

Join Zoom Meeting
https://ccp.zoom.us/j/92514600322?pwd=alhxTmdTZVJMMWlqNTJyWHU2N2FZUT09

Meeting ID: 925 1460 0322
Passcode: 068732
One tap mobile
+16465588656,,92514600322# US (New York)
+13017158592,,92514600322# US (Washington DC)

Dial by your location
        +1 646 558 8656 US (New York)
        +1 301 715 8592 US (Washington DC)
        +1 312 626 6799 US (Chicago)
        +1 669 900 6833 US (San Jose)
        +1 253 215 8782 US (Tacoma)
        +1 346 248 7799 US (Houston)
Meeting ID: 925 1460 0322
Find your local number: https://ccp.zoom.us/u/al8etKAsZ

Workforce and Economic Innovation, and Career and Advanced Technology Center

FY 21/22

Marketing Overview

WEI Marketing

Program-specific ads on Facebook and Instagram
- 839 leads through June 20
  - Collecting name, phone number and email
  - Marketing to leads via email; sharing contacts for direct follow up
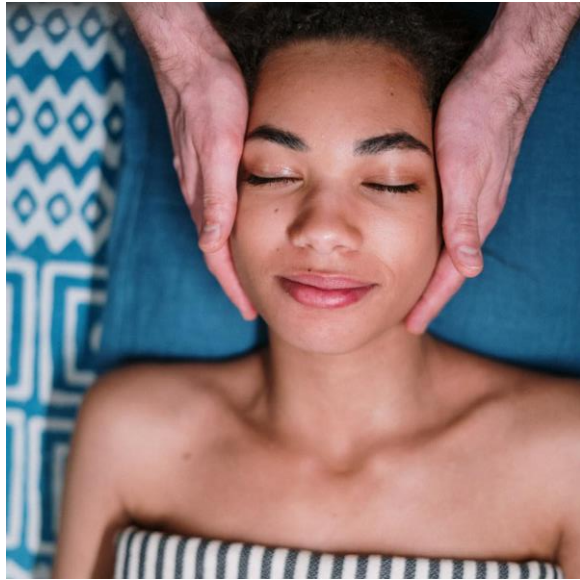
WEI Marketing

CATC Marketing

Creating a viewbook for short-term career training programs

Corporate College Video
Overview of Corporate College to share with prospective businesses

WEI Marketing

Email Marketing Campaigns
Outreach to leads, former NC students and stop-outs.

Advanced Manufacturing
Sent to 2,300
40% open rate
3% CTR

Health and Wellness
Sent to 13,000
48% open rate
3% CTR

Community College of Philadelphia

Get Started in a Health Care
Career, Fast!

Health care occupations are projected to grow, adding 2.6 million new jobs due to life changing factors like an aging population and longer life spans. Community College of Philadelphia has specialized training to help meet this demand and fill jobs. When you enroll in any of our short-term career training programs, you could start your career in the health care and wellness fields in six months or less!

We offer fast-tracked training in the following areas:

Massage Therapy
Serve your clientele through the therapeutic benefits of massage therapy and bodywork. The data behind massages confirm its properties to improve circulation, alleviate stress, headaches and other aches and pains, and can help heal sports injuries. Massage therapists are trained to use touch to manipulate the muscles and other soft tissues that aid in the general wellness of clients. **Get started today!**

Community College of Philadelphia

GIVE YOUR WORKPLACE SKILLS AND CAREER A BOOST!

Lead, inspire and succeed in the workplace. Community College of Philadelphia's Corporate Solutions provides opportunities for career advancement and self-development that can help you achieve your goals.

Learn how to maximize the effect of your efforts and create a work environment where everyone can flourish with these popular programs:

The Professional Supervisor
New supervisors are presented with a host of challenges and expectations. Start your new career off right by learning the groundwork that you will need to adjust in your new role. This workshop can help you overcome many of the problems a new supervisor may encounter and teach you the skills needed for effective supervision.

WEI Marketing

Email Marketing Campaigns

Free Third-party Courses
Sent to 38,049
44% open rate
.7% CTR

Dimensions of Diversity
More than 150 RSVPs
57% open rate in
follow-up email to
attendees

Community College of Philadelphia

FREE COURSES TO HELP YOU GROW YOUR PROFESSIONAL SKILLS
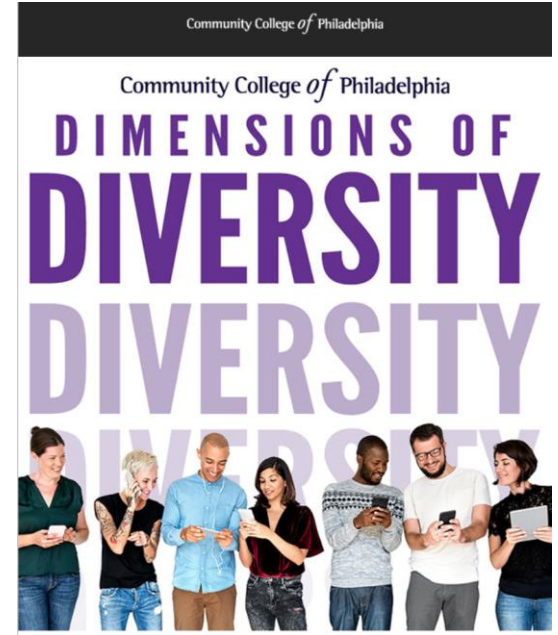
There's no better time than now to expand your skillset, earn professional credits or learn something new. Our online professional development courses and certificates pair perfectly with a busy schedule. Courses are self-paced and online, accessible from anywhere, and available on mobile.

Offered through our partner MindEdge, these online courses engage learners with videos, interactive games and exercises, real-world case studies, assessments, and focused instruction.

For a limited time only, we are featuring four courses that you can take for **FREE** through June 1:

Creative Writing: Children's Books
This course will guide you through the process of identifying the format and audience for your book. Employ strategies for identifying an audience, brainstorming ideas, and developing a plot and characters.

Gardening in Small Spaces
Breathe new life into your yard and nurture a flourishing garden. Dig in by learning the basics of garden design, plant selection, planting, maintaining your garden and troubleshooting. Whether you are hoping to eat out of your garden or just enjoy the view, this course can help you get the most out of your small space.

Community College of Philadelphia

DIMENSIONS OF DIVERSITY DIVERSITY DIVERSITY

Thank you for attending Community College of Philadelphia's Corporate Solutions Dimensions of Diversity event. Diversity, equity and inclusion (DEI) are key in enabling individuals to participate, contribute and thrive in the workplace, and in creating global, transformative businesses. During this event, our distinguished guests shared how DEI can be embraced, applied and embedded in your work culture. Thank you to our moderator and panelists: Greg DeShields, John Chin, Yvette A. Núñez, Dr. Rònké Òké and Zachary Wilcha.

If you want to revisit the event again, or share with others, you can access a recording of the session here.

WEI Employer Partnerships

Amazon Career Choice; Diversity, Equity & Inclusion Institute

WEI Marketing

Redesign of Professional Development and WEI Webpages

- Promote on homepage
- Rotating slider
- Noncredit search
  - Increased enrollment in third-party programs
- Browse by area of interest

WEI Marketing

Marketing Collateral

FALL 2021

CERTIFICATION PROGRAM

SERVSAFE FOOD PROTECTION MANAGER

Community College *of* Philadelphia
Corporate Solutions
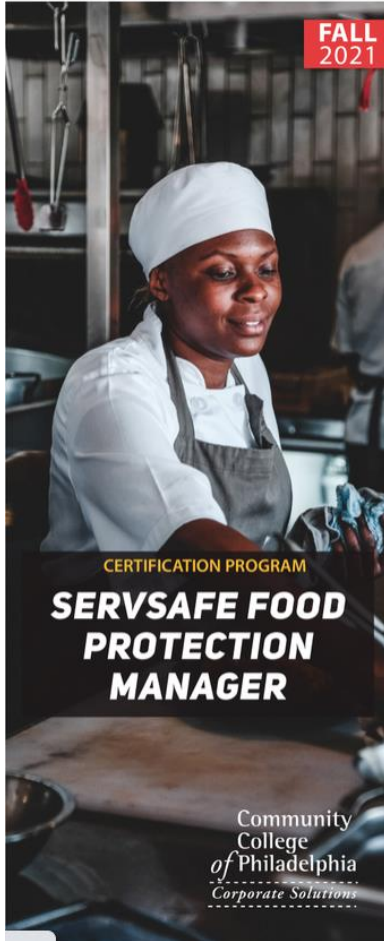
CDL TRAINING: CLASS A TRUCK DRIVER PROGRAM

Get your license in as little as four weeks, and get started on one of the most in-demand careers in the country.

Community College *of* Philadelphia
Corporate Solutions

SKILLS GAINED: Defensive Driving · Maintenance · Trip Planning · Equipment Inspection · Road Safety & Laws

PROGRAM OVERVIEW

Students in the CDL Training: Class A Tractor Trailer program will gain skills in the areas of:

- vehicle inspections
- defensive driving
- range maneuvers
- motor carrier safety regulations
- trip planning
- cargo handling
- size/weight laws
- general maintenance procedures
- hours of service
- accident prevention

JOB RESPONSIBILITIES

- Complete thorough pre- and post-trip safety inspections on your vehicle daily
- Maneuver trucks into loading or unloading positions
- Report defects, accidents, or violations
- Inspect vehicles for mechanical items and safety issues, and perform preventative maintenance
- Comply with state and national truck driving rules and regulations, as well as with company policies and procedures
- Plan routes and meet delivery schedules
- Proper documentation and logging of time and miles

NEXT STEPS

Step 1: Create a profile and complete requirements
- Visit http://ancoraed.com/ccp, call **(215) 496-6158**, or scan the QR code below.

Step 2: Complete your physical and drug screen
- Your welcome packet from Ancora Corporate Training will contain all the information you need to schedule these appointments.

Step 3: Submit payment with CCP's Corporate Solutions Department
- A Corporate Solutions team member will contact you to assist with the payment process.

Step 4: Apply for your Commercial Learner's Permit at the DMV
- You must have your permit prior to the start of class; see your welcome packet for more information.

READY TO GET STARTED?

SCAN HERE!

SMALL BUSINESS MANAGEMENT

MOBILE FOOD MANAGEMENT

Introduction to Food Truck Entrepreneurship

Community College *of* Philadelphia
Corporate Solutions

CATC Microsite

ccp.edu/catc
4th most visited page on site in June; 5,000+ pageviews

CATC Marketing through June

Bulletins in West Philadelphia
(Ten locations; one in Upper Darby)

CATC Marketing through June

SEPTA Campaign

Static Bus Shelters (10 paid; 5 bonus)
Subway Interiors (100 units)
Subway Two Sheets (15 bonus)
Subway Exterior Train Wrap (Market Frankford Line; 2 cars)

CATC Marketing through June

Subway Exterior Wrap

Two cars on the Market-Frankford line

SUCCESS STARTS HERE

Community College *of* Philadelphia
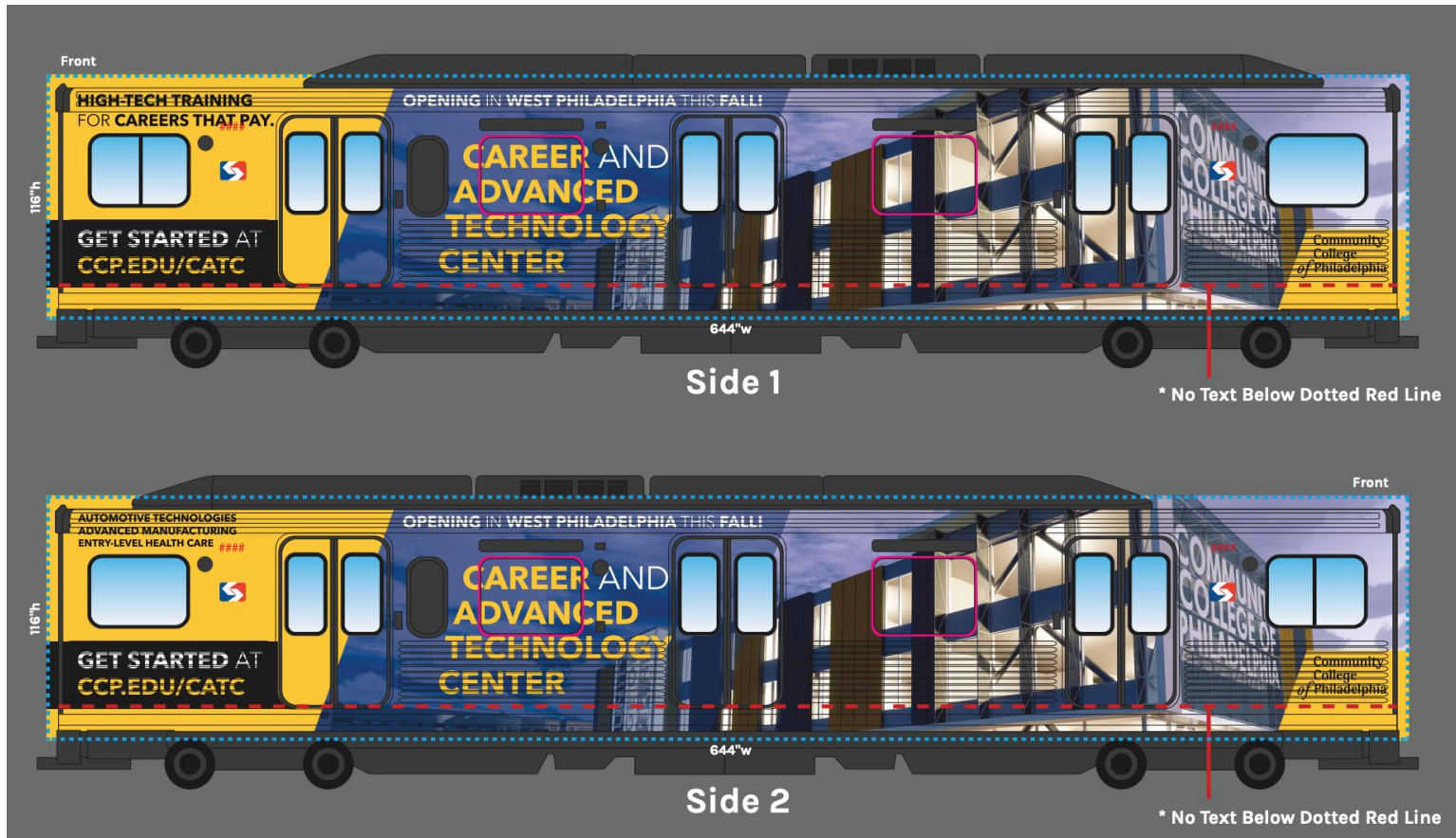
CATC Marketing through June

Digital

Google (Paid Search)

Facebook and Instagram

- 659 leads (as of June 19)
    - Collecting name, phone number and email
    - Marketing to leads via email; sharing contacts for direct follow up

PhillyVoice Advertorials, Display Ads, Emails

- 300 referrals from advertorial

CATC Marketing through June

Pizza

140 Philadelphia Locations
210,000 Pizza Boxes
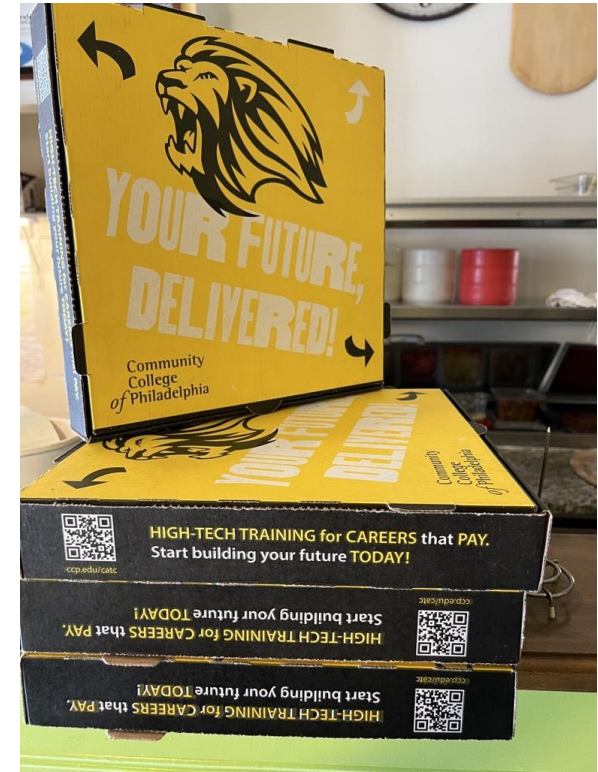
CATC Marketing through June

Posters at West Philadelphia Businesses

Flyers

Media Outreach

CATC Marketing (July through September)

Produce :30 Commercial
- Timing: July (pending construction); run on cable, YouTube, streaming

Continue Digital Campaign on Google, Facebook and Instagram

Outreach to Leads

Media Outreach

Promotion of Grand Opening Event (Aug. 18)

Promotion of Admission Events

Targeted Direct Mail (Employers, High Schools, West Phila.)

Program-specific Marketing

10,000 Small Businesses

Media Outreach and Sponsorships

Community College of Philadelphia Announces Franne McNeal as Executive Director of Goldman Sachs 10,000 Small Businesses Program

Community College of Philadelphia to Host Goldman Sachs 10,000 Small Business Program Graduation Ceremony

Power Up Marketing (May and June)

Bus Interiors

100 Units

Power Up Marketing (May and June)

Digital Urban Panels

7 locations in commercial corridors

Power Up Marketing (May and June)

Subway Interiors
100 units

Innovate, accelerate and grow your business

FOR FREE!

Community College of Philadelphia
Corporate Solutions

POWER UP Your BUSINESS

Learn how @ **ccp.edu/powerup**

Innovate, accelerate and grow your business

FOR FREE!

Community College of Philadelphia
Corporate Solutions

POWER UP Your BUSINESS

Learn how @ **ccp.edu/powerup**

Power Up Marketing (May and June)

Static Bus Shelters

7 units in commercial corridors

Power Up Marketing (May and June)

Facebook and Instagram

Lead generation ads: name, phone number, email address

1,294 leads through June 19

Weekly follow-up emails to leads
    Average 34% open rate

Community College *of* Philadelphia

TAKE THE NEXT STEP TO

POWER

UP

Your

BUSINESS

You recently responded to a post on Facebook or Instagram about Community College of Philadelphia's Power Up Your Business program. Thank you for connecting with us, and we invite you to take the next step.

Power Up Your Business is a **FREE**, neighborhood-based approach to support small business owners in Philadelphia—like you—to give you the tools you need to grow your business and help your community thrive.

We're bringing entrepreneurs and business owners together to learn from one another as we provide the education and training to help you adapt to challenges and run your business efficiently.

Peer-based Learning Experience
Get ready to grow your business! Our 12-week course in small business management and planning will give you the tools needed to run a successful business and develop a tactical improvement plan.
Training includes:

- **Team of experts** that teach marketing, financials, human resource and operations, insurance and legal, and how to develop a tactical improvement plan
- Learn from **experienced entrepreneurs** through our peer-based learning model

Power Up Marketing

Media Outreach

Community College of Philadelphia Announces Tiffany Spraggins as New Power Up Your Business Program Director

Community College of Philadelphia to Host Graduation Ceremony for Community Startup Accelerator

Community College of Philadelphia Is Accepting Applications for Small Business Peer-Based Learning Experience Program
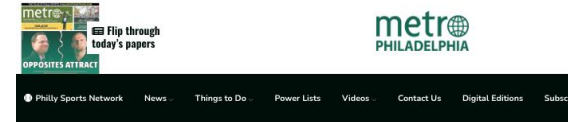
Local

West Philly bookstore aims to uplift Haitian community with discussion, fundraiser

By Jack Tomczuk   0 comments   Posted on October 21, 2021

Hakim's Bookstore is hosting a discussion and fundraiser Oct. 30 centering on Haiti.

Power Up Marketing

Power Up Video Vignettes

4 videos highlighting PUYB program graduates

[Marz Auto Central](#), [TopDawg Groomers](#), [V Marks the Shop](#), and [WC Fitness](#)

- The SIB will need to support a ~150% increase in new construction submarines

- Continued reduction of Defense Industrial Base
  - Post Cold War: 17,000 → ~5,000 suppliers

- Current state of supply chain oversight does not provide sufficient risk mitigation for readiness/quality/schedule

- Critical gaps exist in key trades to include welders, machinists, electricians, fitters, and NDT inspectors

- Supply of manufacturing trades is decreasing
  - 1.7M more workers have retired than expected
  - Overall decline in birth rate (fewer people entering the workforce)
  - Record number of job openings
  - "Go to college culture" and increased pay in adjacent service industries
  - Lack of effective marketing of high skill technical trade opportunities

Construction demand / Sustainment demand charts

Nuclear Ship Tonnage Delivery

	1976-1996	1997-2016	2017-2036
	1,350	441	915
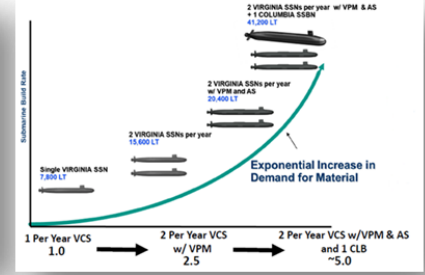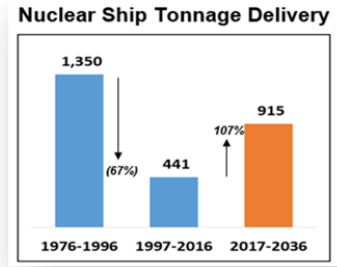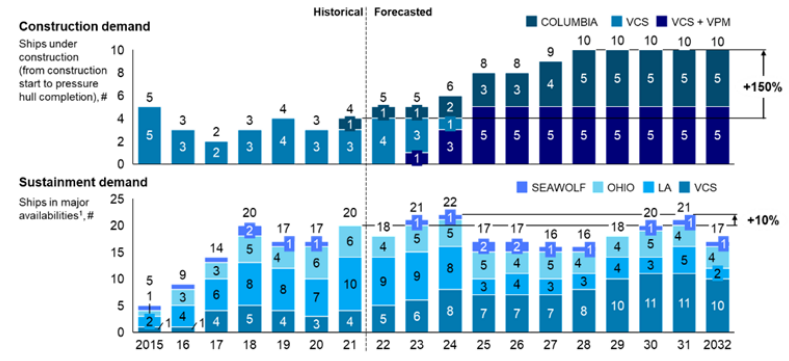
Supplier Categories	FY22 Assessments			
	Total Required	Green	Yellow	Red
Commodities & Coded Stock	60	60	0	0
Major Mechanical Components	53	39	13	1
Major Electrical Components	79	71	5	3
Raw Materials & Sub-Fabrication	90	66	18	6
Valves, Fittings & Actuators	68	52	11	5
Total (Critical Suppliers)	350	288	47	15

Increased Submarine construction and sustainment workload over the next 20 years demands continued focus on the infrastructure, resources, and partnerships to support

Industrial Base Workforce

Address constraints in key trades (welding, CNC, fitting)

Trad'l State-Level & Accelerated Regional Pipelines

Strategic Recruitment & Retention Plans

Technology & Innovation

Additive Manufacturing at Scale

NDT "Top Gun" CoE

Automation / Robotics

Strategic Outsourcing

Increase Fabrication & Manufacturing Capacity

4 +M Manhours Per Year

Building Upon Underutilized Capacity

Data Analytics / Early Warning

Holistic Enterprise Options/Opportunities

Proactive Risk Management

Deeper understanding of 2nd-4th Tier Suppliers

Mat'l Readiness / Sustainment

Bridge gaps in NEWCON & In-Service Procurement

Maximize Opportunities with Shared Suppliers

Stable, Predictable, Demand signal

Supply Chain Capability/Capacity

Address Risks in Single/Sole Sources of Supply

Improvements in Fragile Markets (castings, forgings, valves)

Appropriate Oversight of Supplier Quality & Readiness

Size of U.S. Manufacturing Workforce
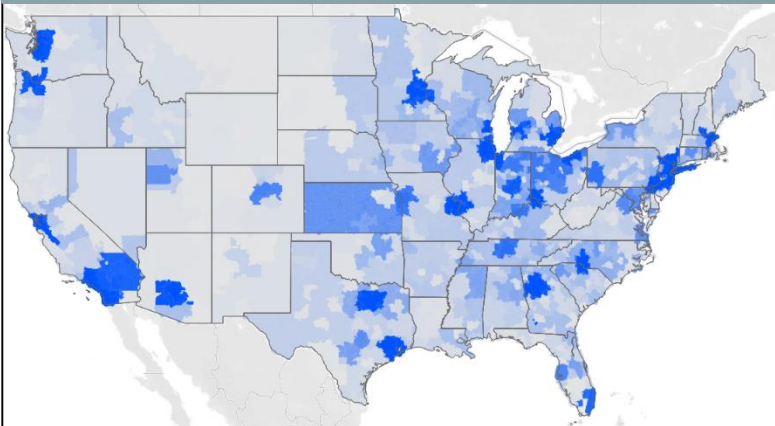
Est. size of mfg. workforce in MSA, 2021[1]

~0   100k+

Forecasted Change in Working Age Population
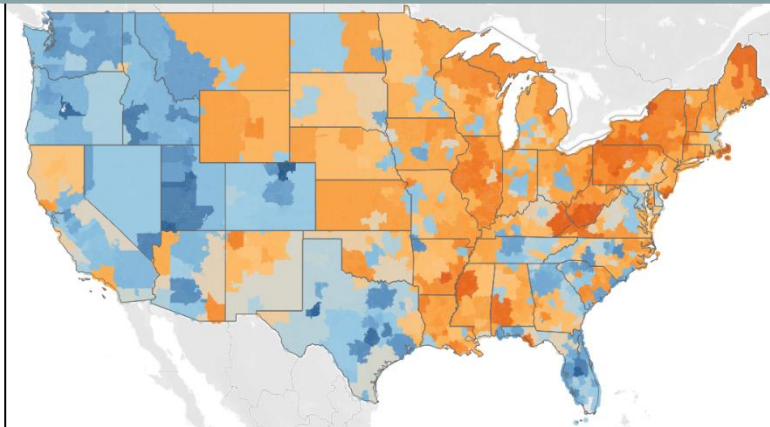
Forecast change in working-age population, 2021-32

-20%   20%+

Forecasted Change in Manufacturing Jobs

Forecast change in mfg. employment, people, 2021-25[1]

-25k   25k+

Recruit, Attract, Fill → **Retain** ↔ ← **Recruit, Attract, Fill**

Efforts

- Robust Communication Strategy
- Address Manufacturing Stereotypes/Opportunities
- Promote / Incentivize trade careers; Target parent(s) of school-age candidates
- Apprenticeships & Internships
- Track and Improve Retention
- Develop Incumbent Workforce
- Connection to Mission (Belonging Cue)
- Adjacent Market Trades
- Recruit Veterans & Transitioning Military
- Utilize Non-Traditional Workforce/Demographics

"New Collar Workforce" Next Generation Workforce | **Existing Defense Industrial Base Workforce** | **Opportunity Workforce**

Mechanisms

"New Collar Workforce" Next Generation Workforce	Existing Defense Industrial Base Workforce	Opportunity Workforce
State-Level Talent Pipelines (Industry/Academic Partnerships)	Upskilling /Management Training	Veterans Organizations/Non-profits/ Department of Veterans Services
Community Colleges & Career Tech Education Programs (CTE)	Incentivize/Pay/Recognition and Rewards	Accelerated Regional Training Networks
Manufacturing Competitions	Direct Navy/DoD Engagement	"Resettled Allies" / Refugee Transition Assistance Programs
Navy Recruiting Command	Mentorship Programs	
STEM Programs		

Coordinating with Multiple Organization:

MMA · NDIA Delaware Valley · SUBMARINE INDUSTRIAL BASE COUNCIL · ACIBC · PHILADELPHIA WORKS INC.

Left column:
- Advanced Cooling (Mechanical)
- Billet Industries (Raw Mat'l)
- Greiner Industries (Raw Mat'l)
- Johnson Controls (Raw Mat'l)
- Lancaster County Career & Tech Center (Academic Partner)
- New Oxford HS (Academic Partner)
- Precision Custom Components (Raw Mat'l)
- PRL (Mechanical)
- Thaddeus Stevens (Academic Partner)
- York County School of Tech (Academic Partner)
- York Precision Machining & Hydraulics (Raw Mat'l)

Middle column:
- Bridesburg Foundry (Raw Mat'l)
- Carbon Career & Technical Center (Raw Mat'l)
- Curtiss Wright (Mechanical)
- Effort Foundry (Raw Mat'l)
- Everson Tesla (Raw Mat'l)
- Lehigh Career & Technical Institute (Academic Partner)
- Lehigh Carbon Community College (Academic Partner)
- Lehigh Heavy Forge (Raw Mat'l)
- Metals USA (Raw Mat'l)
- Northampton Community College (Academic Partner)
- Staver Hydraulics (Mechanical)
- Welder Training & Testing Institute (Academic Partner)

NAVSUP Weapon Systems Support (Gov Facility)

Cumberland Perry Vo-Tech (Academic Partner)

Metals USA (Raw Mat'l)

Fairmount Automation (Mechanical)

DC Fabricators (Raw Mat'l)

Accelerated Training in Defense Manufacturing (Danville, VA) (Academic Partner)

Right column:
- Bucks Co Community College (Academic Partner)
- Community College of Philadelphia (Academic Partner)
- Delaware County Community College (Academic Partner)
- Derbyshire Machine & Tool (Valves)
- Father Judge High School (Academic Partner)
- Kingsbury (Mechanical)
- L3-Harris SPD (Electrical)
- Naval Surface Warfare Center, Philly
- Naval Foundry & Propeller Center
- North Atlantic Ship Repair (Raw Mat'l)
- Philadelphia Gear / Timken (Mechanical)
- Philly Shipyard (Raw Mat'l)
- Philly Ship Repair (Raw Mat'l)
- QED Systems (Mechanical)
- Rhoads Industries (Raw Mat'l)
- School District of Philadelphia (Academic Partner)
- Williamson College of Trades (Academic Partner)

Legend:
- Raw Mat'l
- Mechanical
- Electrical
- Valves
- Academic Partner
- Gov Facility

Executive Summary

– Our ability to reach and sustain the required submarine production cadence, and our ability to ensure 1-per-year Columbia class, is gated by submarine industrial base (SIB) workforce in both number and skillsets.

– Based on current data analytics, the SIB, including Shipbuilders, has a hiring demand of 80K – 100K trades over the next 10 years.

– The workforce challenges and constraints that must be addresed require focused Government (federal, state, and local) / Industry efforts that: 1) build the talent pipelines, 2) fill the pipelines through dedicated efforts around how we attract, recruit, hire, and 3) retain and develop workforce once hired.

– U.S. macroeconomic forecasts show downward trends in human capital availability and manufacturing jobs across several key SIB centers of gravity.

Significant communication and coordination will be required to continue to maximize state level pipelines and the network of partners connecting submarine supply chain demand signal (industry) to the surrounding technical education community (academic partners), while leveraging state/local government, industry organizations, and community programs.

**COMBINED HYBRID MEETING OF THE BUSINESS AFFAIRS AND
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Monday, July 25, 2022 – 1:00 P.M.**

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

Present for the Executive Committee: Mr. Jeremiah J. White, (presiding); Ms. Chekemma Fulmore-Townsend (Public Session Only), Ms. Rosalyn J. McPherson, and Mr. Michael Soileau

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Ms. Marsia Henley, Ms. Lisa Hutcherson, Ms. Anela Kruse, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Dr. Shannon Rooney *via* phone, Mr. Vijay Sonty, Mr. John Wiggins, and Victoria Zellers, Esq.

Guests: Dr. Judith Gay, Vice President Emerita (Public Session Only) and Ms. Sabrina Maynard, Office of Finance, City of Philadelphia

Mr. Soileau called the meeting to order at 1:02 P.M. He highlighted the agenda items and asked Mr. Eapen to proceed with agenda item one.

AGENDA
BUSINESS AFFAIRS COMMITTEE
PUBLIC SESSION

(1) Award of Janitorial Services Contract to Team Clean (Action Item)

Discussion: Mr. Eapen stated that the College's current contract for contracted cleaning at the Main, NERC and WRC campus locations with the current vendor, CSI, Inc., expires on August 31, 2022. He mentioned that an RFP process was undertaken to develop a recommendation for the cleaning service contract. The criteria contained in the RFP specifications were used to evaluate proposals. Please refer to Attachment B. Mr. Eapen stated that a total of ten bids were submitted via the PennBid tool. One firm was disqualified due to non-attendance at the mandatory pre-bid meetings; two firms were disqualified due to non-compliance with proposal submittal requirements; and four firms were price prohibitive. Background information on why the seven firms were not selected are explained on the next page. The remaining three firms had the lowest responsive bids and were interviewed; their estimated 3-year plus 2 option years cost are as follows:

VENDOR	TEAM CLEAN	GDI	CSI
12 MONTH COST YEAR 1	$ 1,985,664	$ 1,765,138	$ 1,837,986
12 MONTH COST YEAR 2	$ 1,985,664	$ 1,833,326	$ 1,837,986
12 MONTH COST YEAR 3	$ 1,985,664	$ 1,905,002	$ 1,837,986
12 MONTH COST YEARS 1 – 3	**$ 5,956,992**	**$ 5,503,466**	**$ 5,513,958**

VENDOR	TEAM CLEAN	GDI	CSI
12 MONTH COST OPTION YEAR 4	$ 2,047,588	$ 1,973,423	$ 1,995,125
12 MONTH COST OPTION YEAR 5	$ 2,105,028	$ 2,040,524	$ 2,074,934
ALL 5 YEARS	**$ 10,109,609**	**$ 9,517,413**	**$9,584,017**

VENDOR HOURS	TEAM CLEAN	GDI	CSI
MAIN CAMPUS	848	829	824
NERC	164	125	115
WRC & CATC	164	125	115
TOTALS	**1,176**	**1,080**	**1,053**
VENDOR MGMT HRS.	120	157	40

Background Information on the Remaining 7 Proposals Not Selected

The proposal from CB Cleaning, Golden and AAA were automatically eliminated due to submitting incomplete bids. The remaining bidders: Atalian, Prichard Industries, Professional Building Services and AR Building Services were excluded due to the following reasons:

Atalian's bid, did not meet the requirements set forth in this RFP, and they were priced higher than the firms selected for interview.

Prichard Industries bid was within the price range of the proposals chosen. However, the proposal lacked some of the basic prerequisites set forth in the RFP. The general consensus was the submission did not provide enough detail to meet the College's need as set forth in the RFP.

Professional Building Services presented a thorough presentation. They were knowledgeable about the process and provided detailed responses that are in alignment with the College's requirements. However, Professional Building Services bid was significantly higher than the firms selected for interview.

AR Building Services submitted a standard proposal, however, there was not enough detail in their bid to justify how the company can match the requirements outlined in the RFP. In addition, AR Building Services bid was significantly higher than the firms selected for interview.

Mr. Eapen stated that the College team interviewed CSI, Team Clean, and GDI. He pointed out that CSI is the College's current vendor and that the College is not pleased with CSI's overall performance. Mr. Eapen further stated that while CSI met the College' minimum standards, the management team has been lacking in terms of oversight. In CSI's proposal, CSI also proposed the least amount of management/supervision hours. CSI acknowledged that they would need to provide a different account manager because the supervision has been lacking, but did not identify a new account manager or plan to address the College's overall concerns about their past performance. Additionally, the management hours proposed did not meet their stated intention to improve in this area.

Mr. Eapen stated that both GDI and Team Clean had comparable proposals as far as experience and professionalism and provided strong presentations. For overall hours, GDI included 1,080 hours and Team Clean proposed the highest numbers of total service with 1,176 hours. Team Clean also had the more hours dedicated to service the Regional Center locations which is highly desirable. Team Clean also has a subcontractor, Campus Services Group, which has substantial experience in higher education. Team Clean is also a locally based MWBE firm operating out of West Philadelphia and they currently service the City's Municipal buildings and have for over 10 years. Additionally, while GDI has a WBE subcontractor, GDI did not provide specifics on the percentage of the contract which would go to the subcontractor or what the subcontractor would perform.

Mr. Eapen highlighted that Team Clean also provided value added offerings:

- Free window cleaning services during summer to help offset exterior window costs. An annual savings of $30K- $40K
- 10 Paid Student Internships annually
- Robotics that will add 10 additional cleaning hours per day. This will allow cleaning staff to focus more on detailed work.

Ms. McPherson asked if Team Clean will be the prime contractor. Mr. Eapen answered in the affirmative.

Ms. Henley reviewed the criteria for evaluation: (a) price, alternate price and/or cost items deemed in the best interest of the College experience; (b) qualifications, and commitment of the Project; (c) experience and past performance on similar projects; (d) the method of accomplishing the scope of work; (e) the commitment to Diversity and Inclusion, including MWDBE participation; (f) and any other experience and/or criteria the College deems relevant.

Ms. Henley stated that Team Clean is an MWBE firm locally based in West Philadelphia with 341 employees, of which 96.5% are minorities/persons of color. Mr. Wiggins stated reference checks were made for each firm, Team Clean and GDI, and that he received one response for each firm. Mr. Wiggins stated that all responses were favorable. Mr. Eapen mentioned that Team Clean services City government buildings and a portion of the Comcast Building. Ms. McPherson added that Team Clean serviced the Convention Center when Ms. Ahmeenah Young was president.

Mr. Soileau remarked that while Team Clean's pricing is higher just under $600,000 over the 5-year period; there will be a savings of $30,000-$40,000 per year over the 5-year period under Team Clean's value-added services. Mr. Soileau commended staff for the ten paid annual student internships offered by Team Clean.

Mr. Dubow asked if the budget will be affected to cover the cost for the janitorial contract. Mr. Eapen responded that in the budget, there is a $2.4m line item that staff can manage within the budget.

Mr. Eapen further stated that while Team Clean's pricing is higher than GDI, Team Clean is providing more overall staffing hours, more hours at the Regional Centers, is offering additional

value-added services as outlined above, and mentioned again Team Clean is an MWBE firm locally based in Philadelphia. He stated that based upon the strengths of Team Clean, staff are recommending that the College enter into a three-year contract with two additional option years at a projected cost of $5,596,992 in the first three contract years with the two additional optional years at projected cost of $4,152,616.

Action: Mr. Dubow moved and Mr. White seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees that the College enter into a three-year contract with Team Clean with two additional option years at a projected cost of $5,596,992 in the first three contract years with the two additional optional years at projected cost of $4,152,616. The funds for the Janitorial Services Contract will be coming from the Operating Budget. The motion passed unanimously.

(2)   Miller Sports Construction Change Order One for Gymnasium (Action Item)

Discussion: Mr. Eapen reported that at the March 23, 2022 meeting, the Committee approved the contract with Miller Sports Construction for renovations to the Gym Floor in an amount not to exceed $992,690. He stated that there are components to this change order including lighting, painting, backboard replacement, divider curtain, equipment, and water remediation measures. Please refer to the following enhancements:

Enhancements
1.   Lighting: We propose to update the lighting. The existing light fixtures will be removed and hauled off site by Miller. Ephasus Lighting (Performance LED Lights): Replace the existing lighting and replace each fixture 1 for 2 with solid-state Ephesus LED Sports Lighting fixtures, RGBA Prisms, pendant mounts, and controls system $184,500

2.   Painting: Prep and Spray the ceiling with white Drywall paint. Paint the inside and outside of catwalk. Paint the walls up to (2) colors with a color feature stripe. Paint door frames: $82,370

3.   Backboard Replacement: Remove the existing backboards and install (6) new ceiling suspended backboard systems. (2) main forward folding. (4) practice side folding: $65,920

4.   Divider Curtain: Remove the existing divider curtain and replace it with a new Jaypro Roll Folding curtain with 10' of vinyl and mesh to the ceiling. 130' x 29' custom length directly attached to the overhead beam. This will utilize the existing electric with a new key switch: $23,900

5.   MEC 2 Equipment Control Panel: Supply and install Jaypro MEC-2 wireless touch screen control panel to control. This includes wireless relays at each motor and hard wiring each motor: $12,220

6.   Watchfire Display10' X 17' Scoreboards: 3.9 Ready Display: Supply and install Two (2) 9' 10" x 16' 5" LED scoreboard / display boards and two (2) backboard mounted shot timers. Miller Sports will supply, deliver, and install the display boards. Once installed we will sync the controllers board and computer. Unlimited web-based training is available

from the manufacturer for software setup, custom graphic artwork, maintenance, and upgrades. Onsite manufacturer technical support during installation and initial set up included: $162,5000

7. Supply and install Vapor Guard by Reef Industries to provide proper protection again concrete moisture humidity and supply and install Aaceer Power Vent Airflow System which will mechanically force airflow underneath the subfloor of the hardwood flooring system with its automatic moisture detection system when moisture levels are not ideal: $56,000

Pricing Summary

1. Lighting Package	$184,500
2. Paint Work	$ 82,370
3. Backboards Replaced	$65,920
4. Divider Curtain	$ 23,900
5. Control Panel	$ 12,220
6. Video Scoreboards	$162,500
7. Moisture Prevention Measures	$56,000
8. Underground Storm Water Repair Source of Floor Damage in Past	$91,000

Please refer to Attachment C which includes the rationale for the options selected.

Mr. Wiggins stated that staff, while looking at sports tournaments and competitions, reviewed the total package including repaint, refresh, new backboards, a brand-new digital scoreboard, a lighting package, as well as water infiltration measures. Mr. Wiggins shared the screen highlighting the enhancements of the gym.

Mr. Eapen reported that staff were hoping to use RACP funding but were informed that, in order to use RACP funds, this change order would had to go through a bid process. He stated that the College is using pricing through COSTARS, the Commonwealth of Pennsylvania's cooperative purchasing program. Mr. Eapen stated that the project will be funded through capital dollars by using the funds for the chiller #3 which can be delayed for at least one or two years. Chiller #3 was budgeted at $1.2m.

Mr. Soileau emphasized that by having this type of sporting facility can be advantageous from a revenue perspective as well as from a recruitment perspective and commented that staff did a very good job reprioritizing capital dollars.

Mr. White asked if the new bleachers were installed. Mr. Wiggins stated that one of the items covered in the Board-approved amount of $992,690 was the new bleachers which will be installed once the gym floor is in place. Mr. White asked about a video being placed in the Gym. Mr. Wiggins responded that Multi-Media Services is planning on installing the new video equipment.   Mr. White asked if flood-level weather occurs, how would water issues be remediated. Mr. Wiggins stated that water infiltration has been occurring along the north side of

the gym due to underground storm drain piping being broken and undersized. He stated that staff will address this issue by removing the entire line of pipe, replacing it with a 12-inch pipe, and bringing it up to code. Mr. Wiggins stated that on the south side, water was coming in through the doorway on the southwest corner. This issue has been repaired through tree trimming.

Mr. Dubow asked if Mr. Eapen will review the timing of the chiller project. Mr. Eapen stated that staff will be reviewing the 3-year Capital Plan with the Business Affairs Committee, and stated that the chiller project can be pushed back one or two years. The Committee will review the full revenue stream and new projected costs. Mr. Soileau asked Mr. Eapen if RACP dollars can pay for the chiller. Mr. Eapen stated that staff could request additional RACP funding.

Ms. Fulmore-Townsend mentioned that while there is earning potential with advertising, she asked if there is any revenue for renting the space. Staff stated that the College brought in revenue by renting to other organizations and schools for sports events and graduations.

Action: Mr. White 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 Miller Sports Construction, Change Order One for the Gymnasium in the amount of $678,410. The funds will be coming from the Capital Budget. The motion passed unanimously.

(3)   Change in Backup Service Providers from Contegix to Dell APEX Backup (Action Item)

Discussion: The College's current managed backup environment Netrix (formerly Contegix) will be replaced with the Dell APEX Backup as-a-service solution running in the Dell cloud environment. The Dell APEX solution delivers high-performance and secure backups, long-term retention and automated compliance in a cloud-based backup environment.

Data security is at the forefront of the Dell APEX Backup as-a-service solution, and advanced security measures are used to store enterprise data. This entails utilizing both an advanced data-scrambling algorithm and a unique envelope-based encryption model where the data and metadata are decoupled and encrypted. Additionally, to enable restoring from ransomware attacks, Dell APEX Backup as-a-service solution provides data isolation and high performance restores to minimize downtime from a breach.

Furthermore, by migrating to the Dell APEX backup solution, the College will incur a savings of $55,892 a year:

- Current Netrix backup cost $97,500 per year + IBM Spectrum Connect Licenses $4,392 = $101,892 per year
- Dell APEX Solution - $46,000 per year

Action: Mr. White moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommends to the Executive Committee of the Board of Trustees the approval of the Dell APEX Backup as-a-service solution at the total cost $138,000 over 3 years, which includes Software/Licenses, 3- year support, and professional services. The funds will be utilized from the Operating Budget. The motion passed unanimously.

(4)   CMT Services Group - Request for Additional Contract Funding (Action Item)

Discussion: Mr. Eapen stated that staff is requesting the approval of this change order for the extension of contract duration for the services of special inspections for the CATC project. These inspections are required for materials and structural components for the new building. He stated that delays were due to unforeseen conditions, COVID 19, and most recently supply chain issues. Completion of this project was initially scheduled for June 2021. CMT continued and completed inspections until July 2022. Mr. Eapen stated that CMT's original contract budget amount was $75,490. He mentioned that CMTs Change Order One for the CATC Project is $30,180.50 for a total amount of $105,670.50 and that the funds will be coming from the Bond Issue.

Action: Mr. Dubow 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 CMT Change Order One for the CATC Project in the amount of $30,180.50 for the extension of contract duration for the services of special inspections for the project. The funds will be coming from the Bond Issue. The motion passed unanimously.

(5)   Human Resources Turnover PowerPoint Presentation (Information Item)

Ms. Hutcherson reported that the updated PowerPoint includes the 2021 Voluntary Turnovers by Race which considers data on all full-time faculty and staff. Please refer to Attachment D. She stated that 22 of the 306 Black or African-American employees voluntarily left resulting in a 7% turnover rate. Ms. Hutcherson stated that for Asian employees, 2 out of 45 voluntarily left resulting in a 4% turnover rate. She reported that for Hispanic employees, 7 out of 42 voluntarily left resulting in a 17% turnover rate. Ms. Hutcherson stated that for White employees, 23 out of 460 voluntarily left resulting in a 5% turnover rate and for those employees identified as other, 1 out of the 27 voluntarily left resulting in a 4% turnover rate.

Mr. Soileau asked about the Hispanic category having a higher percentage turnover rate and if this was across all job classifications. Ms. Hutcherson stated that there are no indications that would point to an "overarching theme" as to why the turnover rate is higher with Hispanic employees which occurred across all job classifications. Discussions then centered on targeted recruitment efforts reaching beyond the city of Philadelphia to recruit any underrepresented racial and ethnic groups at the College.

Mr. Dubow requested if Ms. Hutcherson has information on demographics by hire. Ms. Hutcherson stated that she has access to that information and will provide the data at a future Business Affairs Committee meeting.

(6)   Update on HEERF Funds (Information Item)

Mr. Eapen reported that of the $58.6 million, the College has expended $56.7 million in the institutional portion and $5.7 million in the MSI portion; and of the $44.1 million, $42.7 million was expended in student direct assistance grants. The expiration date for this grant is June 30, 2023. Attachment E provides the details on the HEERF funds.

Mr. White opened the Executive Committee at 1:35 P.M. Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees motioned on the following action items:

Action: Mr. Soileau moved and Ms. McPherson seconded the motion that the Executive Committee of the Board of Trustees approve that the College enter into a three-year contract with Team Clean with two additional option years at a projected cost of $5,596,992 in the first three contract years with the two additional optional years at projected cost of $4,152,616. The funds for the Janitorial Services Contract will be coming from the Operating Budget. The motion passed unanimously.

Action: Mr. Soileau moved and Ms. McPherson seconded the motion that the Executive Committee of the Board of Trustees approve Miller Sports Construction, Change Order One for the Gymnasium in the amount of $678,410. The funds will be coming from the Capital Budget. The motion passed unanimously.

Action: Mr. Soileau moved and Ms. McPherson seconded the motion that the Executive Committee of the Board of Trustees approve the Dell APEX Backup as-a-service solution at the total cost $138,000 over 3 years, which includes Software/Licenses, 3-year support, and professional services. The funds will be utilized from the Operating Budget. The motion passed unanimously.

Action: Ms. McPherson moved and Mr. Soileau seconded the motion that the Executive Committee of the Board of Trustees approve the CMT Change Order One for the CATC Project in the amount of $30,180.50 for the extension of contract duration for the services of special inspections for the project. The funds will be coming from the Bond Issue. The motion passed unanimously.

(7)   Next Meeting – Combined Meeting of the Business Affairs and Executive Committees of the Board of Trustees (Information Item)

A meeting of the Business Affairs Committee and Executive Committee is required in August. The date of the meeting is scheduled for **Wednesday, August 24, 2022 at 9:00 A.M.**

The Public Session of the Combined Meeting of the Business Affairs and Executive Committees adjourned at 1:38 P.M.

COMBINED BUSINESS AFFAIRS COMMITTEE AND EXECUTIVE COMMITTEE EXECUTIVE SESSION

An Executive Session of the Combined Business Affairs and Executive Committee followed. Discussions took place on legal updates and real estate matters.

ATTACHMENT A
FUNDING FOR ACTIONS ITEMS
MEETING OF THE COMBINED BUSINESS AFFAIRS AND EXECUTIVE COMMITTEE
AGENDA: JULY 25, 2022

Agenda No.	Vendor/Consultant	Amount	Source
1.	Team Clean	A three-year contract with two additional option years at a projected cost of $5,596,992 in the first three contract years and the two additional optional years at a projected cost of $4,152,616	Operating Budget
2.	Miller Flooring Change Order	$678,410	Capital Budget
3.	Dell APEX Backup	$138,000	Operating Budget
4.	CMT Services Group	$30,180.50	Bond Issue

ATTACHMENT B
Criteria Contained in the RFP Specifications for Janitorial Services Contract

a) Price, Alternate Price and/or cost items deemed in the best interest of the College.

b) Experience, qualifications, and commitment of the Project Team:
- The degree to which the personnel on the Project Team have held responsible project positions for similar projects.
- The degree to which the Project Team brings experience in the full range of skills and expertise needed to accomplish the scope of work in all task areas;
- The specific commitments made in the Proposal for staffing the Project Team, including percent of Project Manager's time dedicated to the Project;
- Experience within the local region

c) Experience and past performance of the Vendor and Project Team members on similar projects within the last seven years:
- The experience of the Vendor and Project Team members in conducting projects of similar nature and complexity.
- The ability of the Vendor to draw on this experience to benefit the Project

d) Method of accomplishing the scope of work:
- Proposed organization of the work.
- Unique capabilities that may influence the Project.
- Understanding of the appropriate levels of effort required (hours) for various tasks.
- Identification of Project risks and methods to mitigate or eliminate such risks to complete the Project within the proposed schedule, estimated budget and with the quality and/or performance specifications identified in the RFP.
- Appropriate Project financial and management controls including, but not limited to,
  - Clear method of meeting and tracking progress of schedule milestones, intended outcomes, and deliverables for each task
  - Quality assurance
  - Project financial controls and invoicing systems

e) Commitment to Diversity and Inclusion, including MWDBE participation
- Efforts to solicit participation from MWDBE subcontractors for the project.
- Plan for MWDBE participation on this project.

ATTACHMENT C

COSTARS PROPOSAL

SPORTS CONSTRUCTION DIVISION
Athletic Surfaces & Equipment

Miller Sports Construction

TO: **JOHN WIGGINS- AVP FACILITIES & CONSTRUCTION**   FROM: **BILL MILLER**

JOB: **C.C. OF PHILADELPHIA (CCP)- GYM RENO PROPOSAL**   DATE: **JULY 18, 2022**

John: We have value engineered the proposal and have a few suggestions. Please review and call with any questions. We propose to supply all materials, labor, and equipment necessary to complete the work as further specified.

COSTARS 014-171 RECREATION & FITNESS COSTARS is the Commonwealth of Pennsylvania's cooperative purchasing program.
DGS Contact: Kathy Lewis   **Tel:** (717) 346-4056   **Email:** katgarman@pa.gov

---

1. LIGHTING: We propose to update the lighting with two options. The existing light fixtures will be removed and hauled off site by Miller. **Ephasus Lighting (Performance LED Lights):** Replace the existing lighting and replace each fixture 1 for 2 with solid-state Ephesus LED Sports Lighting fixtures, RGBA Prisms, pendant mounts, and controls system………..……..**$184,500.00**
Value Engineered to replace the Ephasus Performance Lights to Lumavision-06 lighting fixtures.

2. PAINTING: Prep and Spray the ceiling with white Dryfall paint. Paint the inside and outside of catwalk. Paint the walls up to (2) colors with a color feature stripe. Paint door frames:…………………………………………………………………………………**$85,810.00**

3. BACKBOARD REPLACEMENT: Remove the existing backboards and install (6) new ceiling suspended backboard systems. (2) main forward folding. (4) practice side folding......**$65,920.00**
Value Engineered to replace the backboards and equipment and reuse the existing structures.

4. DIVIDER CURTAIN: Remove the existing divider curtain and replace it with a new Jaypro Roll Folding curtain with 10' of vinyl and mesh to the ceiling. 130' x 29' custom length directly attached to the overhead beam. This will utilize the existing electric with a new key switch……...**$24,640.00**

5. MEC 2 EQUIPMENT CONTROL PANEL: Supply and install Jaypro MEC-2 wireless touch screen control panel to control. This includes wireless relays at each motor and hard wiring each motor..**$12,690.00**

6.WATCHFIRE DISPLAY10' x 17' SCOREBOARDS: **3.9 ReadyDisplay:** Supply and install Two (2) 9' 10" x 16' 5" LED scoreboard / display boards and two (2) backboard mounted shot timers. Miller Sports will supply, deliver, and install the display boards. Once installed we will sync the controllers board and computer. Unlimited web-based training is available from the manufacturer for software setup, custom graphic artwork, maintenance, and upgrades. Onsite manufacturer technical support during installation and initial set up included……………………………………………………………**$164,980.00**

COSTARS PROPOSAL

Miller Sports Construction

SPORTS CONSTRUCTION DIVISION
Athletic Surfaces & Equipment

PRICING SUMMARY			VALUE ENGINEERING & DISCOUNTS	
1.	LIGHTING PACKAGE	$184,500.00	Lighting Lumivision- 06	$156,250.00
2.	PAINT WORK	$ 85,810.00	Paint Work	$ 82,370.00
3.	BACKBOARDS REPLACED	$ 65,920.00	Backboards Upgrade	$ 43,650.00
4.	DIVIDER CURTAIN	$ 24,640.00	Divider Curtain	$ 23,900.00
5.	CONTROL PANEL	$ 12,690.00	Control Panel	$ 12,220.00
6.	VIDEO SCOREBOARDS	$164,980.00	Video Scoreboards	$162,500.00
TOTAL COSTARS PRICE:		**$538,540.00**		**$480,890.00**

NOTE- *COSTARS SAVINGS OVER STANDARD PRICING: $44,680.00 + $7,130 Additional Discounts*

Clarifications: The owner is responsible for; proper electric or generator to run our equipment, use of rest rooms and 24/7 access. Add 2% to price for a bond.
Exclusions: New athletic equipment, new electric, bonds, permits, security of the space during construction, cleaning above 6', union wage labor, permits, permit fees, and taxes.
Terms: 50% down payment to secure materials. Balance paid upon completion. 2% per month late fees- NO retainage held. Applicable charges for credit card payments.
Acceptance: The above terms, pricing, specifications, and conditions are satisfactory and hereby approved. Payments will be made as outlined above.

Authorized Signature:_____ , _____
Community College of Philadelphia   **Date**
Authorized Signature:_____*Wm. H. Miller*_____ , _____July 18, 2022_____
Bill Miller   **Date**

To process this order please sign and fax to (610) 626-3000 or email to carol@millerflooring.com

MEMBER AMERICAN SPORTS BUILDERS ASSOCIATION

Corporate Office	Virginia Office
827 Lincoln Avenue Suite 15	5715 South Laburnum Avenue
West Chester, PA 19380	Richmond, VA 23231
Tel: 610.626.1000 Fax: 610.626.3000	Tel: 804.405.4884 Fax: 610.626.3000

800.821.8611   A Division of Miller Flooring Company   www.millerflooring.com

ATTACHMENT D

College Turnover PowerPoint Presentation

TURNOVER
2019 - YTD 2022

Voluntary vs. Involuntary Turnover

2021 TURNOVER BY EMPLOYEE CLASSIFICATION

Employee Classification	Number of Terms
Cabinet	2
Extended Cabinet	4
Administrator	33
Classified/Confidential	39
FT Faculty/VL	23
PT Faculty	2
PT Non-Union	5
Total	**108**

Cabinet ■ Extended Cabinet ■ Administrator ■ Classified/Confidential ■ FT Faculty/VL ■ PT Faculty ■ PT Non-Union

2021 VOLUNTARY TURNOVER BY RACE

Race	No. of EE's by Race	No. of Voluntary Terms by Race	Difference	Turnover %
Black or African American	306	22	284	7%
Asian	45	2	43	4%
Hispanic	42	7	35	17%
White	460	23	437	5%
Other	27	1	26	4%

ATTACHMENT E

Update on HEERF Funds

Federal CARES Funds - Institution Portion -P425F200978		
Total Award	**58,679,634**	
	Total Spent	**Total Committed**
Faculty & Staff Training	852,754	103,675
Temporary Internet and Data reimbursement for the Employees	612,342	80,000
Instructional Equipment & Supplies	5,115,982	341,537
Other - Legal Fees & Technical Assistance	69,377	27,335
Emergency Financial Aid Grants to Students	4,268,928	
Additional equipment/software/Upgrading campus wi-fi access	1,507,819	130,508
HVAC/ Campus safety and operations	5,404,577	107,808
Tuition Reimbursement	4,484,734	
Tuition Replacing lost revenue - Tuition, Auxiliaries etc., Reimbursement	32,276,740	1,117,536
Technology - Software	2,177,982	
Total	**56,771,236**	**1,908,398**
Federal CARES Funds - MSI Portion - P425L200544		
Total Award	**5,728,975**	
	Total Spent	
Tuition Replacing lost revenue - Tuition, Auxiliaries etc., Reimbursement	5,728,975	
Total	**5,728,975**	**0**
Federal CARES Funds - Student Portion -P425E200794		
Total Award	**44,192,537**	
	Total Spent	**Total Committed**
Student Direct Assistance Grants	42,756,293	1,436,244
Total	**42,756,293**	**1,436,244**

COMBINED HYBRID MEETING OF THE BUSINESS AFFAIRS AND
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, August 24, 2022 – 9:00 A.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. Mindy Posoff, and Mr. Michael Soileau

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Ms. Marsia Henley, Jessica Hurst, Esq., Ms. Lisa Hutcherson, Danielle Liautaud-Watkins, Esq., Mr. Gim Lim, Mr. Derrick Sawyer, and Victoria Zellers, Esq.

Guests: Dr. Judith Gay, Vice President Emerita

Mr. Soileau called the meeting to order at 9:01 A.M. He highlighted the agenda items and asked Mr. Eapen to proceed with agenda item one.

AGENDA
PUBLIC SESSION – BUSINESS AFFAIRS COMMITTEE

(1) Stop Loss (Action Item)

Discussion: Mr. Eapen stated that Trion, the College's benefits consultant, completed an RFP process for stop loss coverage for prescription and medical plans. As a self-insured employer for medical and prescription benefits, stop loss insurance coverage provides reimbursement for catastrophic claims exceeding predetermined levels. The RFP requested quotes based on a specific stop loss deductible of $250,000 (current deductible), $250,000, $275,000, $300,000 and $1,000,000 aggregate stop loss maximum for active employee and retiree populations.

Mr. Eapen stated that the incumbent carrier for stop loss coverage is Sun Life. The following 11 vendors were included in the RFP process:

Anthem	Swiss Re (declined to quote)
Berkley	Symetra
HMIG (failed to quote)	Tokio Marine HCC
Granular	Unum
QBE	Voya (declined to quote)
Sun Life	

Mr. Eapen stated that the most competitive offer came from Granular Insurance, which is based in Philadelphia, at an annual cost of $1,861,369. He stated that Sun Life is the incumbent and their current annual cost is $1,854,561. Mr. Eapen mentioned that staff are requesting that the Business Affairs Committee recommend to the Executive Committee the College's Stop Loss with Granular Insurance for a one-year term in the estimated amount of $1,861,369. The funds will be coming from the Operating Budget.

Mr. Dubow asked if the coverage was the same as last year's coverage. Mr. Eapen responded in the affirmative. Mr. Epps asked what was the increase in the cost of insurance over last year. Mr. Eapen responded that the increase is approximately $7,000.

Mr. Soileau asked for a motion.

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 to renew the College's Stop Loss with Granular Insurance for a one-year term in the estimated amount of $1,861,369. The funds will be coming from the Operating Budget. The motion passed unanimously

(2)   Life and Disability Insurance (Action Item)

Discussion: Mr. Eapen reported that Trion, the College's benefits consultant, negotiated another year of rate hold with Sun Life for the Life and Long-Term Disability. He stated that staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to renew the contract with Sun Life for one year with an annual premium of $990,949. The funds will be coming from the Operating Budget. Mr. Eapen further mentioned that Ms. Zellers and Ms. Hutcherson work closely with Sun Life and that Sun Life is doing a very good job.

Mr. Soileau asked for a motion.

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 to renew the contract with Sun Life for the College's Life and Disability Insurance for one year with an annual premium of $990,949. The funds will be coming from the Operating Budget. The motion passed unanimously.

(3)   Delta Dental Insurance (Action Item)

Discussion: Mr. Eapen stated that Trion, the College's benefits consultant, negotiated a rate hold effective 9/1/22 through 8/31/2023. He stated that staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to renew its annual contract with Delta Dental in the amount of $1,079,122. The funds will be coming from the Operating Budget.

Mr. Epps asked how the dental insurance compares to last year's insurance. Mr. Eapen stated that there was no change.

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 to renew its annual contract with Delta Dental in the amount of $1,079,122. The funds will be coming from the Operating Budget. The motion passed unanimously.

(4) Next Meeting - Business Affairs Committee of the Board of Trustees (Information Item)

The next meeting of the Business Affairs Committee is scheduled for **Wednesday, September 21, 2022 at 9:00 A.M.** It will be a Hybrid meeting.

AGENDA
PUBLIC SESSION - EXECUTIVE COMMITTEE

Mr. White called the Executive Committee to order at 9:07 A.M. Ms. Zellers stated that, based on the recommendations set forth by the Business Affairs Committee, the Executive Committee of the Board of Trustees is asked to motion on the adoption of the following action items:

- Stop Loss
- Life and Disability Insurance
- Delta Dental Insurance

Action: Mr. Epps moved and Mr. Soileau seconded the motion that the Executive Committee of the Board of Trustees renew the College's Stop Loss with Granular Insurance for a one-year term in the estimated amount of $1,861,369. The funds will be coming from the Operating Budget. The motion passed unanimously

Action: Mr. Epps moved and Mr. Soileau seconded the motion that the Executive Committee of the Board of Trustees renew the contract with Sun Life for the College's Life and Disability Insurance for one year with an annual premium of $990,949. The funds will be coming from the Operating Budget. The motion passed unanimously.

Action: Mr. Epps moved and Mr. Soileau seconded the motion that the Executive Committee of the Board of Trustees renew its annual contract with Delta Dental in the amount of $1,079,122. The funds will be coming from the Operating Budget. The motion passed unanimously.

PUBLIC SESSION
BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES

Following the motions from the Executive Committee, Ms. Posoff, Ms. Hurst and Ms. Zellers provided an update on the Policy on College Policies.

(1) Update on the Policy on College Policies (Information Item)

Ms. Posoff stated the Board of Trustees approved the Policy #319, the Policy on College Policies on March 3, 2022. Following the approval of Policy #319, Ms. Posoff stated that she, Dr. Gay, Ms. Hurst, and Ms. Zellers met in May to review the procedures in order to implement the policy. She stated that the policies were assigned to the appropriate Cabinet Member and policyholders and dates were set within the policy review cycle with the goal that each policy will be reviewed, then reconfirmed, updated or discontinued during the next five years. Ms. Posoff stated that the intent is for all policies should be reviewed at least once every 7 years.

She further stated that not all policies will go through the Board for approval. However, there will be some policies that will need Board approval, i.e. a significant change in policy, a financial change, or if a college practice becomes a permanent policy. Further, if a policy becomes discontinued, it will need Board approval.

Ms. Posoff gave a "shout out" to Ms. Hurst and Ms. Zellers for all the work they are doing with respect to the policies. She further commented that thanks to Dr. Gay, both Ms. Posoff and Dr. Gay created a folder in the Library section of BoardEffect which contains the approved Policy #319 and will continue to add other Board-related polices in the folder. By doing this, the policies and procedures will be institutionalized and there will be a history so that new Board members will know where to go in BoardEffect to find relevant policies.

Mr. Epps asked how many policies are being reviewed on a periodic basis and if 7 years is too long for the policies to go through a review process. Ms. Posoff stated that Ms. Hurst will answer the question on the number of policies. Ms. Hurst stated that the 7-year period is the cycle for all policies to be reviewed, but the College would ensure that all policies are compliant with the 7-year review process within the next five years which is an ambitious goal given the number of policies.

Ms. Hurst stated that there are about 100 policies that need to go through the review process, and over the next five years, the College will need to review about 20 policies per year. She stated that there are about 11 policies that will need to go to the Board for approval over the next academic year. Ms. Hurst reviewed the policy charts in Attachment B. She stated that the first chart shows the 11 highlighted policies that will go through the Board in the 2022-2023 academic year. The next chart shows the policies that were approved in the 2021-2022 academic year. Ms. Hurst pointed out the last chart contains policies that are recommended for discontinuance, which will be presented for Board approval at the October Board meeting. She stated that Policy 105, the Robert S. Scholarship for High School Students should be discontinued because the scholarship has been discontinued. Ms. Hurst stated that Policy 252, Disclosure of Faculty Addresses and Phone Numbers should be discontinued because the issue is addressed in the Employee Handbook. She reported that Policy 301, Central Duplicating Operating and Reproduction Services should be discontinued since this policy speaks to procedures applicable to utilizing business services so is more appropriate as a procedure than a policy. Lastly, Ms. Hurst stated that Policy 318, Mandatory COVID-19 Vaccination and Testing should be discontinued since the City will no longer enforce the vaccine mandate for non-residential institutions of higher education.

Ms. Soileau asked what committees may take more time to approve the policies. Ms. Zellers stated that the College Standing Committees may require more time to approve policies.

Mr. Epps asked what does Middle States recommend regarding College policy review. Dr. Gay stated that the responsibility of the polices remains with the Board. She stated that there is language in the 2020 Board Self-Assessment regarding policy review by the Board. Dr. Gay stated that the Board responded that they do not review policies often; and as a result, the Policy Committee was created. She stated that Middle States will look at the College's schedule of policy review and the 7-year review process is realistic. When the Policy Committee considered a 5-year review cycle, they determined it was unrealistic to get accomplished. She stated that the policy review process positions the College very well related to Middle States Standard 7 dealing with Governance.

EXECUTIVE SESSION
BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES

Both Committees went into an Executive Session to discuss personnel and real estate matters.

PUBLIC SESSION
COMBINED BUSINESS AFFARIS AND EXECUTIVE COMMITTEE

Mr. White called the Business Affairs and Executive Committees to order at 10:07 A.M. to discuss and motion on the following Resolutions.

(1) **Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 to Exercise Right of First Refusal (Action Item)**

Discussion: Ms. Zellers and Mr. Eapen discussed the College administration's recommendation that the College exercise its Right of First Refusal under the College's Lease for the property located at 4701 Chestnut Street ("Property") in order to maintain parking for the College's New Career & Advanced Technology Center. Ms. Zellers noted that the College received notice that another party made an offer to purchase the Property on July 11, 2022 and the College had 60 days to match the offer under Lease. Given the need for parking and the zoning requirements, the Property is currently the best option for parking for the CATC.

Ms. Zellers cited the Resolution as appended in Attachment C regarding the property lot located at 4701 Chestnut Street. She stated,

> **WHEREAS** the zoning permit for the Community College of Philadelphia's Career & Advanced Technology Center ("CATC") required the CATC to have accessory parking;
>
> **WHEREAS** to meet the accessory parking requirement for the CATC, the College entered into a Lease dated January 9, 2020 (the "Lease"), between Herman J. Matthews, Bobby Davis, and Bette MacDonald, Trustees, AFSCME District Council 33, American Federation of State County and Municipal Employees, AFL-CIO (the "Landlord") and Community College of Philadelphia ("the College"), for the property at 4701 Chestnut Street, Philadelphia (the "Property"), which Lease provides 72 parking spaces for the CATC's use;
>
> **WHEREAS** under the Lease, if the Landlord receives an offer for the acquisition of the Property, within sixty days after receiving a copy of such offer, the College has a Right of First Refusal to purchase the Property under the same terms and conditions set forth in the offer;
>
> **WHEREAS** on July 11, 2022, the College received notice that BKP Development entered a Letter of Intent to purchase the Property for $6,750,000, with a deposit of $100,000, a 180-day period to conduct due diligence and a closing 60 days after the end of the due diligence period;

WHEREAS given the zoning requirement that the College have parking for the CATC, the College administration recommends that the College exercise its Right of First Refusal under the Lease;

NOW THEREFORE, on this 24th[th] day of August, 2022, the Business Affairs Committee and the Executive Committee of the Board of Trustees for the College hereby approve and recommend to the full Board of Trustees, that the College exercise its Right of First Refusal under the Lease to purchase the Property in the amount of $6,750,000, with a deposit of $100,000 to be held in escrow. The Letter of Intent shall provide that the College and the Landlord shall enter into an agreement of sale giving the College 120 days to conduct due diligence and proceed to closing 60 days after the conclusion of due diligence.

Mr. White asked for a motion.

Action: Mr. Soileau moved and Mr. Epps seconded the motion that the Business Affairs Committee and the Executive Committee of the Board of Trustees approve the Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 to Exercise Right of First Refusal as appended in Attachment C. The motion passed unanimously.

(2) Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 for Salary Increases for Administrators and Confidential Employees (Action Item)

Discussion: Ms. Zellers noted that the Board has already approved raises for the College employees in the College's three bargaining units for Academic Year 2022-2023 and that the College administration is requesting that the Board approve similar raises for the College's Administrators, Grant Administrators, and Confidential employees as outlined in the proposed resolution. Mr. Eapen noted that the proposed raises were already included in the Operating Budget passed by the Board. Ms. Zellers cited the Resolution as appended in Attachment D regarding Salary Increases for Administrators and Confidential Employees. She stated,

> On this 24th day of August, 2022, the Business Affairs Committee and the Executive Committee of the Board of Trustees hereby approve and recommend to the full Board of Trustees, subject to satisfactory evaluations and performance, salary increases of up to three percent (3%) for the Community College of Philadelphia's Administrators (excluding Cabinet members) and Grant Administrators and an increase to the hourly rate for Confidential Employees of up to three percent (3%) effective September 1, 2022. Confidential employees will also receive a one-time bonus of $250 in the first paycheck following September 1, 2022. Subject to satisfactory evaluation and performance, Cabinet members will be eligible for an increase to be allocated by the President between a raise and a stipend in a total amount not to exceed three percent (3%). All raises for those employed less than one year will be prorated in accordance with past practice.

Mr. White asked for a motion.

Action: Mr. Soileau moved and Mr. Epps seconded the motion that the Business Affairs Committee and the Executive Committee of the Board of Trustees approve the Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 for

Salary Increases for Administrators and Confidential Employees as appended in <u>Attachment D</u>. The motion passed unanimously.

Mr. White asked for a motion to adjourn the meeting.

<u>Action</u>: Mr. Epps moved and Mr. Soileau seconded the motion that the Executive Committee adjourned. The motion passed unanimously.

The meeting adjourned at 10:13 A.M.

JE/lm
Attachments

	ATTACHMENT A		
	FUNDING FOR ACTIONS ITEMS		
	MEETING OF THE COMBINED BUSINESS		
	AFFAIRS AND EXECUTIVE COMMITTEE		
	AGENDA: AUGUST 24, 2022		
Agenda No.	**Vendor/Consultant**	**Amount**	**Source**
1.	Granular Insurance/Stop Loss	$1,861,369	Operating Budget
2.	Sun Life/Life and Disability Insurance	$ 990,949	Operating Budget
3.	Delta Dental	$1,079,122	Operating Budget

ATTACHMENT B

Policy Review Procedure
2022-23 Review Schedule
2020-21 Approved Policies
Policies for Discontinuance

Community College of Philadelphia
Policy Review Procedure

Policy Review Cycle

- All policies shall be reviewed and either (1) reissued; (2) revised; or (3) discontinued no later than once every seven (7) years.
- The review cycle for policies is tracked by the Office of General Counsel and managed by the Internal Auditor.
- The Internal Auditor will update Cabinet no later than June 30 regarding policies that have been reviewed, all outstanding policy reviews, as well as policies that are due for review in the upcoming academic year, categorized by Division.
- The Office of General Counsel will update the Executive Committee no later than August, and update the full Board no later than October, regarding policies that have been reviewed in the prior academic year, all outstanding policy reviews, and the upcoming review schedule.

Review Process

- For those policies set to be reviewed in the upcoming academic year or for any new policies, the Office of General Counsel/Special Assistant to the President will inform the Policyholders of the applicable channel for review of the Policy. The potential channels for review are as follows:
    - Cabinet → President
    - College Standing Committees → IWC →President→ if necessary, Board Standing Committee and Board
    - Board Standing Committees → Board
- The Policyholder may recommend that a policy be discontinued if it is no longer relevant or does not actually qualify as a policy (see below). Recommendations for discontinuance, including the rationale for discontinuing the policy, should be made to the Policyholder's Vice President, who will present the recommendation to the President and Cabinet. If approved by the President and Cabinet, the Vice President shall present the recommendation for discontinuance to the Board.
- Prior to submitting the policy for approval, the Policyholder must consult with all relevant stakeholders.
- If the policy involves compliance with laws or regulations or has legal implications, the Policyholder must consult with the Associate General Counsel or General Counsel.

Elements of Policy Review

- When reviewing or drafting College policies, the Policyholder should consider the following in determining whether revisions are necessary:
    - Whether the document qualifies as a policy (*i.e.*, does the document support the College's mission and have broad application throughout the College or is it a procedure which only applies to a particular department or division)
    - Whether the policy remains relevant, timely, and accurate
        - Consider whether the policy is fulfilling its intended purpose, including what impact the policy is having on employees, students, or others in the community (consult with the Office of Institutional Effectiveness as necessary)
    - Whether the policy is consistent with the "Policy Contents" section below
    - Whether the policy is consistent with other College policies/procedures
    - Whether the policy complies with current applicable laws and regulations

- The Policyholder and Review Channel must review the Policy with an equity lens and consider the impact of the policy and procedures on those in under-served and marginalized groups:
  - o Consider whether the policy or procedures exclude, create barriers, or otherwise have a disparate impact on any under-served or marginalized groups and incorporate changes to mitigate those effects
  - o Consult with the Director, Office of Diversity, Equity, and Inclusion
  - o Consult with the Office of Institutional Research as necessary

Policy Contents
- New policies and policies which are being reviewed must at a minimum:
  - o Identify the title of the Policyholder, which should be a Senior-level Administrator
  - o Identify the Effective Date, and any Revision Dates
  - o Identify whether the policy was approved by the Board or the President
  - o These elements must be included in a header at the beginning of the document in the below fashion:

Policyholder:
Effective Date:
Revised:
Approved By:

- New policies and policies which are being reviewed should address:
  - o Purpose – why the College needs the policy
  - o Scope – to whom or to what does the policy apply
  - o Definitions – any defined terms specific to the policy, if necessary
  - o Policy Content – the details of the policy
  - o Enforcement – consequences for noncompliance with the policy, if any
  - o Related Policies – identify any relevant, related policies that should be referred to in the policy at issue

Preparing for Final Approval
- The following items must be submitted through the appropriate channel for approval of a new policy or policy review:
  - o Redline of the Current Policy (i.e. tracked changes)
  - o Clean copy of the revised policy (i.e., no tracked changes with all changes accepted)

After Final Approval
- Once a policy review or new policy is approved, the Policyholder should email the Director of Marketing, with the approved redlined policy as well as a clean copy of the revised policy to be updated on the Policy website. The Policyholder should copy their Vice President as well as the Associate General Counsel and the Internal Auditor on the email to the Director of Marketing.

- Once the Director of Marketing confirms the revised policy has been posted to the Policy website, the Internal Auditor will mark the review process complete for that policy, and set a new review date in compliance with Policy #319, Policy on College Policies.

Policy Number	Title	Date Implemented	Revised/Updated	Approved By	Division	Policy Holder	Review Goal
212	Conflict of Interest Policy	April 9, 1985		Board of Trustees	General Counsel	Associate General Counsel	October 31, 2022
353	Disability Accomodations Policy	October 1, 1999	August 16, 2007; November 6, 2015		General Counsel	Director, Diversity, Equity & Inclusion	October 31, 2022
11	Protection of Pregnant Students from Ioinizing Radiation	March 5, 1980	December 2, 1999	Board	Academic & Student Success	Dean, Math, Science, Health Careers	October 31, 2022
211	Guidelines for the Use of Student Activities Fund	November 7, 1975	March 17, 2011	Board (Board Student Affairs Committee in Connection with Board Statement on Student Activities)	Academic & Student Success	Dean of Students	November 30, 2022
265	Remote Work Policy for Administrators and Confidential Employees	July 7, 2022		President	Business & Finance	AVP, Human Resources	November 30, 2022
266	Remote Work Policy for Classified Employees	July 7, 2022		President	Business & Finance	AVP, Human Resources	November 30, 2022
267	Remote Work Policy for 12 Month Faculty	July 7, 2022		President	Business & Finance	AVP, Human Resources	November 30, 2022
311	Right-to-Know Act	January 5, 2009			General Counsel	General Counsel	November 30, 2022
2	Approval to Register for Credit Overload	November 16, 1971	December 10, 2014; May 25, 2011	Standing Committees/President	Academic & Student Success	Dean, Educational Support Services	December 31, 2022
206	Forgivable Loan Policy	February 13, 1969	June 8, 2021; May 28; 2002	Board , then updated by President/Cabinet	Business & Finance	Associate VP, Accounting and Controller	January 15, 2023
304	Official Public and Special Holidays for the Fiscal Year Commencing July 1, 2012 through June 30, 2016	February 24, 1975	July 1, 2016; April 22, 2002	Board	Business & Finance	AVP, Human Resources	January 15, 2023
210	Personal Automobile Mileage Reimbursement	April 12, 1974	January 6, 2021; and other times to align with IRS rates)	Board, then Business & Finance/President	Business & Finance	Associate VP, accounting and Controller	January 31, 2023
9	Academic Honors	January 4, 1979	December 2, 1999	Standing Committees/IWC/President	Academic & Student Success	Dean, Educational Support Services	January 31, 2023
313	Records Management and Retention Policy	November 15, 2010		Board of Trustees	General Counsel	Associate General Counsel	January 31, 2023

Policy Number	Title	Date Implemented	Revised/Updated	Approved By	Division	Policy Holder	Review Goal
159	Posting in College Facilities	April 19, 2004		Standing Committees/President	Business & Finance	AVP, Facilities & Construction Management	February 15, 2023
205	Disposal of College Property	April 14, 1975	January 9, 1997; February 5, 1987	Board	Business & Finance	AVP, Facilities & Construction Management	March 15, 2023
214	Accounts Recievable Collection and Bad Debt Management Policy	April 5, 2001	Feburary 5, 2009		Business & Finance	Associate VP, Accounting and Controller	March 15, 2023
158	Solicitation in Campus Facilities	July 1, 1987	June 1, 2005	Standing Committees/President	Business & Finance	Director, Public Safety	March 15, 2023
356	Religion and National Origin Policy	October 1, 1999	August 16, 2007; November 6, 2015	President/Cabinet	General Counsel	Director, Diversity, Equity & Inclusion	March 31, 2023
1	Auditing of Courses	March 14, 1968	April 8, 2010	Standing Committees/President (initially approved by General Faculty Committee/Faculty Council)	Academic & Student Success	Dean, Educational Support Services	March 31, 2023
157	Parking Policy	December 20, 1996	April 19, 2004; December 20, 1996	Board	Business & Finance	Associate VP, Budgets and Business Services	April 1, 2023
216	Inclusion of Diverse Suppliers and Philadelphia Based Businesses in College Purchasing Activities	November 1, 2012		Board	Business & Finance	Director, Purchasing & Services	April 15, 2023
12	Policy on Transfer Credit	March 26, 1980	July 1, 2016; May 1, 1987; September 24, 2012	Standing Committees/President (a change was recommended by IWC June 2011)	Academic & Student Success	Dean, Educational Support Services	May 31, 2023
7	Credit by Examination	December 21, 1972; November 8, 1976	July 1, 2016; April 8, 2010; December 16, 2013	Standing Commitees/President (orginally approved by Academic Affairs	Academic & Student Success	Dean, Educational Support Services	May 31, 2023
10	Academic and Time Amnesty	February 6, 1975	July 1, 2016	Standing Commitees/President	Academic & Student Success	Dean, Educational Support Services	May 31, 2023
102	Board of Trustees Statement on Student Activities	October 13, 1971		Board	Academic & Student Success	VP, Academic & Student Success	May 31, 2023

Policy Number	Title	Date Implemented	Revised/Updated	Approved By	Division	Policy Holder	Review Goal
303	Alcoholic Beverages Policy	March 2, 1973	Feburary 3, 1989; February 3, 1984	Board	President	Special Assistant to the President	June 1, 2023
357	Anti-Discrimination and Harassment Complaint Policy	September 10, 2014	May 23, 2017	President/Cabinet	General Counsel	Director, Diversity, Equity & Inclusion	June 30, 2023
310	Drug-Free Workplace, Alcohol, and Other Drug Abuse Prevention Program	March 1, 2006	March 10, 2015		Business & Finance	AVP, Human Resources	July 1, 2023
306	Policy for Responsible Computing	June 4, 1996		Standing Committees/President	Business & Finance	AVP, Information Technology	July 1, 2023
160	College Identification Card Policy	July 1, 2005	January 1, 2016; December 16, 2009;	Cabinet/President	Business & Finance	Director, Public Safety	August 1, 2023
162	Child Abuse Reporting Policy	August 21, 2012	November 26, 2014	President	Business & Finance	Director, Public Safety	August 1, 2023
16	Course Scheduling Preference for Veteran Students	November 1, 2014			Enrollment & Strategic Communications	Director, Records & Registration	August 31, 2023
203	2022	July 26, 1977	August 31, 2021	President	Business & Finance	Associate VP, Accounting and Controller	September 1, 2023
218	Royalties and Other Compensations or Incentives Related to Selection of Course Materials	April 5, 2001	February 5, 2009		Business & Finance	Associate VP, Accounting and Controller	September 1, 2023

Policy Number	Title	Date Implemented	Revised/Updated	Approved By	Division	Policy Holder
8	Academic Standards and Progress	February 14, 1978	January 31, 2022; September 1, 2021; April 18, 2017; June 27, 2005; 1983	Standing Committees/President	Academic & Student Success	Vice President, Academic & Student Success
8-A	Satisfactory Academic Progress	September 1, 2021	January 31, 2022	Standing Committees/President	Enrollment & Strategic Communications	Director, Financial Aid
14	Standards for Distance Education Courses	November 29, 2001	6/10/2015; April 20, 2022	Standing Commitees/President	Academic & Student Success	Dean, Online and Media Services
18	Authentication in Distance Education Policy	July 1, 2022		IWC/President	Academic & Student Success	Dean, Online Learning & Media Services
221	Investment Policy for Operating Funds	February 7, 2008	December 9, 2021	Board	President	
264	COVID Leave Policy	March 24, 2022		President	Business & Finance	AVP, Human Resources
265	Remote Work Policy for Administrators and Confidential Employees	July 7, 2022		President	Business & Finance	AVP, Human Resources
266	Remote Work Policy for Classified Employees	July 7, 2022		President	Business & Finance	AVP, Human Resources
267	Remote Work Policy for 12 Month Faculty	July 7, 2022		President	Business & Finance	AVP, Human Resources

308	Operating Procedures for Exposure to Boloodborne Pathogens	November 17, 2008	December 1, 2021	HR/Allied Health/Legal Created; Updated by Cabinet/President	Business & Finance	Director, Public Safety
319	Policy on College Policies	3-Mar-22		Board of Trustees	General Counsel	General Counsel

Policy Number	Title	Date Implemented	Revised/Updated	Approved By	Division	Status	Rationale for Discontinuing	Link
105	Robert S.King Scholoarship for High School Students	December 13, 2013; September 9, 1986; October 13, 2016		Board	Institutional Advancement	Discontinued	This scholarship has been discontinued.	https://www.myccp.online/college-policies-and-procedures/robert-s-king-scholarship-high-school-students
252	Disclosure of Faculty Addresses and Phone Numbers	2-Dec-69	22-Aug-03		Business & Finance	Recommend for Discontinuance	This issue is addressed in the employee handbook.	https://www.myccp.online/college-policies-and-procedures/disclosure-faculty-addresses-and-phone-numbers
301	Central Duplicating Operating & Reproduction Services	July 28, 1971	October 2, 2000; February 15, 1993		Business & Finance	Recommend for Discontinuance	This policy speaks to procedures applicable to utilizing business services so is more appropriate as a procedure than a policy.	https://www.myccp.online/college-policies/central-duplicating-operating-reproduction-services
318	Mandatory COVID-19 Vaccination and Testing Policy	15-Sep-21	October 7, 2021; May 12, 2022	President/Cabinet	Business & Finance	Recommend for Discontinuance	The City will no longer enforce the vaccine mandate for non-residential institutions of higher education.	https://www.myccp.online/college-policies/mandatory-covid-19-vaccination-and-testing-policy

ATTACHMENT C

Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 to Exercise Right of First Refusal

Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 to Exercise Right of First Refusal

WHEREAS the zoning permit for the Community College of Philadelphia's Career & Advanced Technology Center ("CATC") required the CATC to have accessory parking;

WHEREAS to meet the accessory parking requirement for the CATC, the College entered into a Lease dated January 9, 2020 (the "Lease"), between Herman J. Matthews, Bobby Davis, and Bette MacDonald, Trustees, AFSCME District Council 33, American Federation of State County and Municipal Employees, AFL-CIO (the "Landlord") and Community College of Philadelphia ("the College"), for the property at 4701 Chestnut Street, Philadelphia (the "Property"), which Lease provides 72 parking spaces for the CATC's use;

WHEREAS under the Lease, if the Landlord receives an offer for the acquisition of the Property, within sixty days after receiving a copy of such offer, the College has a Right of First Refusal to purchase the Property under the same terms and conditions set forth in the offer;

WHEREAS on July 11, 2022, the College received notice that BKP Development entered a Letter of Intent to purchase the Property for $6,750,000, with a deposit of $100,000, a 180-day period to conduct due diligence and a closing 60 days after the end of the due diligence period;

WHEREAS given the zoning requirement that the College have parking for the CATC, the College administration recommends that the College exercise its Right of First Refusal under the Lease;

NOW THEREFORE, on this 24th day of August, 2022, the Business Affairs Committee and the Executive Committee of the Board of Trustees for the College hereby approve and recommend to the full Board of Trustees, that the College exercise its Right of First Refusal under the Lease to purchase the Property in the amount of $6,750,000, with a deposit of $100,000 to be held in escrow. The Letter of Intent shall provide that the College and the Landlord shall enter into an agreement of sale giving the College 120 days to conduct due diligence and proceed to closing 60 days after the conclusion of due diligence.

ATTACHMENT D

Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 for Salary Increases for Administrators and Confidential

Resolution for Combined Business Affairs Committee and Executive Committee Meeting August 24, 2022 for Salary Increases for Administrators and Confidential Employees

On this 24th day of August, 2022, the Business Affairs Committee and the Executive Committee of the Board of Trustees hereby approve and recommend to the full Board of Trustees, subject to satisfactory evaluations and performance, salary increases of up to three percent (3%) for the Community College of Philadelphia's Administrators (excluding Cabinet members) and Grant Administrators and an increase to the hourly rate for Confidential Employees of up to three percent (3%) effective September 1, 2022. Confidential employees will also receive a one-time bonus of $250 in the first paycheck following September 1, 2022. Subject to satisfactory evaluation and performance, Cabinet members will be eligible for an increase to be allocated by the President between a raise and a stipend in a total amount not to exceed three percent (3%). All raises for those employed less than one year will be prorated in accordance with past practice.

Resolution Approving Increase for Salary Increases for Administrators and Confidential Employees

On this 1st day of September, 2022, the Board of Trustees hereby ratifies the August 24, 2022 Resolution of the Joint Committee meeting of the Business Affairs Committee and the Executive Committee that, subject to satisfactory evaluations and performance, providing a salary increase of up to three percent (3%) for the Community College of Philadelphia's Administrators (excluding Cabinet members) and Grant Administrators and an increase to the hourly rate for Confidential Employees of up to three percent (3%) effective September 1, 2022. Confidential employees will also receive a one-time bonus of $250 in the first paycheck following September 1, 2022. Subject to satisfactory evaluation and performance, Cabinet members will be eligible for an increase to be allocated by the President between a raise and a stipend in a total amount not to exceed three percent (3%). All raises for those employed less than one year will be prorated in accordance with past practice.

Resolution for Board of Trustees to Exercise Right of First Refusal to Purchase 4701 Chestnut Street

WHEREAS the zoning permit for the Community College of Philadelphia's Career & Advanced Technology Center ("CATC") required the CATC to have accessory parking;

WHEREAS to meet the accessory parking requirement for the CATC, the College entered into a Lease dated January 9, 2020 (the "Lease"), between Herman J. Matthews, Bobby Davis, and Bette MacDonald, Trustees, AFSCME District Council 33, American Federation of State County and Municipal Employees, AFL-CIO (the "Landlord") and Community College of Philadelphia ("the College"), for the property at 4701 Chestnut Street, Philadelphia (the "Property"), which Lease provides 72 parking spaces for the CATC's use;

WHEREAS under the Lease, if the Landlord receives an offer for the acquisition of the Property, within sixty days after receiving a copy of such offer, the College has a Right of First Refusal to purchase the Property under the same terms and conditions set forth in the offer;

WHEREAS on July 11, 2022, the College received notice that BKP Development entered a Letter of Intent to purchase the Property for $6,750,000, with a deposit of $100,000, a 180-day period to conduct due diligence and a closing 60 days after the end of the due diligence period;

WHEREAS given the zoning requirement that the College have parking for the CATC, the College administration recommends that the College exercise its Right of First Refusal under the Lease;

WHEREAS, on the 24th day of August, 2022, the Business Affairs Committee and the Executive Committee of the Board of Trustees for the College approved for recommendation to the full Board of Trustees, a Resolution authorizing the College exercise its Right of First Refusal under the Lease to purchase the Property in the amount of $6,750,000, with a deposit of $100,000 to be held in escrow. The Letter of Intent shall provide that the College and the Landlord shall enter into an agreement of sale giving the College 120 days to conduct due diligence and proceed to closing 60 days after the conclusion of due diligence.

NOW THEREFORE, on this 1st day of September, 2022, the Board of Trustees for the College hereby ratifies the Resolution of the Joint Business Affairs Committee and the Executive Committee authorizing the College to exercise its Right of First Refusal under the Lease to purchase the Property in the amount of $6,750,000, with a deposit of $100,000 to be held in escrow. The Letter of Intent shall provide that the College and the Landlord shall enter into an agreement of sale giving the College 120 days to conduct due diligence and proceed to closing 60 days after the conclusion of due diligence.

Asset Review – Consulting Engagement

The College's enrollment as measured through both student headcount and student credit hours has declined for several years. Between 2015-2016 and 2021-2022, the College lost approximately 100,000 student credit hours. Given that the College's major sources of revenue are tuition & fees, State appropriations and City appropriations, the decrease in student enrollment has placed a financial strain on the College.

The College is seeking a consultant to provide an analysis of factors that impact ongoing enrollment and institutional growth. The Consultant will be charged with developing a model that the College can use in building out annual educational growth strategies. The study will look at the current position and project out for the next 5 to 10 years.

The College seeks a better understanding of enrollment potential in both credit and non-credit areas. As a comprehensive community college, it is crucial to the workforce needs of the City to provide educational pathways for students seeking to transfer as well as those seeking short-term training and employment. Understanding the near-term and future labor market-needs of Philadelphia and the surrounding region are key factors in which the College seeks a better understanding.

The chosen consultant will analyze the Regional Centers in the Northeast, West and Northwest. The College desires to better understand the specifics of those particular demographics as they relate to potential growth: demographics (age, educational attainment, English language skills, ethnicities); socioeconomic factors (avg. income, poverty rates, crime rates); and labor markets surrounding each College location. Additionally, with no presence in South Philadelphia, the College seeks to better understand growth potential and future opportunities in that section of the City.

The College also wants to review certain real estate assets in light of declining enrollment while there are opportunities in new and/or expanding program offerings in health & life sciences.

The scope of services includes an analysis of the following properties:
- Callowhill Street Garage
  - ➢ Analysis of pros and cons of selling property vs. retaining the property until the end of the ground lease
- Health & Life Sciences Building (New)
  - ➢ Feasibility for a new building that will include: enrollment projections, financial analysis and pro forma budget, and project partner solutions.
- Northeast Regional Center

  - ➢ Environmental Scan & Population Trends
  - ➢ Develop strategies for the College to partner with businesses & non-profits in this general area that will result in enrollment growth in credit & noncredit programs

- Northwest Regional Center

  - ➢ Analyze the pros and cons of continuing to own, offer classes and maintain this property versus renting or selling the property.
  - ➢ Analyze enrollment at Northwest Regional Center and how many students would transfer to Main Campus or one of the other Regional Centers

The College issued RFP #10177 on June 15, 2022 for the above described services. There was one proposal received from Mosaic Development Partners, a Philadelphia based MBE commercial real estate development and project management firm for a cost of $300,000. They propose to partner with the following Philadelphia based firms for this engagement:

- ESI Consult Solutions, Inc., - An economic consulting firm specializing in urban economics
- Mosaic Brokerage Group Commercial – A WMBE full service commercial real estate brokerage.
- CBRE – A real estate services firm that specializes in comprehensive commercial real estate solutions for property owners, investors and occupiers in the Philadelphia market.

Cost Proposal details:

• TASK	FEE
Initial meetings	$5,000
Information collection	$25,000
Stakeholder outreach	$30,000
Preliminary strategic framework	$40,000
Implications - Callowhill St Garage	$20,000
Implications - Health & Life Sciences Bldg.	$40,000
Implications - NE Regional Center	$40,000
Implications - NW Regional Center	$40,000
Implications - West Regional Center	$20,000
Implications - South Philadelphia	$20,000
Final Report	$20,000
TOTAL	$300,000

Staff recommends to the Board of Trustees to award the contract to Mosaic Development Partners for a not to exceed amount of $300,000. The funds will be from the College's operating budget.

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, June 2, 2022 –3:00 p.m.

Present: Mr. White, presiding; Mr. Bradley, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend,
             Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Dr.
             Rooney, Ms. Di Gregorio, Dr. Gay, Dr. Thomas, Dr. Hirsch, Ms. Liautaud-Watkins,
             Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, Ms. Hutcherson, Ms. Hurst, Ms. de
             Fries, and Dr. Waller

(1)   <u>Meeting Called to Order</u>

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

(2)   <u>Public Comment</u>

        Ms. Mallory Fix and Mr. Talar Kaloustian, full-time ESL faculty, commented about ESL
students, the College's ESL Program, and the need for the College to address their needs and
the inequities that ESL students face, and ensure they are included in the Diversity, Equity, and
Inclusion process.

(3)   <u>Report of the President</u>

(3a)   <u>Middle States Standard VII – Governance,
        Leadership, and Administration</u>

        Dr. Generals reviewed and discussed Middle States Standard VII, Governance,
Leadership, and Administration (see **Attachment A**). Standard VII states "The institution is
governed and administered in a manner that allows it to realize its stated mission and goals in a
way that effectively benefits the institution, its students and the other constituencies it serves.
Even when supported by or affiliated with governmental, corporate, religious, education
system, or other unaccredited organizations, the institution has education as its primary
purpose, and it operates as an academic institution with appropriate autonomy."

        Dr. Generals reviewed and discussed the criteria for Standard VII:

        • A clearly articulated and transparent governance structure that outlines roles,
          responsibilities, and accountability for decision making by each constituency,
          including governing body, administration, faculty, and students;
        • A legally constituted governing body that serves the public interest, and has
          fiduciary responsibility for the institution;
        • A qualified Chief Executive Officer; and
        • A qualified Cabinet.

Dr. Generals stated that Pat Clancy is the Board liaison on the Middle States Steering Committee. He stated that the working groups have completed their work. The co-chairs of the Steering Committee are working on producing a draft of the Self-Study Report. Dr. Generals stated that the Chair of the College's Middle States Team is Dr. Thomas Isekenegbe, President, Bronx Community College. He stated that Dr. Isekenegbe's preliminary visit is scheduled for Monday November 14, 2022.

(3b)   Campus Updates

COVID Update

Ms. Hurst reported that she did not have much to report. She stated that 820 people were tested on campus during the month of May, and that out of that number, 7 cases were reported as positive.   Ms. Hurst stated that there were 36 total positive cases for the month of May, which includes both those at the testing site and those that were self-reported to the COVID hotline.

Dr. Generals discussed the vaccine mandate by the City. He stated that the vaccine mandate is affecting enrollment, as well as keeping students who are not vaccinated from using the resources students pay for such as the College's Library and Learning Commons and participating in student activities on campus. Dr. Generals stated that he planned to write a letter to the health commissioner to appeal for relief from the vaccine mandate for institutions of higher education.

At the request of Dr. Generals, Ms. Hutcherson provided an update on College turnover from 2019 through May 31, 2022 (see **Attachment B**). She stated that the turnovers were voluntary, involuntary, and for other reasons. Ms. Hutcherson stated that the reasons given for leaving the College were better opportunities, salary, and potential for promotion. Ms. Hutcherson stated that while this is typical for the industry, it is not typical for the College. Ms. Hutcherson stated that she expects the turnover to continue.

Mr. Epps requested that Ms. Hutcherson provide the demographics and classifications of staff who have left the College.

Security

At the request of Dr. Generals, Mr. Merced, Director, Public Safety, provided a summary of efforts underway at the College to provide a safe campus environment for faculty, staff, and students. Mr. Merced also discussed a number of safety measures that have been implemented to ensure the safety of the College community.

CATC Update

Dr. Generals reported that the grand opening of the Career and Advanced Technology Center (CATC) is scheduled for Thursday, August 18, 2022, at 10:00 a.m. Invitations will be forthcoming.

(3c)   STEM Presentation: Dr. Vishal Shah

Dr. Shah, Dean, Math, Sciences and Health, provided a presentation (**Attachment C**) of major highlights of the division for the last ten months, as well as initiatives underway to reduce student barriers and build bridges for students beyond the College.

Dr. Shah stated that the College needs assistance in connections with external organizations and industries. He asked members of the Board to help facilitate these connections.

Ms. McPherson asked for a list of partners with whom the College is presently working. She stated that she may be helpful in providing additional connections.

Alliance for Minority Participation Presentation:
Dr. Linda Powell

Dr. Powell, AMP Campus Project Director, and Professor and Department Chair of Biology, provided a presentation (**Attachment D**) of the AMP Program and the College's long-standing participation in the National Science Foundation Federal grant.

(3d)   Juneteenth Resolution

Ms. Zellers presented a Resolution for the Juneteenth holiday. She stated that President Biden declared Juneteenth a Federal Holiday last year, and that the College, recognizing the importance of Juneteenth, would like make it an official College holiday.   Ms. Zellers stated that for the 2021-2022, Juneteenth will be celebrated and recognized on Monday, June 20, 2022; for the 2022-2023 calendar year, to be celebrated on June 19, 2023; and for the 2023-2024 calendar year to be celebrated on June 19, 2024. Ms. Zellers stated that future years' celebrations and recognitions of the Juneteenth holiday will be part of discussions with the Faculty & Staff Federation who have shared their support for the celebration of this significant day in our country's history.

Mr. Dubow moved, with Ms. Fulmore-Townsend seconding, that the Board approve the Resolution.

Mr. Bradley made a friendly amendment to the Resolution. He stated that the Resolution should state that the Juneteenth holiday will be celebrated permanently. Mr.

Bradley's friendly amendment was accepted. Ms. Zellers stated that she will revise the Resolution to include the amendment (see **Attachment E**). The motion carried unanimously.

(3e)   Foundation Report – Dr. Mellissia Zanjani
        and Dr. Ellyn Jo Waller

        Dr. Zanjani called attention to the Record of Grants and Gifts included with the Board meeting materials, which outlines public and private contributions to the College.

        Dr. Waller reminded members of the Board of the meeting with the capital campaign consultant scheduled to take place immediately following the conclusion of the Board of Trustees meeting. Dr. Waller stated that she appreciated the Board of Trustees' participation in the session.

        Dr. Waller reported that the June 1, 2022 Black and Gold Gala was a great success, and that everyone had a fantastic time. She stated that $906,025 was raised for the Gala, which included sponsorships, the raffle, and auction.

(4)   Report of the Student Outcomes Committee

        Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on May 5, 2022.

(4a)   Nursing AAS Degree Academic Program Review

        Ms. Fulmore-Townsend reported that the Committee reviewed and discussed the Nursing AAS Degree Academic Program Review. She stated that the program is strong, and making a difference in the City of Philadelphia. She stated that faculty members teaching in the program are graduates of the program and go way and beyond to provide a caring campus. Ms. Fulmore-Townsend stated that the Nursing Program is recognized as a Center for Excellence, and that the designation has been renewed until 2027. Ms. Fulmore-Townsend stated that the Nursing Program has had a long-standing community involvement starting with the 19130 Zip Code Project. She stated that the program also participates in community health fairs, night-out events, Stephen Center working with teens, working with new moms through a nurse partnership group, and the Black Doctors Consortium Center. Ms. Fulmore-Townsend stated that the program is preparing to admit the fourth cohort of 55 students.

        Ms. Fulmore-Townsend stated that regarding constraints in growing the Nursing program, staff noted that the constraint is largely clinical, and the number of seats in the classroom. She stated that for every six students in the program, a clinical site and a faculty member are needed. Ms. Fulmore Townsend stated that the Committee unanimously and enthusiastically recommended that the Board accept the program review of the Nursing Program for five years. She stated that the Committee recognizes the Nursing Program as one of excellence and encouraged the program to seek strategies for enrollment growth.

Ms. Fulmore-Townsend stated that the Nursing AAS Degree Academic Program Review is part of the Consent Agenda.

(4b)   Faculty Promotions

Mr. Fulmore-Townsend reported that the Committee reviewed and discussed a recommendation for faculty promotions. She stated that this year, eight faculty members are being considered for promotions. Ms. Fulmore-Townsend stated that the faculty are exemplary, met or exceeded expectations, are leaders in curriculum work, course development, working with students as mentors, and assisting students with research or other scholarly work. Ms. Fulmore-Townsend stated that all are active within their fields/disciplines including presenting at conferences or writing articles.

After discussion, Ms. Fulmore-Townsend moved, with Mr. Soileau seconding, that the Board approve the eight faculty members for promotion. The motion carried unanimously.

(4c)   Diversity Fellowship Update

Ms. Fulmore-Townsend reported that the Committee was provided with an update of the Diversity Fellowship Program. She stated that the program was designed to increase the diversity of faculty and aligns with the DEI Strategic Plan Pillar. Ms. Fulmore-Townsend stated that this is the third year for the program, and there have been seven fellows to date. Four have been hired into tenure-track faculty positions.

(5)   Report of the Business Affairs Committee

Mr. Soileau reported that the Business Affairs Committee met on May 18, 2022.

(5a)   Sponsorship-Made in America

At the request of Mr. Soileau, Dr. Rooney stated that the Made in America Festival is an opportunity to advertise the College's brand ensuring that the College is alongside with four-year institutions that will be present.

Dr. Rooney stated that the country's most popular music 3-day festival, the Annual Labor Day Weekend Festival, features a diverse lineup of musicians along the Benjamin Franklin Parkway. She stated that in 2021, more than 60,000 people attended the concert each day, and media and digital coverage created an additional 4.2 billion impressions and 13 million viewers.

Dr. Rooney stated that for the 2022 festival, Community College of Philadelphia has the opportunity to be onsite in the festival's College Village in a 10' x 10' space. She stated that digital elements of the sponsorship include branded image/video content on concert screens

between acts, push notifications from the festival's app, banner ads on the app and website, and curated digital content leading up to the festival. Dr. Rooney stated that in addition, the College negotiated 25 general admissions tickets to the festival to use as giveaways to students. Dr. Rooney stated that the College will also be featuring the College's garage as a preferred parking option for concert goers. She stated that staff worked to find a rate of $10,000 for concert attendees who would prefer to pay the College's rate and walk over to the festival from the College's parking garage.

Dr. Rooney stated that the total expenditure will be $100,000 paid to Roc Nation which is budgeted. She stated that staff will be receiving a report from Roc Nation regarding the digital media work involved which will enable staff to give a follow-up report in terms of what the College got out of the festival.

Mr. Soileau stated that this is the standard cost for industry participants, and what our peers are undertaking. He stated that this is the right way to spend a sponsorship package, which will be assessed. Mr. Soileau stated that this item is part of the Consent Agenda.

(5b)   2022-2023 College Budget

Mr. Soileau reported that the Business Affairs Committee had reviewed and discussed the 2022-2023 College budget, and was recommending it for approval by the Board of Trustees.

Mr. Soileau moved, with Ms. Posoff seconding, that the 2022-2023 College Budget be approved. The motion carried unanimously.

(5c)   Harmelin Media Fiscal 2023

At the request of Mr. Soileau, Dr. Rooney reviewed and discussed Harmelin Media, the College's professional media buyer. She stated that Harmelin Media is national, but has a local office based in Bala Cynwyd, PA and is women-owned and led. Dr. Rooney She stated that the marketing dollar amount for 2023 is $1.7 million. Dr. Rooney provided the below breakdown:

- 15% or $255,000 will be spent on TV (local network and cable);
- 15% or $255,000 will be spent on out-of-home advertising, e.g., billboards;
- 20% or $340,000 will be spent on transit, e.g., SEPTA buses and trains; and
- 10% or $170,000 will be on streaming and 40% or $680,000 on digital.

Dr. Rooney stated that Harmelin Media receives a small percentage of the media buys based on its negotiated rates with the different vendors.

In response to a question as to whether there was an out clause in the event the College was not satisfied with Harmelin Media's performance, Dr. Rooney stated that there is no year-

long agreement in place with Harmelin Media, but if the College isn't satisfied with Harmelin, it can end the arrangement at any time and find a new media buyer for future placements.

Mr. Soileau noted that this item is part of the Consent Agenda.

(6)   Consent Agenda

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

(a) Proceedings and Minutes of Decisions and Resolutions
    Meeting of May 5, 2022
(b) Gifts and Grants
(c) Uniform Guidance Report (Audit)
(d) Nursing AAS Degree Academic Program Reviews
(e) Award of Bid for Security Services
(f) Ernest Bock & Sons., Inc. Change Order Two for
    the Career and Advanced Technology Center (CATC)
(g) Sponsorship of the 2022, Made in America Festival
    September 3-4, 2022
(h) Harmelin Media Summer/Fall Advertising
(i) Fiscal Year 2022-2023 Insurance Renewal

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

(7)   Report of the Chair

(7a)   Resolution on the Appointment of Board of
        Directors to the CCP Career and Advanced
        Technology Center (CATC)

Mr. White read the Resolution on the Appointment of Board of Directors to the Community College of Philadelphia Career and Advanced Technology Center (CATC) (see **Attachment F**). He stated that he will be replacing Ms. Hernández as one of two members of the Board of Trustees to serve as Directors to the CCP CATC, Inc.

Ms. Posoff moved, with Mr. Epps seconding, that the Board approve the Resolution. The motion carried unanimously.

(7b)   New Board Members

Mr. White reported that the following four new Board members have been appointed to the Board of Trustees effective July 1, 2022: Ms. Ajeenah Amir; State Representative Morgan Cephas; Ms. Tyrell McCoy, and Ms. Dominique B.E. Ward.

(7c)   Departing Senior Staff

Dr. Generals stated that today is Dr. Sam Hirsch's last Board meeting after 43 years at the College. He stated that Dr. Hirsch had served honorably, and had contributed greatly to the College and student success. Dr. Generals recognized and thanked Dr. Hirsch for his commitment and dedication to the College during his tenure. Dr. Generals stated that in addition to his dedication to the College, Dr. Hirsch served on a number of boards in the community as well. Dr. Generals thanked Dr. Hirsch for his exemplary service to the College.

Dr. Hirsch thanked Dr. Generals and the Board for their good wishes. He stated that he appreciated the support of the Board, and was grateful to Dr. Generals for giving him the opportunity.

(7d)   Nomination of Sheila Ireland for Association of Community
        College Trustees (ACCT) Trustee Award

Mr. White stated that we are always looking for ways to recognize members of the Board of Trustees. He stated that we would like to nominate Sheila Ireland for the ACCT Trustee Award. Mr. White stated that Ms. Ireland's body of work is worthy of the nomination. Mr. White stated that Board approval is needed to move the nomination forward.

Mr. Epps moved, with Ms. Fulmore-Townsend seconding, that Ms. Ireland be nominated for the ACCT Trustee Award. The motion carried unanimously.

(7e)   Nomination Committee – Slate of Officers

Mr. Herzog, Chair of the Nominating Committee for Board Officers, reported that the following slate of Board of Board Officers will be presented for Board approval at the September 1, 2022 Board of Trustees meeting:

Harold Epps	Chair
Rosalyn McPherson	Vice Chair
Michael Soileau	Vice Chair
Chekemma Fulmore-Townend	Secretary

(8)   New Business

There was no new business discussed.

(9)   <u>Next Meeting</u>

The next meeting of the Board of Trustees is scheduled for Thursday, September 1, 2022, 3:00 p.m., in the Pavilion Klein Cube, P2-3 and via Zoom. The meeting is hybrid.

(10)   <u>Executive Session</u>

The Board convened in Executive Session for a litigation update and to discuss personnel matters. The Board will not return following the Executive Session.

The meeting adjourned at 4:30 p.m.

Standard VII - Governance, Leadership, and Administration

The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.

Criteria

An accredited institution possesses and demonstrates the following attributes or activities:

1. a clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency, including governing body, administration, faculty, staff and students;

2. a legally constituted governing body that:

a. serves the public interest, ensures that the institution clearly states and fulfills its mission and goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, planning, and fiscal well-being of the institution;

b. has sufficient independence and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution and not allow political, financial, or other influences to interfere with their governing responsibilities;

c. ensures that neither the governing body nor its individual members interferes in the day-to-day operations of the institution;

d. oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and by-laws, and the assurance of strong fiscal management;

e. plays a basic policy-making role in financial affairs to ensure integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution;

f. appoints and regularly evaluates the performance of the Chief Executive Officer;

g. is informed in all its operations by principles of good practice in board governance;

h. establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body by addressing matters such as payment for services, contractual relationships, employment, and family, financial or other interests that could pose or be perceived as conflicts of interest;

i. supports the Chief Executive Officer in maintaining the autonomy of the institution;

3. a Chief Executive Officer who:

a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body;

b. has appropriate credentials and professional experience consistent with the mission of the organization;

c. has the authority and autonomy required to fulfill the responsibilities of the position, including developing and implementing institutional plans, staffing the organization, identifying and allocating resources, and directing the institution toward attaining the goals and objectives set forth in its mission;

d. has the assistance of qualified administrators, sufficient in number, to enable the Chief Executive Officer to discharge his/her duties effectively; and is responsible for establishing procedures for assessing the organization's efficiency and effectiveness;

4. an administration possessing or demonstrating:

a. an organizational structure that is clearly documented and that clearly defines reporting relationships;

b. an appropriate size and with relevant experience to assist the Chief Executive Officer in fulfilling his/her roles and responsibilities;

c. members with credentials and professional experience consistent with the mission of the organization and their functional roles;

d. skills, time, assistance, technology, and information systems expertise required to perform their duties;

e. regular engagement with faculty and students in advancing the institution's goals and objectives;

f. systematic procedures for evaluating administrative units and for using assessment data to enhance operations; and

5. periodic assessment of the effectiveness of governance, leadership, and administration.

TURNOVER
2019 - YTD 2022
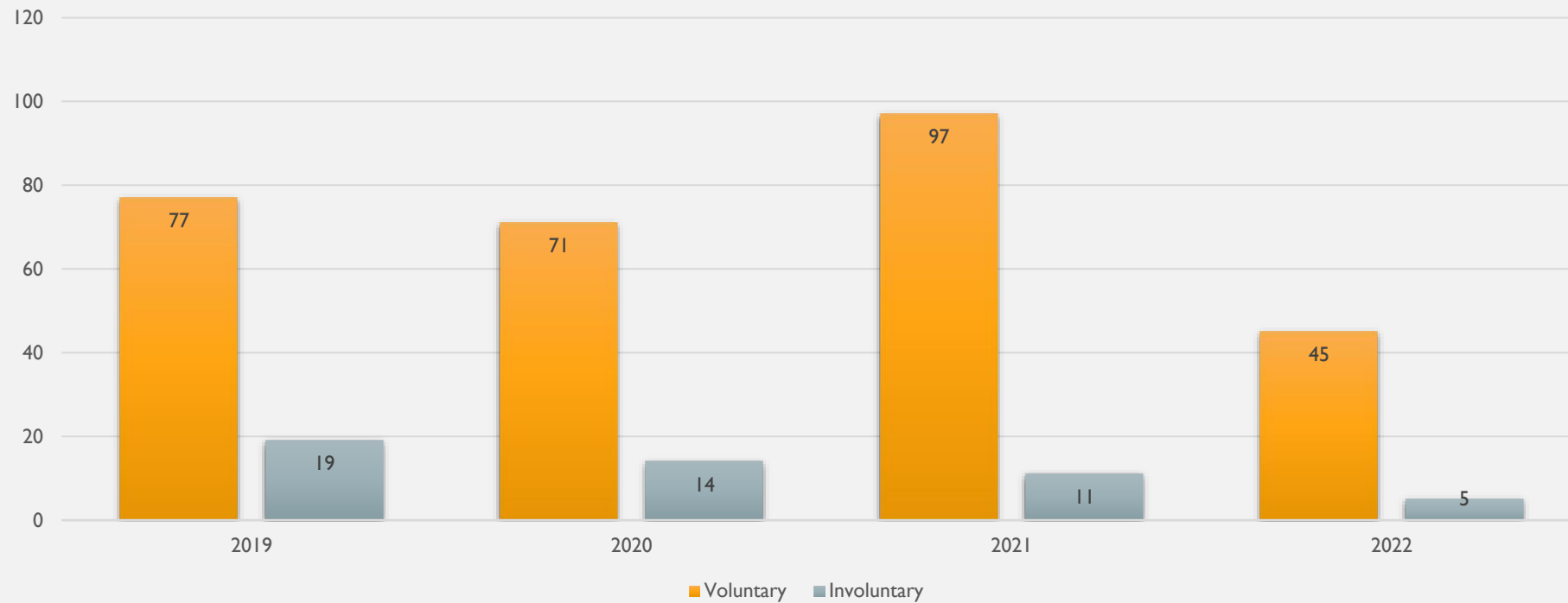
Voluntary vs. Involuntary Turnover

VOLUNTARY TURNOVER
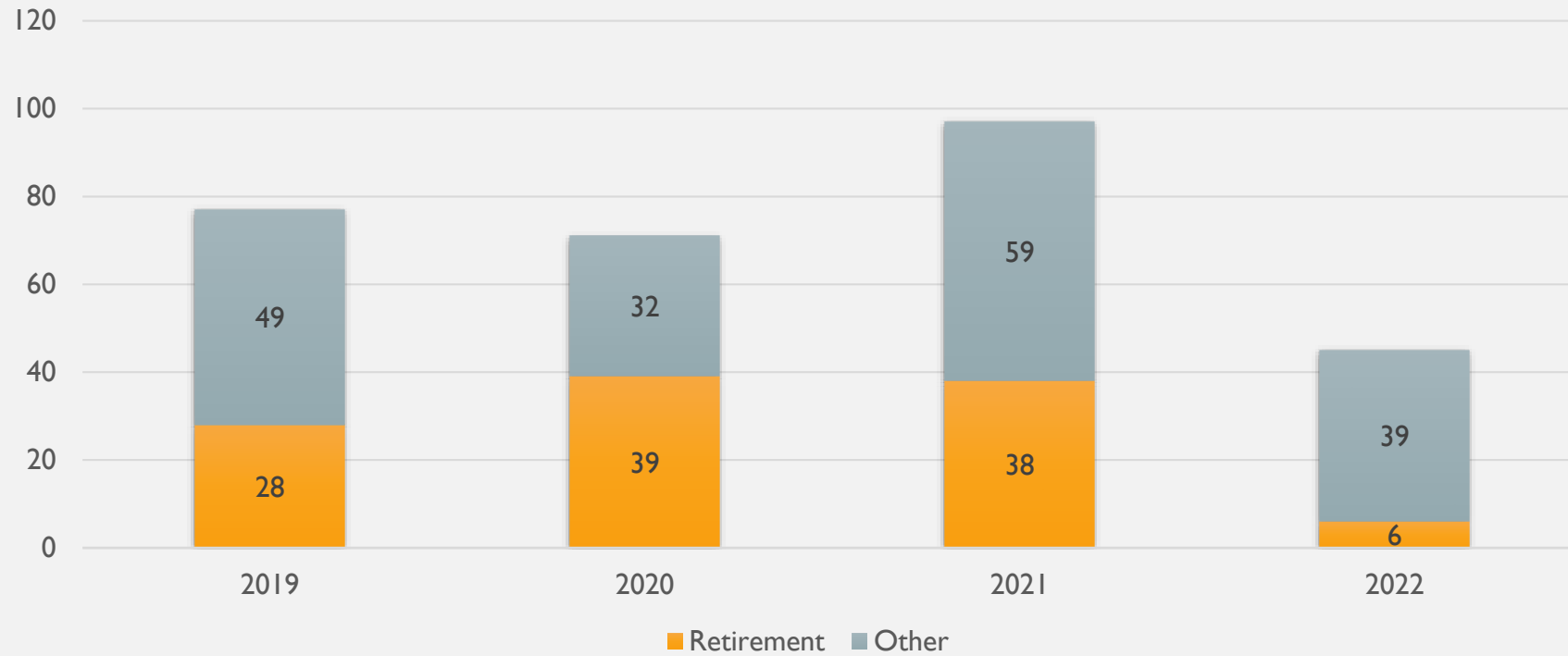
2021 TURNOVER BY EMPLOYEE CLASSIFICATION

Employee Classification	Number of Terms
Cabinet	2
Extended Cabinet	4
Administrator	33
Classified/Confidential	39
FT Faculty/VL	23
PT Faculty	2
PT Non-Union	5
Total	**108**
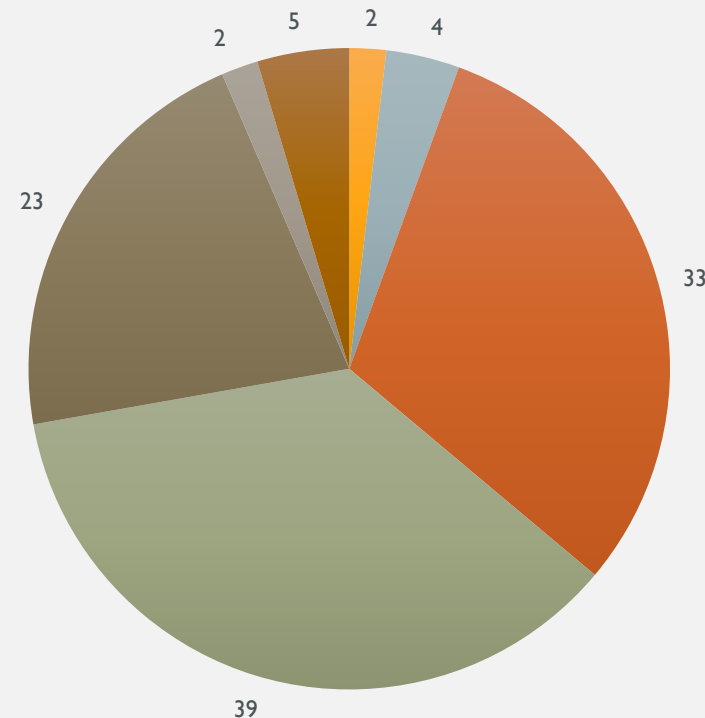
Cabinet • Extended Cabinet • Administrator • Classified/Confidential • FT Faculty/VL • PT Faculty • PT Non-Union

VOLUNTARY TURNOVER BY RACE
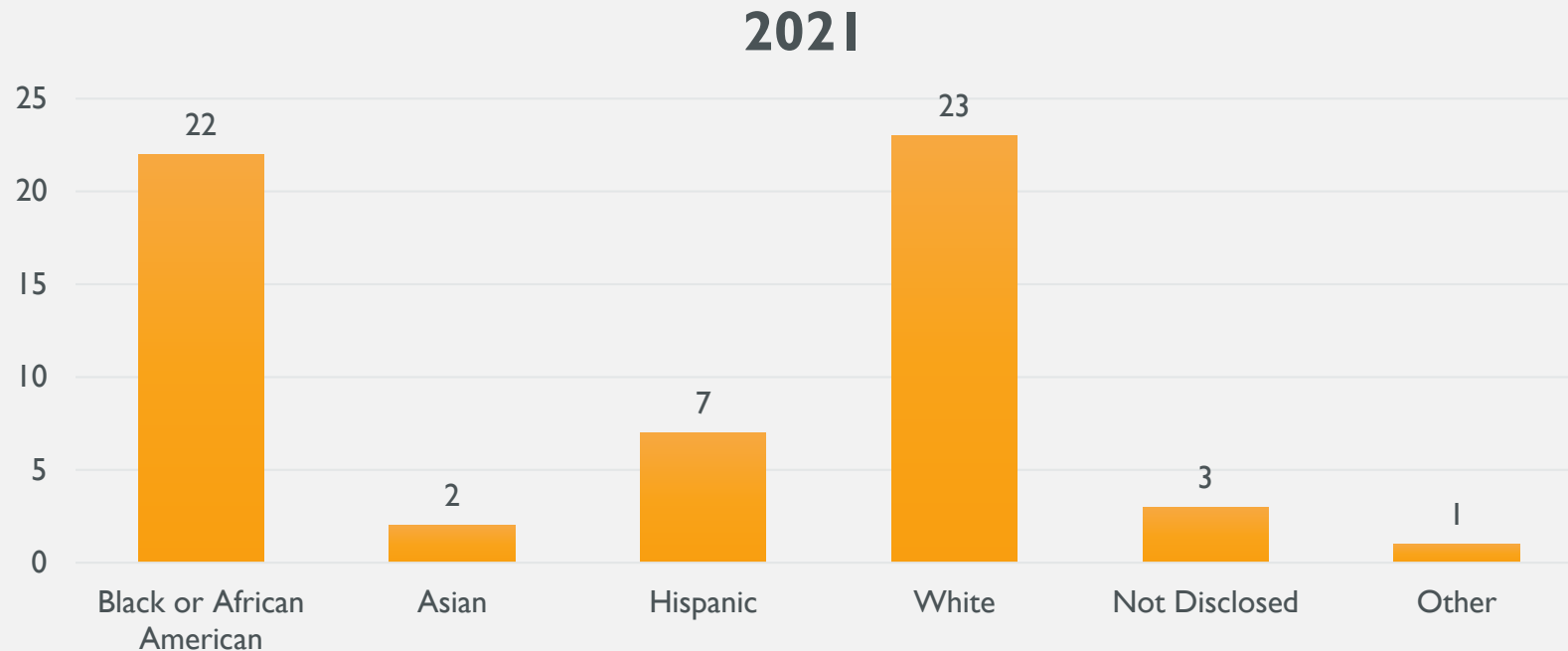
2021

Note: The data above excludes retirements

2021 VOLUNTARY TURNOVER BY RACE

Race	No. of EE's by Race	No. of Voluntary Terms by Race	Difference	Turnover %
Black or African American	306	22	284	7%
Asian	45	2	43	4%
Hispanic	42	7	35	17%
White	460	23	437	5%
Other	27	1	26	4%

Division of Math, Science and Health Careers

Success in reducing student
barriers and building bridges

Pre-College Level Mathematics Courses

- Single semester foundation course sequence for all students

- Connections between College level courses and Foundation courses

- GPA and Keystone scores now an indicator for mathematics placement

$$y = x^2 - x - 2$$
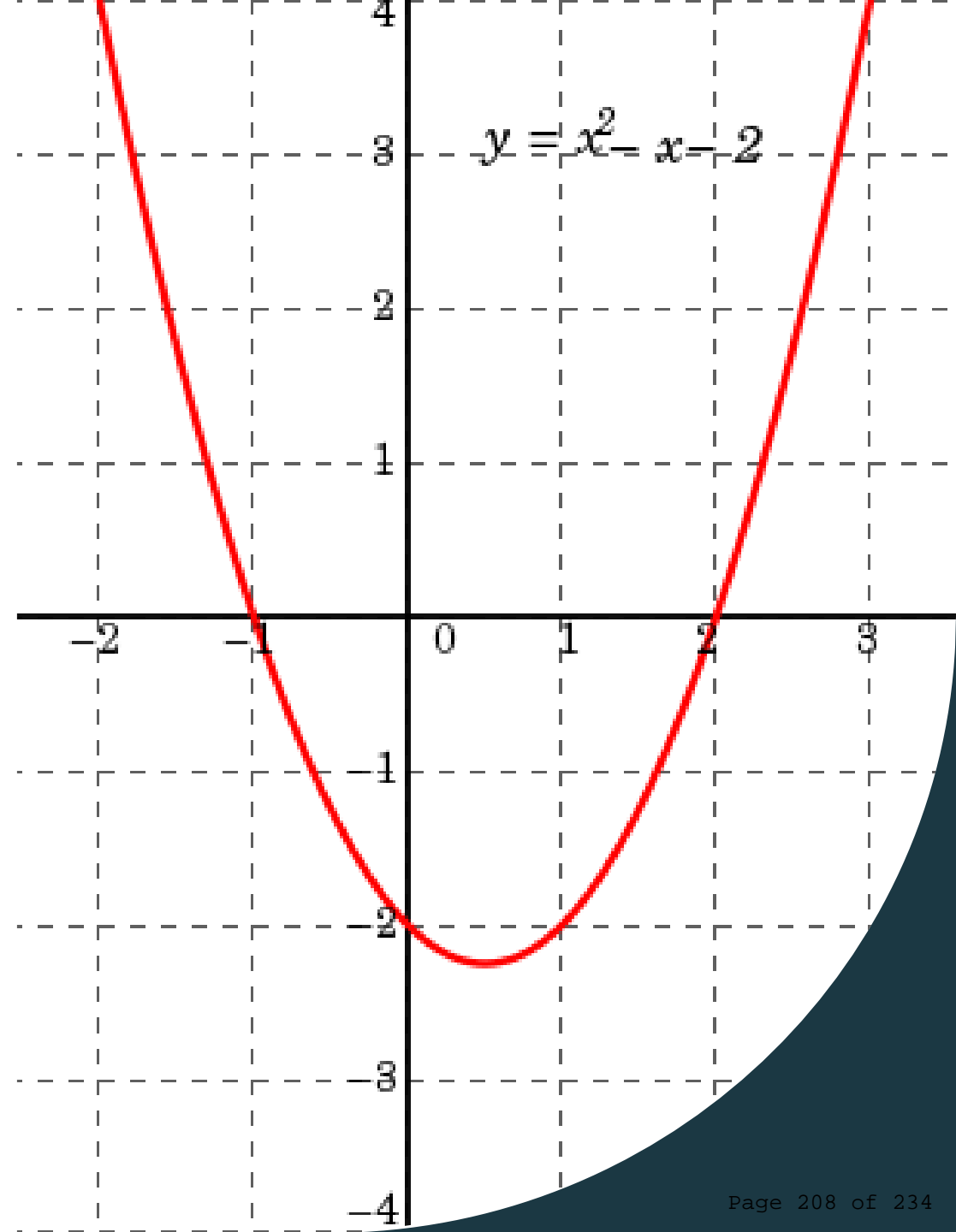
College Level Mathematics Courses

- Pathway based options for students to gain quantitative understanding skills
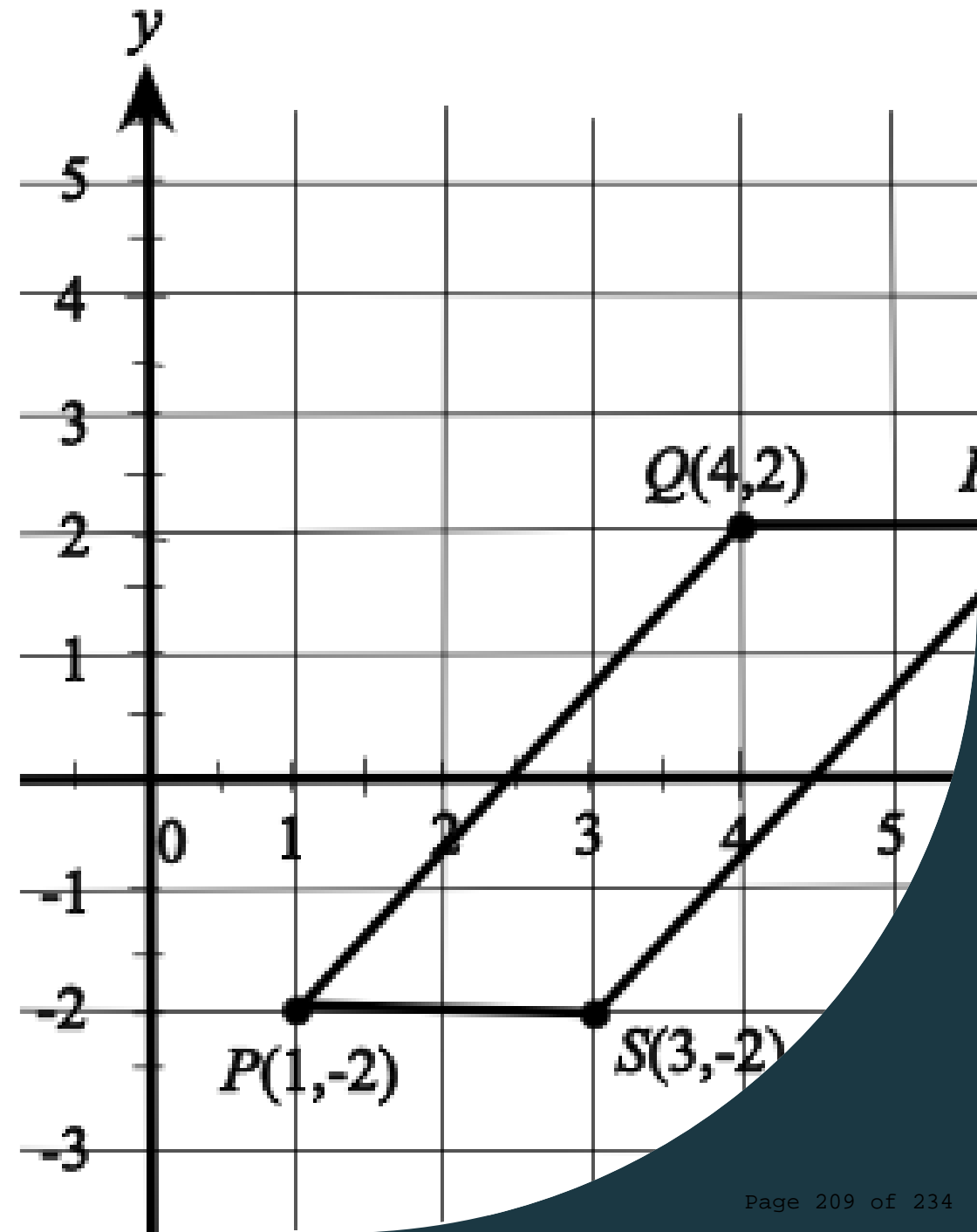
A.S. to Pharm. D. pipeline

- 78 credits at CCP in Sciences
- Guaranteed consideration at College of Pharmacy at Jefferson

4+1 AS to MS pipeline

- AS degree at CCP in Chemistry, Computer Science, Mathematics
- Eligible for Combined BS/MS Advanced Degree in Mathematics, Pharmaceutical Sciences, Bioinformatics, Data Science, STEM Education at Rowan

Increasing the Opportunities

- Increased science and mathematics offerings for high school students in Advance College Experience (ACE)

- Research opportunities for high school students in the process of scientific discovery

Student Engagement in Research

- Prof. Magbity (Biology)– recipient of the MSHC Student Engagement Award in Spring 2022
- Prof. Patel (Biology) – Engaging the students in classroom research projects using the aquaponics system this summer
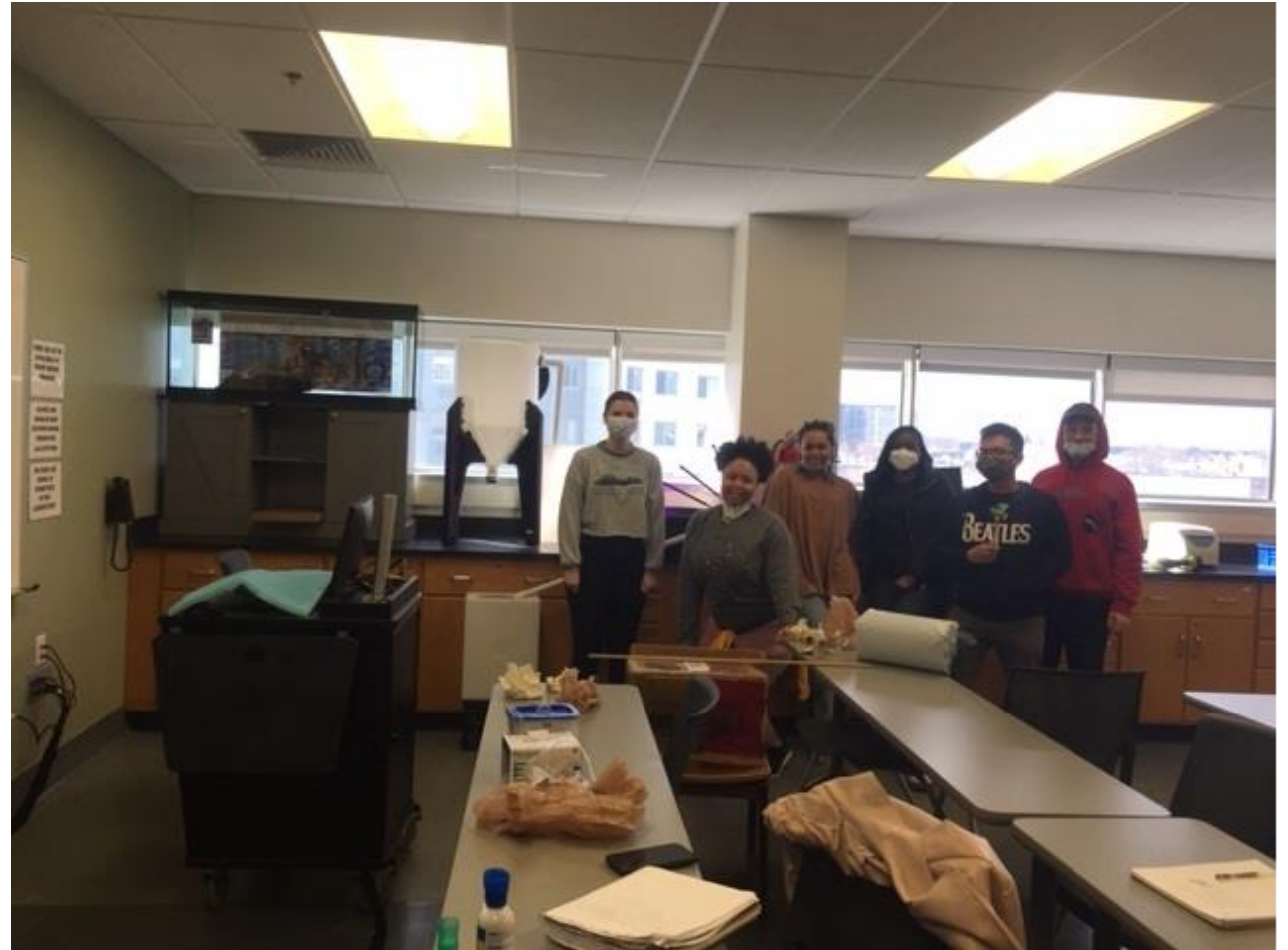
External Grant Funding

Department of Nursing
- Independence Foundation - 19130 Zip Code and Data Collection Project $25,000/-
- Independence Blue Cross Foundation - 2021-2022 Nurses for Tomorrow Scholarship Program $35,914/-
- Independence Blue Cross Foundation - 2022-2023 Nurses for Tomorrow Scholarship Program $35,885/-

Department of Physics and Department of Chemistry

- National Science Foundation - sub-award with University of Pennsylvania ~$100,000/5 years

Department of Biology
- National Science Foundation - sub-award with Drexel University ~$130,000/5 years
- National Science Foundation –sub-award with The Wistar Institute $ 7,500
- National Science Foundation DUE ATE –sub-award in partnership
  with Center for Male Engagement $150,000/2 years

In the Horizon

- Proficiency Certificate – Mammography

- Micro-certificate – Technology in Health Care

- Engineering program agreements with StonyBrook University and Penn State, Harrisburg

- Healthcare IT and Healthcare Management program agreement with Rutgers University

Critical Needs

- Connection to external organizations and industries

- Upgrade our health sciences laboratories

- Proposed new life and health science building

Community College Of Philadelphia

ALLIANCE FOR MINORITY PARTICIPATION PROGRAM OVERVIEW

BY: DR. LINDA POWELL

AMP CAMPUS PROJECT DIRECTOR –CCP

PROFESSOR AND DEPARTMENT CHAIR OF BIOLOGY

Introduction

▶ Community College of Philadelphia-A Greater Philadelphia Regional Partner since 1994

▶ Includes STEM majors with the bulk of AMP students under the AS degree programs[Biology, Chemistry, Engineering]

[A smaller percentage are in Applied Science programs: CIS, BMET, etc.]

Greater Philadelphia Regional Alliance of LSAMP

- Community College of Philadelphia
- Temple University
- Drexel University [Lead Institution]
- Lincoln University
- Cheyney University
- Delaware State University
- University of Delaware
- University of Pennsylvania
- Rowan University

AMP

STUDENT ENTRY TO THE
GRANT
ENGL 101
Math 118 placement
2.0 GPA
Appropriate Curricula

2.0 to 2.4

2.5 and above

3.2 or Above
AMP award
- To the highest academic
performers in the grant

Invite to AMP meetings
- Discuss upcoming AMP events
(symposium)
- Discuss criteria for national
scholarships and research and
deadlines
- Discuss current issues on
campus that impact students
  o FA
  o Graduation
  o Gen Ed. etc.
- Discuss events, AMP Assoc.
  o Fattah Conference
  o Bridges (to Baccalaureate)
   (to Doctorate)

Provide book stipends each
semester they stay on track in
major

Seek academic research
opportunities
Local or national
Penn, Drexel, Brookhaven

Encourage leadership in clubs &/or
volunteer activities to build profile for
national scholarships

AMP Counseling
- Counseling in goal
specific to increase
GPA
- Discuss barriers
affecting academic
performance
- Refer student to on
campus resources

Improve
Student
Outcomes

Career Advising
- Advising maps the
academic plan to
completion (BS, MS,
etc.)
- Project "what if" if
appropriate for plan
alteration
- As final semesters
approach link the
student to the AMP
coordinator or minority
student programming if
available at the transfer
school

Increasing
professional
class alumni

AID retention

Student
Ambassadors

Club
Participants

Recognition of CCP student
excellence in the broader academic
community

AMP Program Management/Operation

- ▶ Direct student services are by the AMP Project Director

- ▶ IT provides reports of AMP eligible students who are invited to apply.

- ▶ Services offered through meetings, e-mail and one to one contact.

Program Successes

▶ Former CCP students have successfully moved into regional undergraduate & graduate programs

▶ Over 1,139 students served [1994- 2021] directly as AMP Level -1 students; AMP programming has included thousands of students since NSF requires serving 90% of eligible students each year

▶ Seven former CCP students have moved from undergraduate AMP to the AMP Bridges to Doctorate Program. Four obtained PhD. Five BTD students have worked for the College; Two are tenure track faculty.

AMP Programming

▶ **Book Stipends** 1996- Amounts $300 per semester

▶ **Speaker Series** 1994-97, 2002, 2010-2012 2013- 2017, 2020-2021

  - Includes local and regional alumni . A sample of Alumni Participants:

    Terrance Caldwell, Pharmacist in Penn Medicine and Children's Hospital

    Tamika Wilson Byrd, Senior Analyst, Co - Manufacturing Procurement Campbell Soup

    Gregory Bruton-Senior Engineer, National Grid

AMP Programming cont:

▶ **<u>Workshops</u>**:

Web Site Construction

MATLAB [held virtually during the pandemic and run by a UPenn AMP Alumni PhD]

Preparation for Academic Research

Creating an Academic Portfolio

Study Skills for Science

AMP Programming cont.

▶ **Research: 1995-**

Temple University

University of Pennsylvania

University of Delaware

Drexel University

Smithsonian Institution

Children's Hospital Center for Translational Research

Brookhaven National Laboratory

AMP Programming cont.

▶ **<u>Conferences</u>** :

Google Hackathons

Engineering Club of Philadelphia Events

American Medical Student's Association Conf.

Society of Women Engineers National Conference

National Society of Black Engineers [Regional and National Conferences]

Greater Philadelphia Regional LSAMP Conference

Bench to Business Conference

AMP Institutional Impact

▶ The longest running federal grant on campus:

   - Over 30 Pharmacists are CCP-AMP Alumni including a Chief Pharmacist for the VA Hospital

   - CCP AMP Alumni have won best presentation at both UPenn Engineering & Children's Hospital CRISSIP research presentations

   - AMP was integral to the upcoming Rowan University – CCP Articulation Agreement

Areas of Interest in CCP Life Sciences

- Immunotherapies [Iovance Corporation]
- Biotherapeutics
- Metabolomics

BOARD RESOLUTION ON JUNETEENTH AS A COLLEGE HOLIDAY
June 2, 2022

WHEREAS,   in 1863, the President of the United States Abraham Lincoln issued the Emancipation Proclamation declaring all enslaved persons free. However, this freedom was not made known to many enslaved African Americans until two years after its passage;

WHEREAS,   Juneteenth recognizes that on June 19, 1865, the last enslaved people in Galveston, Texas were informed that slavery had been abolished;

WHEREAS,   when the former enslaved persons heard of this news, they began to celebrate with prayer, feasting, song, and dance;

WHEREAS,   the following year, on June 19, the first official Juneteenth celebrations took place in Texas and within a few years, African Americans in other states were celebrating the day, making it an annual tradition;

WHEREAS,   celebrations have continued across the United States recognizing the end of slavery and the triumphs, culture and achievements of African Americans locally and across the United States and throughout the world;

WHEREAS,   Juneteenth is a critical holiday for all Americans to learn about the atrocities of slavery and its legacy that continues through the present, as well as to celebrate the abolishment of slavery and the richness of the African-American culture; and

WHEREAS,   on June 17, 2021, recognizing the importance of Juneteenth, President Joseph Biden signed a law making Juneteenth a Federal Holiday;

NOW, THEREFORE, on this 2nd day of June, 2022, the Board of Trustees for the College resolves to recognize Juneteenth as an official College holiday.   The Juneteenth Holiday will be celebrated and recognized on Monday June 20, 2022 for the 2021-2022 Calendar Year; for the 2022-2023 Calendar Year to be celebrated on June 19, 2023, and for the 2023-2024 Calendar Year to be celebrated on June 19, 2024. Juneteenth will be celebrated on June 19 unless it falls on a Friday, Saturday or Sunday in which case the College will announce the date of celebration as part of the College Calendar that is published each year.

BOARD RESOLUTION
Appointment of Directors for CCP Career & Advanced Technology, Inc.
June 2, 2022

WHEREAS, on or about July 6, 2021, the CCP Career & Advanced Technology Center, Inc. ("CCP CATC, Inc.,") was recognized as a 501(c)(3) non-profit organization retroactive to October 20, 2020 for the purpose of benefitting the Community College of Philadelphia;

WHEREAS, under the CCP CATC, Inc. bylaws, the College's Board of Trustees are to appoint five (5) Directors to the CCP CATC, Inc. each year with two directors being members of the College's Board of Trustees, one Director being the College's President and the final two (2) members of the CCP CATC, Inc. Board shall be individuals who are not currently a director, trustee, member of senior leadership, officer or employee of the College (or spouses of such persons) (each, a "Disaffiliated Director");

NOW, THEREFORE, on this 2nd day of June, 2022, the Board of Trustees for the College resolves to appoint the following Directors to the CCP CATC, Inc. for July 1, 2022 through June 30, 2023 or until such time as any replacements are made by the College's Board of Trustees:

1. In accordance with the CCP CATC, Inc. bylaws, the following two members of the Board of Trustees will serve as Directors to the CCP CATC, Inc.: Mr. Jeremiah White and Mr. Ronald Bradley;

2. The College's President is also an *ex officio* appointee under the CCP CATC, Inc., bylaws and therefore Dr. Generals will serve as a Director to the CCP CATC, Inc.; and

3. Mr. Gerald Jones and Mr. Anthony Simonetta will also serve as the Disaffiliated Directors for the CCP CATC, Inc.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, June 2, 2022 –3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bradley, Mr. Dubow, Mr. Epps, Ms. Fulmore-Townsend, Mr. Herzog, Ms. Ireland, Ms. McPherson, Ms. Posoff, Mr. Soileau, Dr. Generals, Dr. Rooney, Ms. Di Gregorio, Dr. Gay, Dr. Thomas, Dr. Hirsch, Ms. Liautaud-Watkins, Ms. Witherspoon, Dr. Zanjani, Ms. de Fries, Ms. Hutcherson, Ms. Hurst, Ms. de Fries, and Dr. Waller

(1)   <u>Meeting Called to Order</u>

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

(2)   <u>Public Comment</u>

Ms. Mallory Fix and Mr. Talar Kaloustian, full-time ESL faculty, commented about ESL students, the College's ESL Program, and the need for the College to address their needs and the inequities that ESL students face, and ensure they are included in the Diversity, Equity, and Inclusion process.

(3)   <u>Report of the President</u>

(3a)   <u>Middle States Standard VII – Governance, Leadership, and Administration</u>

Dr. Generals reviewed and discussed Middle States Standard VII, Governance, Leadership, and Administration.

(3b)   <u>Campus Updates</u>

<u>COVID Update</u>

The Board was provided with an update on COVID testing on campus.

<u>Security</u>

The Board was provided with an update of efforts underway at the College to provide a safe campus environment for faculty, staff, and students.

CATC Update

The grand opening of the Career and Advanced Technology Center (CATC) is scheduled for Thursday, August 18, 2022, at 10:00 a.m.

(3c)   STEM Presentation: Dr. Vishal Shah

The Board was provided with a presentation of major highlights of the Math, Science, and Health division.

Alliance for Minority Participation Presentation:
Dr. Linda Powell

The Board was provided with a presentation of the AMP Program and the College's long-standing participation in the National Science Foundation Federal grant.

(3d)   Juneteenth Resolution

The Board approved a Resolution on Juneteenth as a College holiday.

(3e)   Foundation Report – Dr. Mellissia Zanjani
        and Dr. Ellyn Jo Waller

The Board was provided with an update of public and private contributions received by the Foundation.

(4)   Report of the Student Outcomes Committee

The Student Outcomes Committee met on May 5, 2022.

(4a)   Nursing AAS Degree Academic Program Review

The Board reviewed and discussed the Nursing AAS Degree Academic Program Review. This item is part of the Consent Agenda.

(4b)   Faculty Promotions

The Board approved eight faculty members for promotion.

(4c)   Diversity Fellowship Update

The Board was provided with an update of the Diversity Fellowship Program.

(5)   Report of the Business Affairs Committee

        The Business Affairs Committee met on May 18, 2022.

(5a)   Sponsorship-Made in America

        The Board reviewed and discussed the sponsorship of the Made in America Festival. This item is part of the Consent Agenda.

(5b)   2022-2023 College Budget

        The Board approved 2022-2023 College Budget.

(5c)   Harmelin Media Fiscal 2023

        The Board discussed Harmelin Media, the College's professional media buyer. This item is part of the Consent Agenda.

(6)   Consent Agenda

        The Board approved the following Consent Agenda:

        (a) Proceedings and Minutes of Decisions and Resolutions
            Meeting of May 5, 2022
        (b) Gifts and Grants
        (c) Uniform Guidance Report (Audit)
        (d) Nursing AAS Degree Academic Program Reviews
        (e) Award of Bid for Security Services
        (f) Ernest Bock & Sons., Inc. Change Order Two for
            the Career and Advanced Technology Center (CATC)
        (g) Sponsorship of the 2022, Made in America Festival
            September 3-4, 2022
        (h) Harmelin Media Summer/Fall Advertising
        (i) Fiscal Year 2022-2023 Insurance Renewal

(7)   Report of the Chair

(7a)   Resolution on the Appointment of Board of
        Directors to the CCP Career and Advanced
        Technology Center (CATC)

        The Board approved e the Resolution on the appointment of Board of Directors to the CCP Career and Advanced Technology Center (CATC).

(7b)   New Board Members

The following four new Board members have been appointed to the Board of Trustees effective July 1, 2022: Ms. Ajeenah Amir; State Representative Morgan Cephas; Ms. Tyrell McCoy, and Ms. Dominique B.E. Ward.

(7c)   Departing Senior Staff

Dr. Generals and the Board acknowledged and thanked Dr. Sam Hirsch's for his exemplary service to the College for 43 years. Dr. Hirsch will be retiring on June 30, 2022.

(7d)   Nomination of Sheila Ireland for Association of Community
        College Trustees (ACCT) Trustee Award

The Board approved the nomination of Sheila Ireland for the ACCT Trustee Award.

(7e)   Nomination Committee – Slate of Officers

The following slate of Board of Board Officers will be presented for Board approval at the September 1, 2022 Board of Trustees meeting:

Harold Epps	Chair
Rosalyn McPherson	Vice Chair
Michael Soileau	Vice Chair
Chekemma Fulmore-Townend	Secretary

(8)   New Business

There was no new business discussed.

(9)   Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, September 1, 2022, 3:00 p.m., in the Pavilion Klein Cube, P2-3 and via Zoom. The meeting is hybrid.

(10)   Executive Session

The Board convened in Executive Session for a litigation update and to discuss personnel matters. The Board will not return following the Executive Session.

The meeting adjourned at 4:30 p.m.

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts FY22
September 1, 2022 Meeting of the Board of Trustees

Summary by Source:

	FY 2022		FY 2021	FY2022 and FY2021
Held by College	**5/16/22 - 6/30/22**	**Fiscal Year Total 7/1/21 -6/30/22**	**Fiscal Year Total 7/1/20 - 6/30/21**	**Variance 7/1 - 6/30**
Federal	$ 385,193	$ 5,497,224	$ 91,526,942	$ (86,029,718)
State	$ 5,891,126	$ 5,897,126	$ 5,268,537	$ 628,589
Local	$ -	$ -	$ 29,800	$ (29,800)
Total	**$ 6,276,319**	**$ 11,394,350**	**$ 96,825,279**	**$ (85,430,929)**
Held by Foundation	**5/16/22 - 6/30/22**	**Fiscal Year Total 7/1/21 -6/30/22**	**Fiscal Year Total 7/1/20 - 6/30/21**	**Variance 7/1 - 6/30**
Corporation	$ 63,500	$ 698,867	$ 374,494	$ 324,373
Foundation	$ 1,491,116	$ 3,472,089	$ 2,742,612	$ 729,477
Individual	$ 67,182	$ 810,157	$ 357,532	$ 452,625
Organization	$ 5,575	$ 128,632	$ 88,420	$ 40,212
Total	**$ 1,627,373**	**$ 5,109,745**	**$ 3,563,057**	**$ 1,546,688**
TOTAL	**$ 7,903,692**	**$ 16,504,095**	**$ 100,388,336**	**$ (83,884,241)**

PUBLIC GRANTS SUMMARY
Since Meeting of June 2, 2022

National Science Foundation (pass-through Saint Joseph's University) awarded $36,211 for year 4 of the five-year Philadelphia Regional Noyce Scholarship - Scholars Program. The grant period is 6/1/21 to 5/31/22.

Pennsylvania Department of Education awarded $2,715,452 for Carl D. Perkins Career and Technical Education (Local Plan). The grant period is 7/1/21 to 6/30/22.

Pennsylvania Department of Education awarded $1,853,649 for Postsecondary School Governor's Emergency Education Relief II (GEER II). The grant period is 3/13/20 to 9/30/23.

Pennsylvania Department of Human Services awarded $752,025 for Keystone Education Yields Success (KEYS). The grant period is 7/1/22 to 6/30/23.

Pennsylvania Department of Labor & Industry awarded $250,000 for Schools-to-Work: Welding Pathway Program. The grant period is 7/1/21 to 12/31/24.

Pennsylvania Department of Labor & Industry awarded $320,000 for PA Smart Growing Registered Apprenticeship and Pre-Apprenticeship Program. The grant period is 1/1/22 to 6/30/22.

U.S. Department of Education awarded $348,982 for year 2 of the five-year TRIO-Upward Bound Student Support Services Program. The grant period is 9/1/22 to 8/31/23.

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts FY23
September 1, 2022 Meeting of the Board of Trustees

Summary by Source:

	FY 2023		FY 2022	FY2023 and FY2022
Held by College	**7/1/22 - 8/15/22**	**Fiscal Year To Date 7/1/22 - 8/15/22**	**Fiscal Year To Date 7/1/21 - 8/15/21**	**Variance 7/1 - 8/15**
Federal	$ 5,765,781	$ 5,765,781	$ 3,683,615	$ 2,082,166
State	$ 46,851	$ 46,851	$ -	$ 46,851
Local	$ -	$ -	$ -	$ -
Total	**$ 5,812,632**	**$ 5,812,632**	**$ 3,683,615**	**$ 2,129,017**
Held by Foundation	**7/1/22 - 8/15/22**	**Fiscal Year To Date 7/1/22 - 8/15/22**	**Fiscal Year To Date 7/1/21 - 8/15/21**	**Variance 7/1 - 8/15**
Corporation	$ 53,500	$ 53,500	$ 24,200	$ 29,300
Foundation	$ 343,606	$ 343,606	$ 435,446	$ (91,840)
Individual	$ 20,362	$ 20,362	$ 63,478	$ (43,116)
Organization	$ 55,025	$ 55,025	$ 8,597	$ 46,428
Total	**$ 472,493**	**$ 472,493**	**$ 531,721**	**$ (59,228)**
TOTAL	**$ 6,285,125**	**$ 6,285,125**	**$ 4,215,336**	**$ 2,069,789**

PUBLIC GRANTS SUMMARY
Since Meeting of June 2, 2022

National Science Foundation awarded $546,538 for Advanced Technological Education (ATE) Transportation Technology Education and Careers at an Urban Minority Serving Institution. The grant period is 7/1/22 to 6/30/25.

National Science Foundation (pass-through Saint Joseph's University) awarded $23,215 for year 5 of the five-year Philadelphia Regional Noyce Scholarship – Scholars Program. The grant period is 6/1/22 to 5/31/23.

Pennsylvania Department of Human Services awarded $46,851 for Keystone Education Yields Success (KEYS) to issue Grants to Relieve Inflation and Pandemic Pressures (GRIPPs) to eligible participants by 9/30/22.

U.S. Department of Education awarded $5,196,028 through the Higher Education Emergency Relief Fund (HEERF) for Supplemental Support under the American Rescue Plan (SSARP) to deliver emergency financial aid to students and to provide scholarship support for student enrollment. The grant period is 7/14/22 to 7/13/23.