



In-Person Meeting of the Board of Trustees, Thursday, March 13, 2025 - 2:30 p.m. Isadore A. Shrager Boardroom, M2-1

AGENDA

(1) Executive Session I

(2) Meeting Called to Order

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

- Update on Executive Orders
- Update on Enrollment

(3) Public Comment

(4) Report of the President

- (a) Update on Executive Orders
- (b) Update on Enrollment
- (c) Congratulations to Basketball Teams
- (d) Foundation Report (Dr. Mellissia Zanjani and Dr. Ellyn Jo Waller)

(5) Student Outcomes Committee, February 6, 2025

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(6) Combined Meeting of the Business Affairs and Executive Committees, February 19, 2025

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(7) Consent Agenda

(a) Proceedings and Minutes of Decisions and Resolutions, Meeting of February 6, 2025

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Attachment A - Enrollment Report 58
Attachment B - Solar for Schools Grant Program Resolution 61
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(b) Grants and Gifts

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(c) Business Leadership Associate in Applied Science Program Review

(d) Fashion Merchandising & Marketing Associate in Applied Science Program Review

(e) Construction of NERC Pedestrian Bridge Award to Clemens Construction

(f) Conversion of the Building Automation System to Honeywell BAS Platform

(g) Request for Extension of Food Services Contract with Canteen

(h) Contract with Naval Welding Institute for Consulting Services Related to Advanced Manufacturing Education Improvement Program

(i) Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project

(8) Report of the Chair

(a) Board Reflections: AACC/ACCT National Legislative Summit, February 9-12, 2025

(b) 2025 Pennsylvania Commission for Community Colleges Annual Meeting – April 8-9, 2025, Harrisburg Hilton, One North 2nd Street

Tuesday, April 8, 2025 - Annual Meeting and Banquet

Wednesday, April 9, 2025 - Breakfast

(c) Commencement Ceremony, Saturday, May 3, 2025, 10:00 a.m. Temple Liacouras Center

(d) Association of Community College Trustees Leadership Congress, October 22-25, 2025, Marriott and Sheraton Hotels, New Orleans, Louisiana

(9) Old Business

(10) New Business

(11) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 3, 2025, at 2:30 p.m. at the Northeast Regional Center, 12901 Townsend Road, Community Room 124/Hybrid

Committee Meetings

- Student Outcomes Committee, Thursday, March 13, 2025, 12:30 p.m. Library & Learning Commons, L1-13/Hybrid

- Business Affairs Committee, Wednesday, March 19, 2025, 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

- Audit Committee, Monday, March 24, 2025, 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

Upcoming Events

- 2025 Pennsylvania Commission for Community Colleges Annual Meeting and Awards Banquet, April 8-9, 2025, Harrisburg Hilton, One North 2nd Street
- Commencement Ceremony Saturday, May 3, 2025, 10:00 a.m. Temple Liacouras Center
- Association of Community College Trustees Leadership Congress, October 22-25, 2025, Marriott and Sheraton Hotels New Orleans, Louisiana

(12) Executive Session II

The Board will convene in Executive Session to discuss personnel matters.

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

MEETING MINUTES

**Thursday, February 6, 2025
12:30 p.m.**

**Zoom
&
Community College of Philadelphia
Main Campus
L1-13**

Presiding: Ms. Chekemma Fulmore-Townsend

Committee

Members: Ms. Mindy Posoff, Mr. Patrick Clancy, Ms. Carol Jenkins, Ms. Sheila Ireland, Pastor Jonathan Mason,

Board

Participants: Mr. Harold Epps

College

Members: Dr. Donald Generals, Dr. Alycia Marshall, Dr. Mellissia Zanjani, Dr. David Thomas, Dr. Shannon Rooney

Guests:

Dr. Judith Gay, Consultant to the Board of Trustees
Dr. Amy Birge – Carracapa, Director of Assessment
Lizzie Gordon, Assessment and Evaluation Coordinator
Dr. Nicole Rayfield, Interim Dean of Business and Technology
Gayathr Banavara, Department Head Business Leadership, Fashion & Hospitality
Kristen Ainscoe, Department Head Fashion Merchandise & Marketing
Dr. Lisa Sanders, Dean of Liberal Studies
Dr. Girija Nagaswami, Professor of English

I. Public Session

a) Approval of the Minutes (A)

Trustee Fulmore-Townsend presented the minutes of the January 9th meeting for a vote. Trustee Jenkins motioned to approve the minutes, and Trustee Ireland seconded the motion. All members voted in favor of the motion, and the minutes were approved unanimously.

b) Business Leadership A.A.S APR Review (A)

Dr. Marshall informed the Board that both presentations during the meeting were related to two programs in the Business & Technology division, one of which is the Business Leadership and

Associate of Applied Science program (BUSL A.A.S), a top offering at the college. This program intentionally integrates diversity, equity, and inclusion into its curriculum. Students are encouraged to participate in experiential learning opportunities like the SAXBY's program which is a student-run location that allows the student CEO to earn credit towards a business degree. Under the leadership of Department Head Gayatri Banavara, the division is pursuing accreditation status for the Business Leadership program from the Council for Business Schools and Programs, which specializes in accreditation for community college programs and associate degree schools. This accreditation will emphasize teaching excellence, assess student learning outcomes, and support a continuous improvement model, allowing the BUSL A.A.S. program to gain global recognition among all business programs, strengthen marketing efforts, and foster stronger articulation agreements.

Dr. Amy Birge-Caracappa presented key findings from the APR to the Board. The Business Leadership A.A.S program was designed to align with several proficiency certificates in the Business and Technology division, including the BUSL PC (Proficiency Certificate) and the Entrepreneurship and Innovation PC, among others. Additionally, no prior APR recommendations have been made since the program became effective in 2019. The BUSL AAS experienced a steady increase in enrollment from Spring 2022 to Fall 2023, followed by a slight decline in Spring 2024. The average enrollment in the AAS program from 2019 to 2024 was 61.6 students, rising to 84.8 students when including enrollment in the PCs. The ratio of full-time to part-time enrollment aligns with that of the College. In terms of demographics, BUSL enrollment is comparable to the College, with notable exceptions showing a lower average proportion of students identifying as white females (9.55%) compared to the overall college population (13.99%), and a larger proportion of students identifying as Black males (17.33%) compared to the College average (12.33%). From Fall 2019 to Fall 2022, the proportion of BUSL students who returned to the same program (32.1%) was similar to the overall college rate (35.1%), while the proportion of students who returned to a different program from one semester to the next (12.6%) was higher than the College overall (6.7%).

Since 2019, BUSL has awarded 18 A.A.S degrees and six proficiency certificates (three BUSL PCs, one former Entrepreneurship PC, and two current Entrepreneurship and Innovation PCs). The program evaluates its PLOs (Program Learning Outcomes) annually during required course sessions by utilizing tools such as worksheets, projects, and role-play scenarios. The BUSL program is seeking accreditation from the ACBSP (Accreditation Council for Business Schools and Programs) and incorporating COIL (Collaborative Online International Learning) into the classroom, enriching global experiential education. Dr. Birge-Caracappa and her team recommend a moderate enrollment increase over the next five years for the BUSL A.A.S program, with the goal of enrolling at least 148 students by Fall 2029. In addition, the OAE (Office of Assessment and Evaluation) recommends that the BUSL program investigate why students choose to return to a different program at a higher percentage than the College overall and develop a retention strategy based on their findings.

Ms. Banavara provided the Board with insights into how students earn certificates in entrepreneurship and innovation, project management, and insurance. These certificate programs create gateway opportunities, ensuring that students are well-prepared for the workforce, job advancement, or transferring to other college programs. The available programs

emphasize non-traditional businesses with a focus on management. Students who complete the A.A.S. program often transition to a four-year program related to business leadership or organizational management at another institution. The program also includes three partnerships, one of which is with Saxby's, allowing students to enter into a CEO agreement. Four out of ten students in the college's business leadership program participated in this apprenticeship initiative. Participants in Saxby's apprenticeship program receive a certificate in Entrepreneurship and Innovation within six months. Another partnership is the AON Apprenticeship Program, where students have the opportunity to have paid work experience in the Philadelphia AON office while attending tuition-paid classes at CCP in the Business Leadership program. A third partnership is currently in development with PGW (Philadelphia Gas Works) and is awaiting the finalization of details.

When the program began in 2019, it included various general business programs, such as the Business Leadership Associates. In 2021, the curriculum was revised with input from faculty, an advisory board, local businesses, and educators from other institutions. Two new courses were proposed: Building Teams and Managing People, and DEI and Ethics in Business. Ms. Banavara expressed her excitement to the Board upon learning that the college's DEI and Ethics in Business course was one of the first in the field. The course ran for the first time last year, achieving significant success.

Ms. Banavara informed the Board that accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) would enhance the program. Strengthening the college's programs could serve as a marketing strategy to attract more students and elevate national and global visibility, potentially fostering academic partnerships. Since 1990, Bucks County Community College, Butler County Community College, and Northampton Community College have upheld their accreditation. Both our institution and Montgomery County Community College are currently candidates for accreditation. Ms. Banavara stated that the accreditation process is in the writing stage, with completion expected this year, followed by site visits in the spring of 2026 and anticipated accreditation by June 2026.

Another program innovation shared with the Board is the integration of Collaborative Online International Learning (COIL) into the curriculum. Faculty and students collaborate with international peers on projects, fostering cultural competency. Most recently, students at the college have worked with peers in the Philippines, scheduling time with students located 12 hours ahead. By the end of the program, students are equipped for the workforce with real-world international experience. Ms. Banavara expressed her intention to meet with the deans to discuss implementing a digital badge or certificate within the program upon successful course completion for courses with COIL projects.

Ms. Banavara introduced one of her students, Juliana DeJesus, to the Board to share her COIL experience in the program. Ms. DeJesus is a third-year student at CCP and is set to graduate in May. Initially, she majored in Business General but opted for a program that would better prepare her for the workforce, especially as a full-time working mother raising a child. The Business Leadership program better suited her needs. While studying in this program, she appreciated the COIL experience, which will equip her for a global economy; it is crucial for institutions to help students understand how to conduct business on a global scale. Another

highlight was the opportunity to pursue a complementary discipline, which enabled her to obtain a real estate license and become a licensed realtor in Philadelphia.

- Trustee Fulmore-Townsend inquired whether any assistance was required to advance the program. Ms. Banavara stated that support is essential to hire full-time faculty, especially for BUSL 101, which relies heavily on adjuncts. She also mentioned that assistance from marketing is needed to distinguish between the Business General and Business Leadership programs. Dr. Rayfield updated the Board that the department was preparing to host its second annual Dream to Reality Summit, intentionally featuring presentations that originated from the gateway concept of BUSL. For instance, the Women in Real Estate (WIRE) would hold a workshop and panel. Hosting events showcasing the diversity of business programs and pathways and involving exceptional students in the classroom and extracurricular activities truly enhances exposure.
- Trustee Jenkins inquired about updates on apprenticeship programs, their benefits for students, and potential improvements. Dr. Rayfield informed the Board that she holds regular meetings with Saxby's recruitment team, which is responsible for boot camp training and overseeing the student CEO. During these status calls, they discuss the progress of their partnership. Recently, changes have been made to the selection process for student CEOs. Previously, students applied, Saxby's managed everything, and then the student began. Dr. Rayfield, Ms. Banavara, and Professor Archie (Department Head of Accounting) are now involved in this process, conducting interviews, ensuring the curriculum aligns with the partnership agreement, and seeking innovative enhancements. The program also hosts bi-weekly tabling sessions where Saxby's sets up a table in Bunnell every other week to promote their products and services as a student CEO option. The department has monthly meetings with the Aon Corporation program to ensure seats are reserved for students enrolled in that program. Furthermore, we hold monthly meetings with the Aon team to address any issues that may arise, such as recruitment, retention, or classroom concerns.
- Trustee Clancy asked how many students are participating in the Aon program. Dr. Rayfield informed the Board that there are between 10 and 15 students in the partnership. Trustee Clancy asked if the Aon program is two years long and when the students transition into full-time Aon employees. Dr. Rayfield confirmed that the program is for two years, and after the second year, students become full-time Aon employees. Trustee Epps asked how long the Aon program has been in place. Ms. Banavara informed the Board that the Aon partnership has existed since 2022.

b) Fashion Merchandising & Marketing A.A.S APR Review

(A)

Dr. Marshall informed the Board that the Fashion Merchandise and Marketing (FMM) program is one of our small yet mighty programs. The program began in the fall of 2019, just before COVID-19 and enrollment was negatively impacted by this timing of the program launch at the

time of the pandemic. This program collaborates with four-year institutions like Drexel University and Jefferson University to provide unique opportunities for students to work with high-quality materials and equipment. Additionally, it partners with the college's Power Up Your Business program to support small businesses with their merchandising and marketing needs. Career Threads is another on-campus partnership that provides support for students who are interviewing and seeking job placement by assisting with the design and presentation of donated clothing for these students. As shared in previous Student Outcomes Committee meetings, there are opportunities for fashion merchandise and marketing students to assist with costumes for some of our theater productions. The program also emphasizes experiential learning, a strong advisory board, and dedicated, talented leadership team. Like the other program, there is a clear focus on DEI throughout the curriculum and on broadening representations of expertise in the field. Dr. Birge-Caracappa noted that the Fashion Merchandising and Marketing A.A.S includes an associated proficiency certificate, the Fashion Merchandising and Marketing PC, which was renamed from Retail Sales and Customer Service PC in Fall 2022. The data in the APR shared encompasses information from both iterations of these PCs and is categorized accordingly. Additionally, there are no prior APR recommendations because the program was only initiated in Fall 2019.

The Fashion Merchandising and Marketing program saw a significant enrollment increase in Fall 2022, followed by a typical decrease in Spring 2023, a subsequent rise in Fall 2023, and a slight drop in Spring 2024. The average enrollment and associated percentages from 2019 to 2024 stood at 36.6. The program enrolls a larger percentage (37.8%) of full-time students than the overall college (30.6%). Additionally, the Fashion Merchandising and Marketing program includes more students identifying as Black females (35.2%) than the overall college (30.1%). In comparison, it has a lower average proportion of students identifying as White females (9.55% compared to the college's overall 13.99%). Furthermore, it has a higher percentage of students identifying as Black males (17.33%) compared to the overall college (12.33%) and a smaller percentage of White males (2.7%) than the overall college (7.7%). The program enrolls a similar percentage of students identifying as female (69.8%) compared to the College (66.8%) and a higher proportion of students under the age of 30 (92%) than the overall college (74%). From Fall 2019 to Fall 2022, the percentage of Fashion Merchandising and Marketing students who returned to the same program (29.9%) was lower than that of the overall college (35.1%), while the percentage of students who returned to a different program from one semester to the next (12.6%) was higher than the College average (6.7%).

The Fashion Merchandising and Marketing program has engaged in various activities to respond to or keep pace with significant transformations in the industry driven by changing consumer behaviors, technology, influencer marketing, and global events. Dr. Birge-Caracappa and her team recommend a moderate enrollment increase over the next five years, aiming to enroll between 59 and 69 students by Fall 2029. Furthermore, it is suggested that the FMM develop a recruitment plan that leverages its many partnerships with regional marketing, commerce, and fashion, along with outreach at the college.

Ms. Kristen Ainscoe, the Department Head of the FMM program, explained that this program aims to develop students into professional problem solvers, focusing on business rather than solely on the fashion industry. The curriculum is structured as a workforce program, seamlessly

integrating both instruction and projects. Numerous practical work experiences are available, allowing students to enhance their resumes. This experience will help them qualify for summer internships and ultimately secure employment with those companies after graduation. The program prioritizes DEI and ensures a robust and diverse roster of guest speakers, enabling students to envision themselves in the jobs and positions they aspire to, as well as in the designs they are considering. Some experiential learning opportunities incorporate elements of fashion that particularly resonate with students. Workshops have included sneaker design, jewelry making, and footwear creation. Students can hear from a panel of industry experts, followed by field studies, and are also given the chance to create their own projects. Currently, the PC has one student enrolled. Therefore, the department is evaluating whether to continue the certificate opportunity. All courses offered by the FMM program are fundamentally based on a skills-oriented foundation that emphasizes the development of strong employees. When the program first began, many students enrolled in courses, but only a few were specifically in the FMM program. During COVID, significant insights were gained regarding student learning, particularly in online education, and whether the college's program could operate effectively in those circumstances. The program aims to align its academic planning and schedules while optimizing current course availability.

The report's job forecast for the program appears promising, indicating a stable and growing market in merchandising and marketing. Many students enter the program because they own fashion businesses and believe they possess adequate skills. However, once they attend classes, they soon realize they need more support. Furthermore, many students express interest in fashion design but recognize the necessity of mastering the fundamentals of merchandising and marketing before pursuing that path, which encourages transfer opportunities. Overall, every area except the sales force is experiencing growth in the marketplace. Ms. Ainscoe introduced a recruitment initiative called the Business of Cookies. When she began working on the program, recruiting as a standalone effort was quite challenging. Therefore, she examined the departments collectively and considered recruiting strategies from a departmental perspective. Each department features workshop stations with planned activities. The program has partnered with the Philadelphia School District, attracting approximately 200 to 250 prospective students each semester who participate in this initiative.

In the experiential retail course, the program establishes partnerships with companies, brands, or individuals to collaboratively address specific business challenges. For instance, students participated in styling for the college's production of "Glass Slipper," designing outfits for each character. Additionally, the department collaborated with the Tourism Hospitality Management course, where students were tasked with selecting and purchasing a product at a retail price not exceeding \$7 and developing a corresponding marketing plan for its sale.

The department successfully executed a grant last year, made possible through collaborations with Advanced Functional Fabrics of America (AFFOA) and Thomas Jefferson University (TJU). This initiative, funded by the Department of Defense, aimed to introduce students to various manufacturing careers and opportunities, emphasizing a significant component of diversity, equity, and inclusion (DEI). Upon discovering this project, TJU sought the college's partnership, leading to full funding for student travel from our campus to Thomas Jefferson's campus, where they engaged in screen printing, knitting, and weaving, culminating in a

presentation of their collections at the end of the semester.

The FMM program also involves collaboration with clients participating in our “Power Up” programs—small businesses that receive workshops and resources tailored to their needs. The program partners with these businesses to integrate them into individual course workshops, particularly for advanced junior or senior-level courses. For instance, the program has focused on private label development, where businesses like India Princess Hair implemented a comprehensive system plan that included creating profit and loss statements and assortment sheets, ensuring their readiness to advance their businesses further.

Regarding work experience, the program offers two courses that provide this experience: one focused internally and the other externally. The internal course has undergone various iterations, including Career Threads, which transitioned from CBI to a new location just last semester. Students independently crafted the aesthetics of this space, executed a merchandising plan, and developed a brand strategy and portfolio.

Ms. Ainscoe also shared retail store window initiatives with the Board, which began as a collaboration with Drexel University. Having previously taught within that program, she maintained a connection with the faculty who succeeded her. This enduring program allows students to gain firsthand experience by working closely with business owners, primarily through local business improvement districts and corridors in Philadelphia—a collaboration supported by members of our advisory board. Students utilize a designated budget, which currently stands at \$250 (an increase from the previous \$50), to engage with clients, analyze market conditions, devise strategies for store window displays, and execute their design concepts. The department has successfully conducted such initiatives in neighborhoods like Northern Liberties in partnership with Drexel students and in Old City, where the students have executed projects twice.

Our capstone offering is the digital commerce course, which connects clients exclusively with individual businesses to assess their digital presence and develop recommendations for digital commerce and social media strategies.

Looking to the future, the department recognizes significant industry trends, particularly the increasing investment in virtual reality (VR) and augmented reality (AR). To enhance students' understanding of these technologies, the department is actively exploring the integration of software into the curriculum. Furthermore, the department is incorporating artificial intelligence into various software applications within its program, enabling students to become familiar with functionalities that are increasingly relevant to their future careers. While there remains strong student interest in social media and influencer marketing, Ms. Ainscoe has observed a slight shift away from this focus this year, which she views favorably. Additionally, the program prioritizes sustainable and ethical practices across all courses. The department's adjunct, George Hall, discusses sustainability in textiles and materials directions, and this principle is effectively woven into the program's coursework.

- Trustee Fulmore-Townsend inquired about a comment related to the data shared by Dr. Birge-Carracappa, which indicated a higher proportion of students returning to

the College but potentially shifting their field of study, as well as the reasons behind it. Ms. Ainscoe informed the Board that the primary reason for this trend is that many students initially perceive the curriculum as enjoyable, underestimating the rigorous nature of the business functions essential to the fashion field. Consequently, some students reassess their paths and opt to pursue nursing, for example, as an alternative due to job security. While she is pleased that these students are transitioning to another program within the College rather than leaving, it highlights a significant opportunity for exploration. In discussions with students about their experiences in FMM, it is evident that they recognize the extended timeline required to achieve substantial earnings in this field. Many feel that nursing may provide more immediate financial rewards, which understandably influences their decisions.

- Trustee Posoff inquired about merchandising initiatives for small business retailers and Urban Outfitters. Ms. Ainscoe informed the Board that Urban Outfitters has historically not been a strong partner due to limitations in human resources and their internship program. The challenge lies in facilitating student entry into their organization without a completed four-year degree. Conversely, while the department is keen to explore collaborations involving vacant storefronts, current legal liabilities hinder the program from pursuing this option. Additionally, for the program's store window projects, the participating businesses must be situated near one another, enabling students to collaborate effectively in shared spaces. The business improvement districts typically fund the \$250 budget per store, which is a critical factor in selecting neighborhoods for the program. There has been significant variability among the business improvement districts, with Old City emerging as a commendable partner that values and supports the involvement of the program's students. However, other districts have faced management changes, complicating the program's collaborative efforts.

b) Collaborative Online International Learning (COIL)

(I)

In the previous presentation concerning Business Leadership, Ms. Banavara presented various opportunities that she has been conveying to her students through the collaborative online international learning initiative. Dr. Marshall aimed to offer additional context on this matter, as it encompasses more than just business; it extends across multiple disciplines and provides opportunities for our students to engage in global learning and perspectives throughout the curriculum. Furthermore, Dr. Lisa Sanders and Dr. Girija Nagaswami elaborated upon certain initiatives related to study abroad programs and global opportunities available to students.

Dean Sanders explained the newly established Center for Global Learning represents the latest iteration of the Center for International Understanding, founded in 2016 by faculty member Faye Beecham. This center was initiated alongside several grants that the college received at the time, aimed at promoting international learning and study abroad initiatives. This endeavor is more of a conceptual center than a physical establishment. COIL, which stands for Collaborative Online and International Learning, is, as mentioned previously, the program's most recent initiative. Its

objectives include integrating international content into academic courses, providing support for students and faculty during study abroad experiences, facilitating global scholarship opportunities, fostering achievements with an international focus, and promoting and supporting courses centered on global learning.

Dr. Girija Nagaswami elaborated on the foundation of Collaborative Online International Learning (COIL), a term first introduced by Jon Rubin in 2006. COIL establishes connections between courses, integrating classrooms from two or more higher education institutions situated in diverse countries or cultural contexts. This collaborative approach may take place in person, in a hybrid format, or entirely online, and it can occur synchronously or asynchronously. Students from the Community College of Philadelphia (CCP) engage in collaborative group projects with peers from an international institution. The COIL initiative is seamlessly incorporated into a designated course, aligning with specified learning outcomes. It eliminates barriers and enhances access to global educational opportunities. Additionally, it promotes intercultural competence, fosters collaborative skills, supports the development of a global perspective, and incurs no costs for students.

Several sessions were conducted for faculty members to elucidate the concept of COIL, its significance, and the methodologies for its implementation. Faculty Center for Teaching and Learning facilitators, namely Dr. Girija Nagaswami, Ilze Faucette, and other faculty members like Dr. Bonavara, actively engaged in an intensive six-week COIL Leadership Institute. The Summer Institute 2024 encompassed a full day devoted to COIL, featuring an afternoon workshop tailored for faculty members interested in this initiative. Several faculty participated in a complimentary, rigorous six-week COIL Leadership Institute. This program facilitated an in-depth understanding of COIL, encompassing its setup, initiation, expansion, and evaluation. The endeavor culminated in last year's Summer Institute, an annual event that dedicated an entire day to COIL-related activities open to all faculty.

The COIL current and developing partnerships encompass a variety of countries, including Mexico, Hong Kong, the Philippines, Ecuador, South Africa, and the United Kingdom. During the previous term, COIL was integrated into several courses, with approximately eight faculty members actively participating in the COIL partnership. Specific examples of activities that occurred in select classes include an honors literature class, where students from CCP and Columbia engaged in a shared reading of the same book and exchanged narratives to discuss their interpretations. Another notable project involved a selfie assignment initiated by two art professors, where their students created a selfie and articulated its significance. Lastly, Ms. Banavara's class focused on developing infographics related to their study topics. In addition to these examples, it is important to explain how these COIL projects are structured. The content of these projects is determined collaboratively by the two faculty members involved, who discuss their respective courses and how the project aligns with the curriculum. The duration of the projects can vary from three to four weeks, although some COIL implementations may extend beyond this timeframe. We always advise faculty to start with simple projects, especially during their initial attempts, as this was our first experience. Most activities were conducted over three to four weeks, given the various factors that needed to be navigated. For instance, the time difference posed a challenge; the Philippines operates on a schedule opposite to ours, where our night corresponds to their morning and vice versa. However, despite these challenges, students

exhibited remarkable adaptability, utilizing platforms such as WhatsApp to facilitate their project collaboration. Initially, we anticipated this would pose a problem, but it ultimately did not hinder their efforts.

Two post-COIL questionnaires were conducted to assess growth and differences. Notably, 90% of students said they would recommend a class featuring a COIL project to others, which was gratifying. While some students encountered initial technical difficulties the majority were eager to participate again, feeling they had gained valuable skills. They highlighted that they had learned to collaborate with students who do not share the same language and to manage time zone differences using identical technology.

Dean Sanders addressed the IDEAS grant, a program supported by the US Department of State and funded by the US Government. One of the key factors that has allowed the college to significantly scale the initiative is the acquisition of this federal funding, which amounts to \$35,000 and aims to promote Collaborative Online International Learning (COIL) across all three academic divisions. This semester, three teams are traveling during spring break to three distinct countries, comprised of three to four faculty members who will engage with local individuals and institutions. The COIL team is optimistic that this federal grant will continue to be available and intends to apply for it consistently. The resources provided by this grant have proven transformative for their efforts.

- Trustee Jenkins inquired whether the funding was federal. Dean Sanders informed the Board that the funding came from the federal government through the University of Pennsylvania and had been provided for the current year, however, the funds can't be used.

Selected faculty will collaborate with institutions in India and the Philippines for COIL in Fall 2025. Participants include Jennifer Schneider (Paralegal faculty), Melissa Altman-Traub (Nutrition faculty), Nicholas Molnar (History), Imran Khan (Computer Technology), and Ann Ho (Communication & Media Studies). As Spring 2025 approaches, the IDEAS team plans visits to Mexico, Spain, and South Africa. The teams will actively seek additional faculty for COIL, emphasizing general education courses while exploring further opportunities. They will also identify courses implementing COIL in Banner and collaborate with the Office of Institutional Effectiveness to align COIL with general education competencies, such as Cultural Analysis and Interpretation, Oral Communication, and Creative Expression.

Dr. Marshall recommended that the Board approve the Business Leadership program APR for the next five years. Trustee Clancy conveyed that the APR aligns with labor market trends concerning the diverse skills needed in the job market. Trustee Clancy voted to move.

Dr. Marshall expressed her support for the Fashion Merchandise and Marketing Program. However, she recognizes that certain challenges have arisen during the initial phases of its implementation at the time of the pandemic which has had lingering effects on enrollment numbers. Specifically, attracting students has posed a significant hurdle, particularly due to misconceptions surrounding the nature of the program, as it does not include fashion design. Nevertheless, the program has shown a commitment to cross-disciplinary collaboration, and she believes the experiential learning opportunities it offers are highly beneficial for our students.

She also recommends that some marketing support may be necessary to enhance future enrollment numbers. Overall, she considers this program to be robust and worthy of recommendation for approval for the next five years.

- Trustee Posoff suggested integrating more of the fashion merchandising and marketing business aspects into the program and specifically marketing it this way accordingly. Trustee Fulmore Townsend voiced concern that if the data remains consistent, when will other actions be taken to support a program like this if it continues to be relatively small? She expressed a desire for the Board to conduct another review during year three or year four for an update on the program. Trustee Ireland questioned whether the program could be competitive in the market since Moore launched their Fashion Merchandising program last year. Trustee Clancy noted that it would be wise to assess market competitiveness in two years and whether there is interest in the field within the local economy.

The Board unanimously approved the Fashion Merchandising and Marketing program for five years with a required evaluation and update in two years on data and enrollment.

COMMUNITY COLLEGE OF PHILADELPHIA

Academic Program Review: Business Leadership A.A.S.

Authors: Gayathri Banavara, Diael Thomas, Lizzie Gordon

Spring 2025

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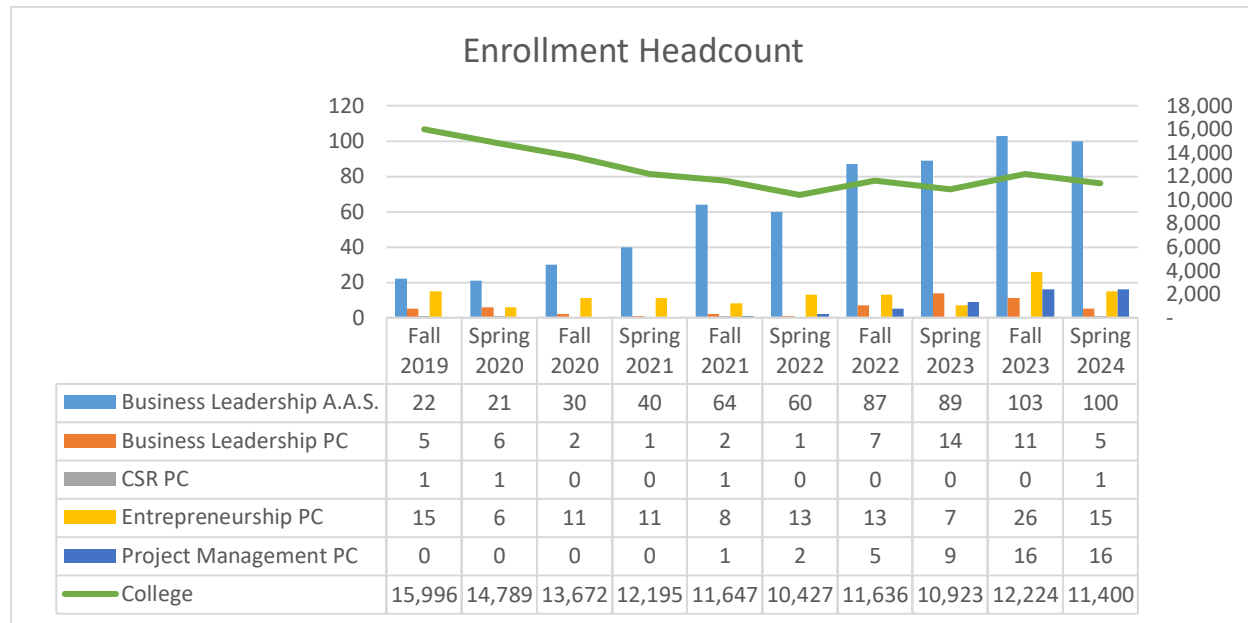
1. Executive Summary

A. Key Findings

Enrollment and Demographics

Enrollment

1. Average enrollment in the Business Leadership AAS between 2019 and 2024 was 61.6 students. Average enrollment in the AAS program and all PCs was 84.8 students.



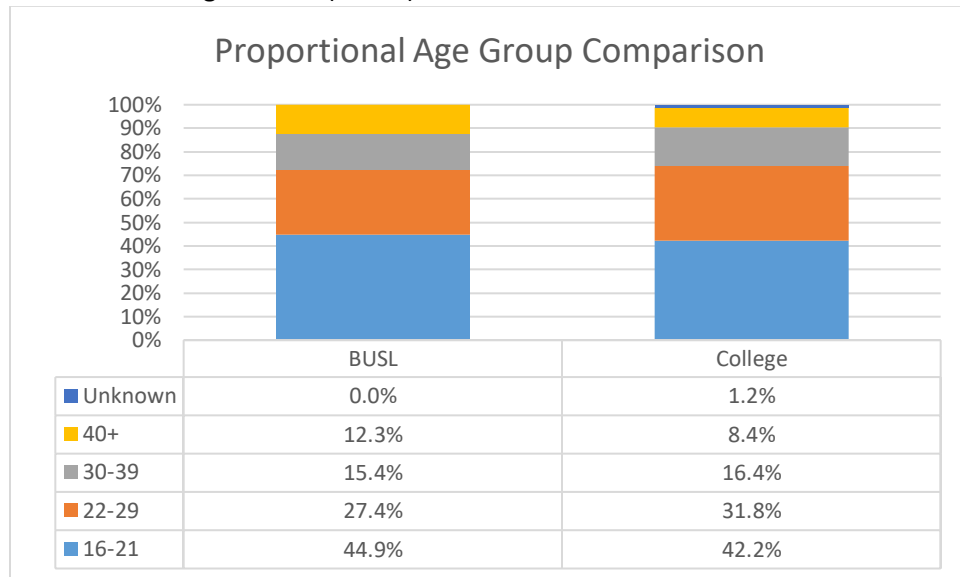
2. On average, the program enrolled a similar proportion of full-time students (30.2%) than that of the College overall (30.6%).

Demographics

3. On average, Business Leadership enrolled a similar proportion of students that identify as Black females (34.64%) than that of the College overall (30.05%) and a larger proportion of students that identify as Black males (17.33%) than that of the College overall (12.33%).
4. On average, the program enrolled a similar proportion of students that identify as Hispanic females (12.33%) than that of the College overall (11.74%) and a similar proportion of students that identify as Hispanic males (6.82%) than that of the College overall (5.19%).
5. On average, the program enrolled a lower proportion of students that identify as white females (9.55%) than that of the College overall (13.99%) and a similar proportion of students that identify as white males (4.05%) than that of the College overall (7.73%).
6. On average, the program enrolled a similar proportion of students that identify as Asian females (4.29%) than that of the College overall (5.91%) and a similar proportion of students that identify as Asian males (4.18%) than that of the College overall (4.78%).

BUSL		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
Amer Indian or Alaskan Native	Female	0.0%	0.0%	0.0%	1.9%	1.3%	0.0%	0.0%	0.0%	0.6%	0.0%	0.4%
	Male	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.8%	0.6%	0.0%	0.2%
Asian	Female	2.3%	0.0%	2.3%	5.8%	10.5%	6.6%	3.6%	5.0%	3.8%	2.9%	4.3%
	Male	0.0%	5.9%	4.7%	3.8%	2.6%	2.6%	5.4%	5.9%	5.8%	5.1%	4.2%
Black	Female	46.5%	38.2%	32.6%	28.8%	31.6%	31.6%	36.6%	33.6%	34.0%	32.8%	34.6%
	Male	20.9%	23.5%	14.0%	17.3%	13.2%	14.5%	17.0%	16.0%	17.3%	19.7%	17.3%
	Unknown	0.0%	0.0%	2.3%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%
Hispanic	Female	16.3%	11.8%	16.3%	13.5%	10.5%	13.2%	9.8%	6.7%	12.2%	13.1%	12.3%
	Male	9.3%	11.8%	7.0%	7.7%	2.6%	5.3%	6.3%	6.7%	5.8%	5.8%	6.8%
	Unknown	0.0%	0.0%	0.0%	0.0%	1.3%	1.3%	0.9%	0.8%	0.6%	0.0%	0.5%
Multi-Racial	Female	0.0%	0.0%	2.3%	3.8%	2.6%	2.6%	0.9%	1.7%	2.6%	2.9%	1.9%
	Male	0.0%	0.0%	0.0%	0.0%	1.3%	1.3%	1.8%	1.7%	0.0%	0.0%	0.6%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.1%
Other/Unknown	Female	0.0%	0.0%	2.3%	0.0%	0.0%	1.3%	0.9%	1.7%	0.6%	1.5%	0.8%
	Male	0.0%	2.9%	2.3%	1.9%	1.3%	1.3%	2.7%	2.5%	0.6%	2.2%	1.8%
White	Female	4.7%	5.9%	9.3%	11.5%	13.2%	13.2%	9.8%	10.9%	8.3%	8.8%	9.6%
	Male	0.0%	0.0%	4.7%	1.9%	7.9%	5.3%	2.7%	5.9%	7.1%	5.1%	4.0%

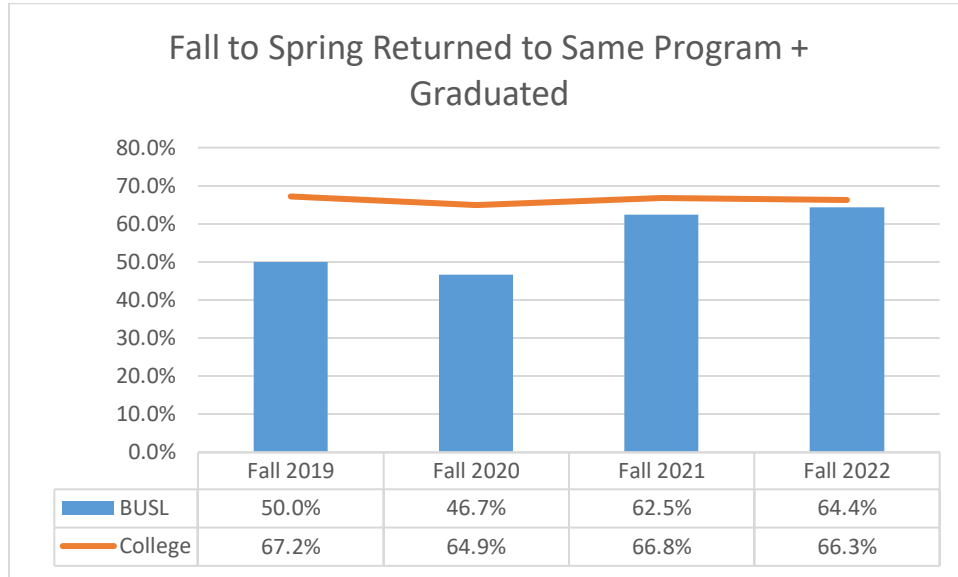
- 7. The program enrolled a similar proportion of students under 30 years of age (72.3%) compared to the College overall (74.0%).



Retention

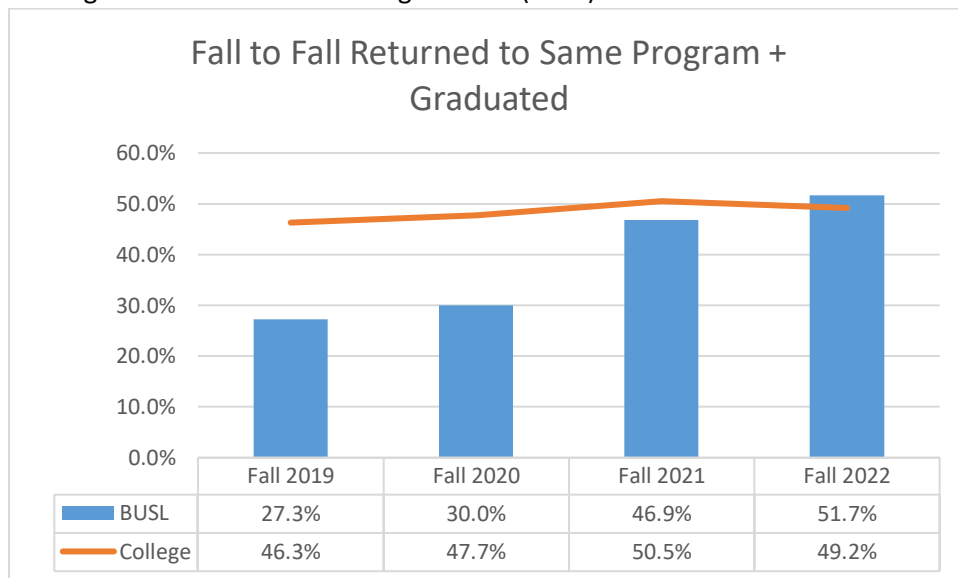
Fall to Spring

- 8. Over the period studied, the proportion of Business Leadership students who returned to the same program from one semester to the next (54.2%) was lower than that of the College overall (61.1%).
- 9. The programs' average proportion of students who returned to a different program (12.3%) was higher than that of the College overall (3.9%).



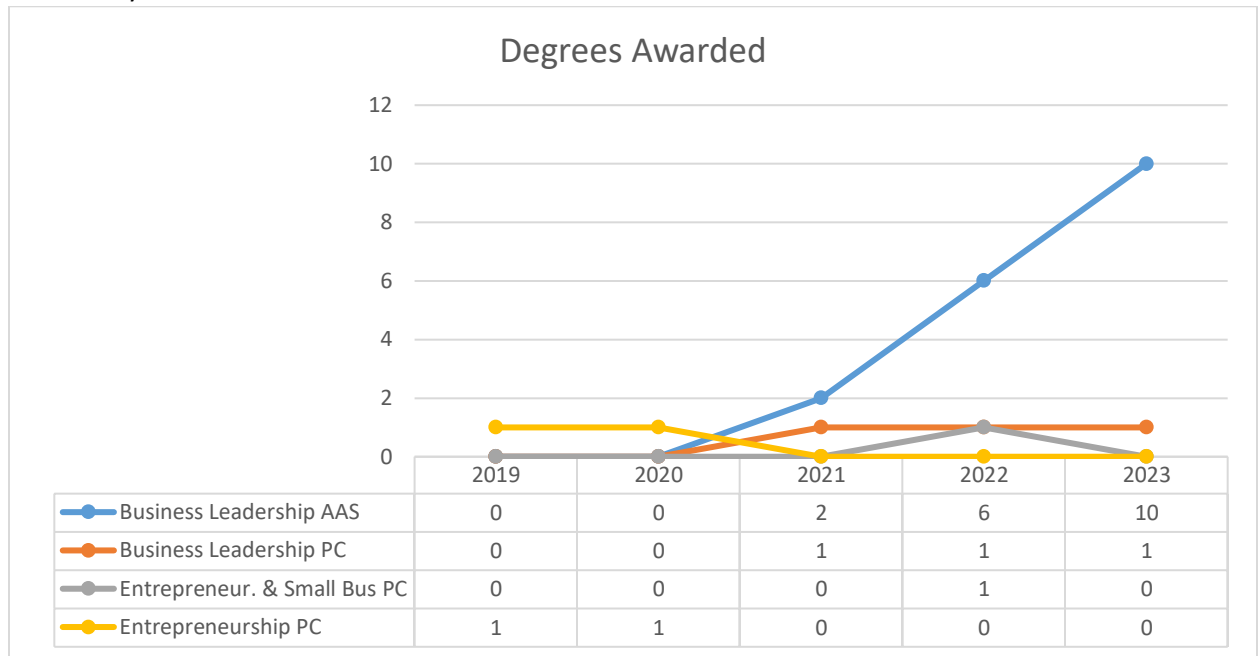
Fall to Fall

- 10. Over the period studied, the proportion of Business Leadership students who returned to the same program from one semester to the next (32.1%) was similar to that of the College overall (35.1%).
- 11. The program's average proportion of students who returned to a different program (12.6%) was higher than that of the College overall (6.7%).



Success and Graduation

12. Over the period studied, the Business Leadership program awarded 18 AAS degrees and 6 Proficiency Certificates.



Advisory Committee

13. The advisory committee is comprised of local community partners from organizations such as PNC Bank, Century 21 Forrester, Peirce College, Love Food, Philadelphia Gas Works, and Urban Air.
14. The advisory committee meets two times a year to discuss the status of the program, the future direction and plan for growth, and program and course revision.

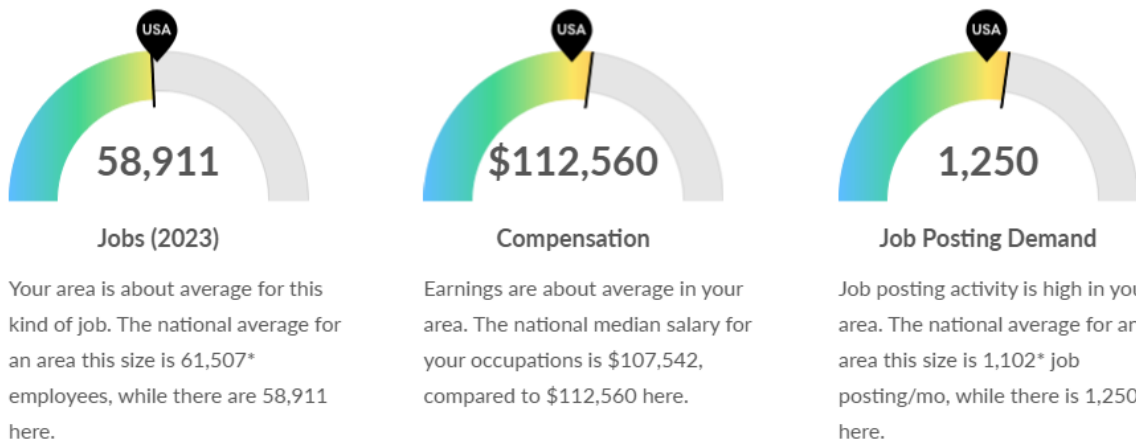
Assessment

15. The AAS in Business Leadership program has six program learning outcomes (PLOs):
- (1) Demonstrate leadership through planning and decision-making that incorporates diversity, equity, and inclusion with personal and organizational vision, mission, and values.
 - (2) Communicate effectively, using various methods, strategies, and techniques, with internal and external stakeholders.
 - (3) Make operational business decisions, utilizing critical thinking and business analytical skills to evaluate and solve business problems.
 - (4) Support a diverse and inclusive workforce through team-building and management strategies.
 - (5) Demonstrate leadership through ethical decision making that positively impacts internal and external stakeholders.
 - (6) Demonstrate proficiency in a complementary discipline area.
16. PLOs are assessed every year when courses run. Assessment measures include worksheets, individual or group projects, and role play and scenario assignments.

Workforce Development

- 17. To further improve, the program is undergoing an ACBSP (Accreditation Council for Business Schools and Programs) program accreditation. The accreditation focuses on recognizing teaching excellence, determining student learning outcomes, and developing a continuous improvement model.
- 18. Bringing Collaborative Online International Learning (COIL) into the classroom will provide students with an experiential education in working on a global virtual project/assignment and the faculty an opportunity for professional development and global networking as well as project opportunities that will keep them current in the industry and academia.

Aggressive Job Posting Demand Over an Average Supply of Regional Jobs



Your area is about average for this kind of job. The national average for an area this size is 61,507* employees, while there are 58,911 here.

Earnings are about average in your area. The national median salary for your occupations is \$107,542, compared to \$112,560 here.

Job posting activity is high in your area. The national average for an area this size is 1,102* job posting/mo, while there is 1,250 here.

*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and your area. In other words, the values represent the national average adjusted for region size.

Cost

- 19. Over the period studied, the Business Leadership program ran between 17-28 sections of its required courses each semester which were enrolled at 78.4% of capacity on average.
- 20. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$3153 which is less than its division average of \$3550 and less than the College average of \$4207.

B. Prior APR

Business Leadership became effective in Fall 2019. This is the first Academic Program Review for Business Leadership.

C. Action Items

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

Enrollment and Demographics

1. Increase enrollment as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID Benchmark)	Fall 2023 Headcount		N	% increase*	N	% increase	N	% increase
22	103	Low range	104	1.1%	104	0.33%	104	0.12%
		Base	110	7.22%	117	6.48%	124	6.30%
		High range	117	13.30%	132	12.64%	148	12.47%

*Increase from Fall 2023 headcount

** “Low range” projections reflect expected growth given few to no successful enrollment interventions; “High range” projections reflect expected growth if planned interventions are successful.

2. Investigate the reasons students choose to return to a different program at a higher percentage than the College overall and develop a retention strategy based on findings.

Responsibility: Department head and program faculty with College support

Timeline: Fall 2026

D. Narrative

The Business Leadership AAS degree program is designed to enhance business knowledge for opportunities in most industries, including for-profits, non-profits and government agencies, and can help students improve or launch a business. The program also has fifteen deliberate credits open for the students to choose a specialization or specific field with a proficiency certificate such as the Entrepreneurship and Innovation PC, the Insurance PC, or the Project Management PC. These fifteen credits of specialization strengthen the students’ already existing focus on leadership in business organization and connect it with their individual interests. After graduation, students may also transfer and pursue a bachelor's degree, giving them additional

options for future growth and success. The program builds a strong foundation in various aspects of business and leadership, including customer service leadership, building teams and managing people, organizational leadership, and provides an understanding of the ethics in diversity, equity, and inclusion in organizations. In the current state, the program transfers to ten institutions and various degree programs such as Business Leadership, Organizational Leadership, Business Administration, and Entrepreneurship & Innovation.

COMMUNITY COLLEGE OF PHILADELPHIA

Academic Program Review: Fashion Merchandising & Marketing A.A.S.

Authors: Kristen Ainscoe, Dial Thomas, Lizzie Gordon
Spring 2025

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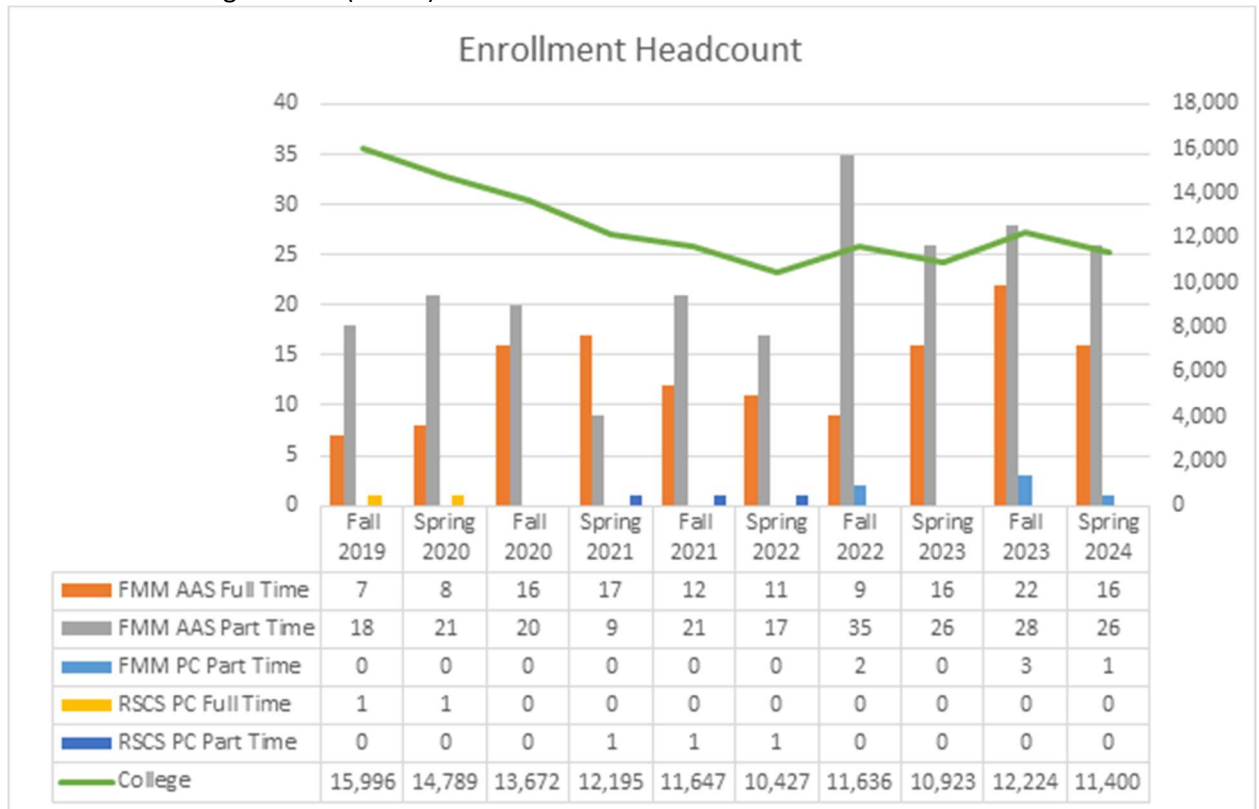
Executive Summary

A. Key Findings

Enrollment and Demographics

Enrollment

1. Average enrollment in the Fashion Merchandising & Marketing AAS, Fashion Merchandising Marketing PC, and Fashion Retail Sales and Customer Service PC between Fall 2019 and Spring 2024 was 36.6.
2. On average, FMM enrolled a larger than average percentage (37.8%) of full-time students than the College overall (30.6%).

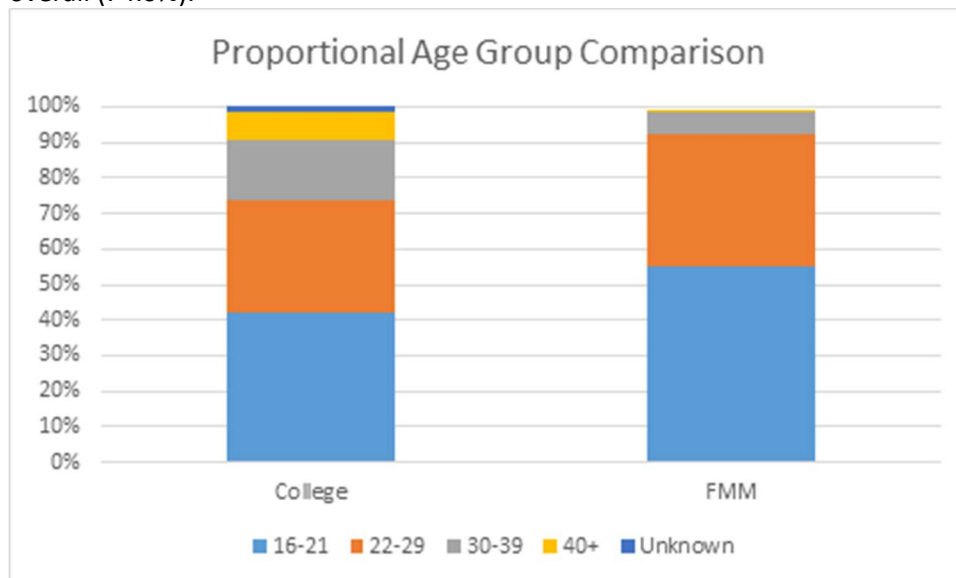


3. During the period studied, the program enrolled a higher percentage of students that identified as Black females (35.2%) compared to that of the College overall (30.1%) and a similar percentage of students that identified as Black males (15.5%) than that of the College overall (12.3%).
4. During the period studied, FMM enrolled a similar percentage of students that identified as White females (12%) compared to that of the College overall (14.0%) and a lower percentage of students that identified as White males (2.7%) than that of the College overall (7.7%).
5. During the period studied, FMM enrolled a similar percentage of students that identified as Hispanic females (11.1%) compared to that of the College overall (11.7%) and a similar percentage of students that identified as Hispanic males (5.8%) than that of the College overall (5.2%).

- During the period studied, the program enrolled a similar percentage of students that identified as Asian females (7.9%) compared to that of the College overall (5.9%) and a similar percentage of students that identified as Asian males (1.8%) compared to that of the College overall (4.8%).

FMM		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
Asian	Female	3.8%	3.3%	5.6%	14.8%	11.8%	13.8%	10.9%	7.1%	5.7%	2.3%	7.9%
	Male	0.0%	0.0%	5.6%	0.0%	2.9%	3.4%	0.0%	0.0%	1.9%	4.7%	1.8%
Black	Female	30.8%	40.0%	36.1%	25.9%	32.4%	31.0%	34.8%	40.5%	41.5%	39.5%	35.2%
	Male	11.5%	13.3%	11.1%	11.1%	14.7%	10.3%	15.2%	21.4%	22.6%	23.3%	15.5%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	2.4%	0.0%	0.0%	0.5%
Hispanic	Female	11.5%	10.0%	13.9%	11.1%	8.8%	13.8%	15.2%	7.1%	5.7%	14.0%	11.1%
	Male	15.4%	10.0%	2.8%	7.4%	2.9%	3.4%	2.2%	0.0%	9.4%	4.7%	5.8%
Multi-Racial	Female	7.7%	0.0%	0.0%	0.0%	2.9%	3.4%	2.2%	2.4%	1.9%	2.3%	2.3%
	Male	7.7%	6.7%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	2.3%	2.0%
Other/Unknown	Female	0.0%	3.3%	0.0%	0.0%	0.0%	0.0%	4.3%	2.4%	1.9%	0.0%	1.2%
	Male	0.0%	3.3%	5.6%	3.7%	0.0%	0.0%	2.2%	2.4%	0.0%	0.0%	1.7%
White	Female	7.7%	6.7%	11.1%	22.2%	17.6%	17.2%	8.7%	14.3%	7.5%	7.0%	12.0%
	Male	3.8%	3.3%	8.3%	3.7%	2.9%	3.4%	0.0%	0.0%	1.9%	0.0%	2.7%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	0.2%

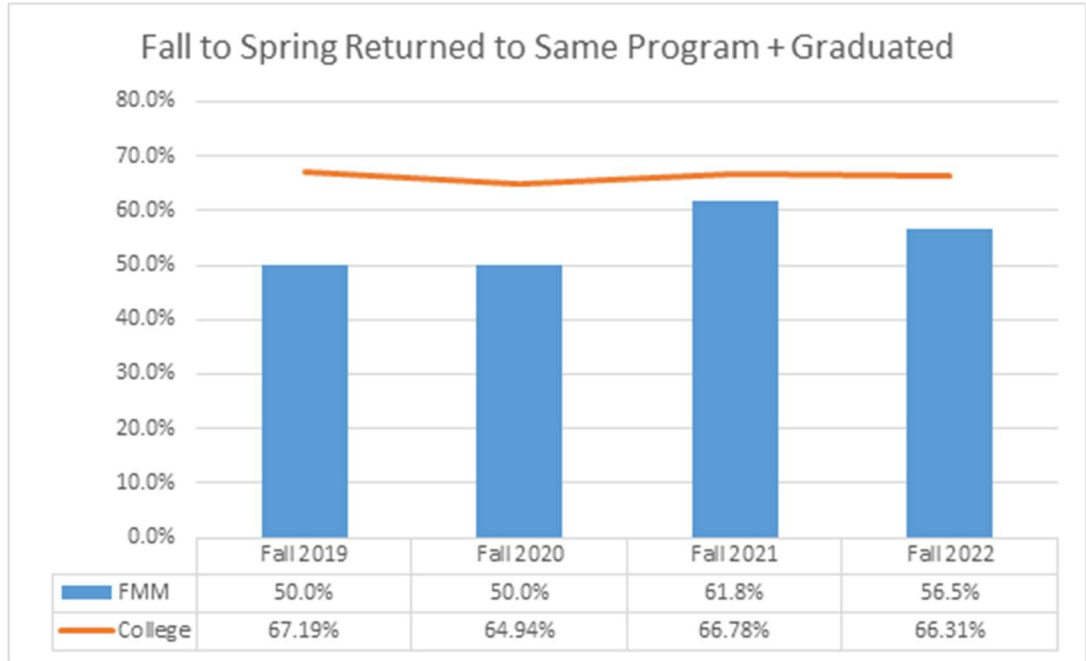
- Overall, the program has a similar proportion of female students (69.8%) compared to that of the College overall (66.8%).
- FMM enrolled a higher proportion of students under the age of 30 (92%) than the College overall (74.0%).



Retention

Fall to Spring

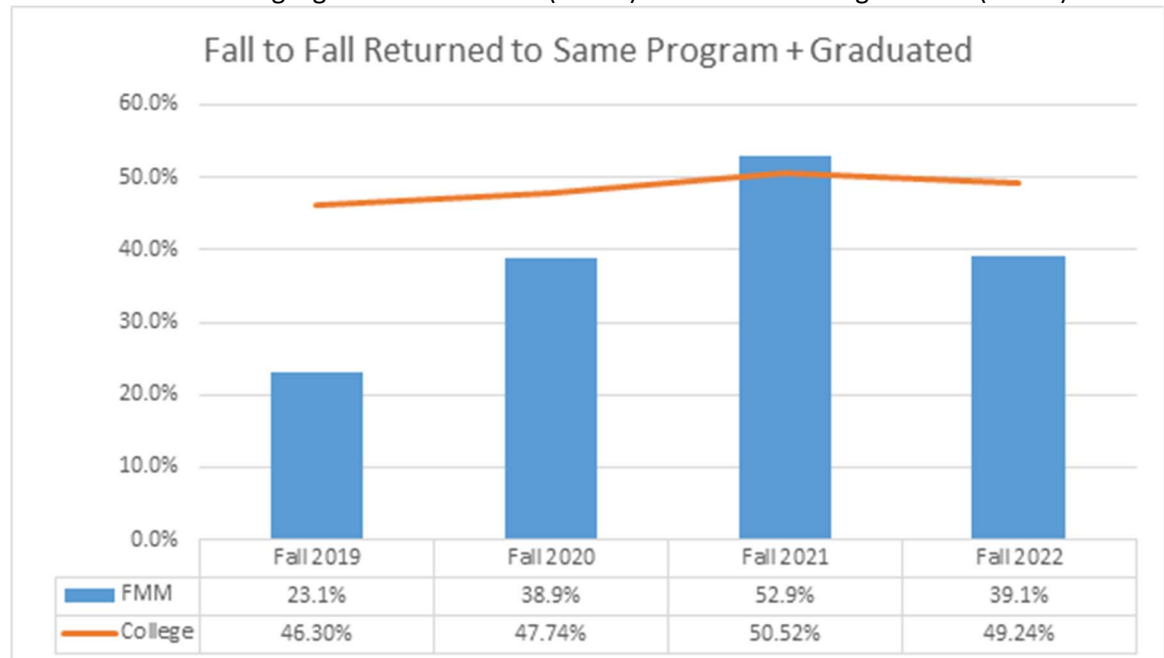
- The program averaged a lower proportion of students who returned to the same program for the Spring semester following a given Fall semester (54.0%) than did the College overall (61.1%).



1.

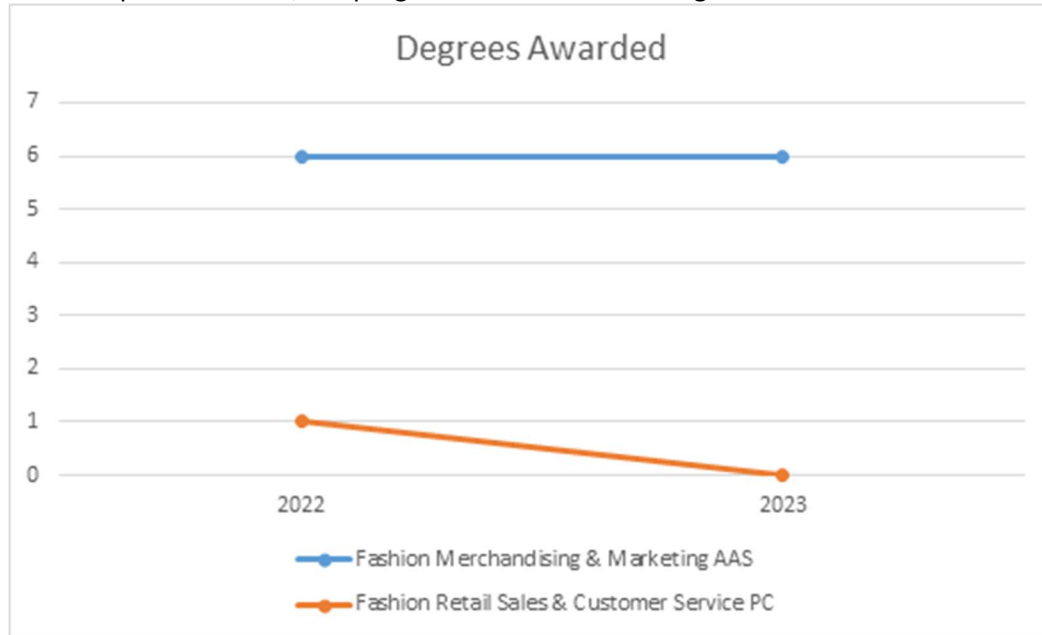
Fall to Fall

- FMM averaged a lower proportion of students who returned to the same program from the Fall semester following a given Fall semester (29.9%) than did the College overall (35.1%).



Success and Graduation

11. Over the period studied, the program awarded 12 AAS degrees and 1 PC.



Advisory Committee

12. The advisory committee is comprised of community partners from organizations such as Commercial Corridor Improvements, the Department of Commerce, the Enterprise Center, Drexel University, Northern Liberties Business Improvement District, and other local business owners.

Assessment

13. Fashion Merchandising and Marketing has six program learning outcomes:

1. Articulate and discuss the foundation of the integrated fashion industry.
2. Apply fashion industry knowledge to solve problems and justify decisions.
3. Demonstrate proficiency or mastery in soft skills necessary for success in any fashion career.
4. Demonstrate proficiency or mastery in Marketing as it relates to the fashion industry.
5. Demonstrate proficiency or mastery in Merchandising as it relates to the fashion industry.
6. Apply fashion merchandising and fashion marketing concepts through hands-on experiences, including a retail lab, shopping zone field experiences, and in-class professional projects.

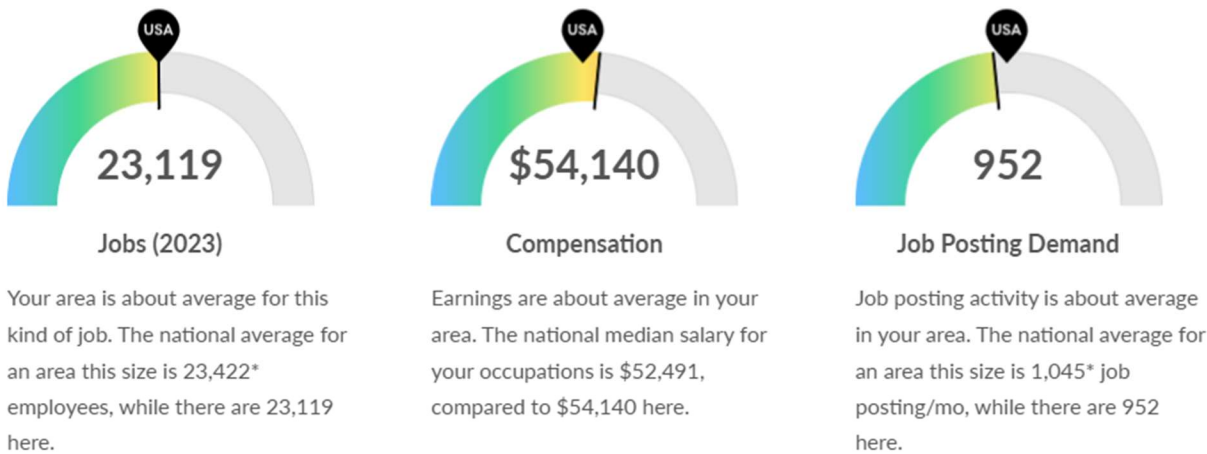
14. PLOs are assessed when courses run. A full program assessment was conducted in AY 2021-2022 when all courses in the program had run at least once.

15. The program advisory board provides direction for the program including reviewing assessment results, suggesting curricular changes, and consulting on emerging topics in the field. Program faculty meet every semester to make assignment updates aimed at improving student engagement, interpretation, and completion.

Workforce Development

- 16. Over the last five years, the retail industry has undergone significant transformations driven by evolving consumer behaviors, technological advancements, and global events such as e-commerce growth, influencer marketing, technological innovation, and subscription-based services.
- 17. The program has collaborated with businesses and Business Improvement Districts to gain experience in digital commerce.
- 18. All courses in the FMM curriculum focus on omnichannel integration, experiential retail, and sustainability practices. The FMM program has updated assignments and learning opportunities to incorporate supply chain management and data-driven insights.

Average Job Posting Demand Over an Average Supply of Regional Jobs



*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and your area. In other words, the values represent the national average adjusted for region size.

Cost

- 19. Over the period studied, the FMM program ran between one and seven sections of its required courses each semester, which were enrolled at 49.6% of capacity on average.
- 20. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$3480 which is less than its division average of \$3550 and less than the College average of \$4207.
- 21. FMM has a lab space that supports hands-on experiential learning through software such as Adobe Creative Cloud and SketchUp, and hardware such as Mac computers, a 360-degree photo box, laser cutter, heat press, camera, lighting, and microphone.
- 22. There is a course fee of \$85 for FMM 105: Textiles, FMM 130: Work Experience I, and FMM 155: Digital Commerce.

B. Prior APR

Fashion Merchandising & Marketing became effective in Fall 2019. This is the first Academic Program Review for Fashion Merchandising & Marketing.

C. Action Items

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

Enrollment and Demographics

1. Increase enrollment as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID Benchmark)	Fall 2023 Headcount		N	% increase*	N	% increase	N	% increase
		Low range	50	0.46%	50	-0.38%	50	-0.59%
		Base	53	6.35%	56	5.60%	59	5.42%
		High range	56	12.25%	62	11.59%	69	11.43%

*Increase from Fall 2023 headcount

** “Low range” projections reflect expected growth given few to no successful enrollment interventions; “High range” projections reflect expected growth if planned interventions are successful.

2. In addition to forming and maintaining partnerships with regional marketing, commerce, and fashion, create a recruitment plan that draws on these partnerships as well as outreach at the College to increase enrollment.

Responsibility: Program Coordinator and Department Head, with College support

Timeline: Fall 2026

D. Narrative

The Fashion Merchandising and Marketing program prepares students to work in the fashion and retail industry in sectors such as purchasing and marketing. Students gain valuable hands-on experience applying the psychological and theoretical elements that drive customers to make purchases. Students study the past, present and future of how retail contributes to the global economy, creates jobs and generates revenue; the customer experience and how it shapes how people interact with brands and influences their buying decisions, and the community impact of how local retailers and small businesses foster a sense of community. Students learn about textiles, manufacturing, and design elements through coursework and co-curricular activities.

All courses in the FMM curriculum focus on omnichannel integration, experiential retail, and sustainability practices. The FMM program has updated assignments and learning opportunities to incorporate supply chain management and data-driven insights to ensure students are highly competent and prepared to enter the industry and/or transfer to a baccalaureate granting institution. The advisory board provides real-time guidance and feedback that has been and continues to be incorporated into the curricula. Guest speakers frequent the classroom which ensures students have access to current industry shifts.

Students in the FMM program have excelled in small classes that offer personal attention, direct feedback, and meaningful engagement with the community. As a workforce-focused program, FMM consistently creates and delivers experiential learning opportunities that prepare students for the demands of the industry while making an impact on the local and global economy. The curriculum emphasizes hands-on learning by immersing students in the dynamic retail environment of Philadelphia, which serves as a vibrant, real-world laboratory. Through coursework enriched with client-based projects, students gain invaluable experience working directly with businesses, honing their skills in areas such as trend analysis, consumer behavior, and strategic marketing. Additionally, the program develops diverse internships and externships, allowing students to work in the field and grow their expertise. These opportunities help students become agile, professional problem solvers equipped to navigate the complexities of the global fashion industry.

Beyond their academic achievements, FMM students address some of the global economy's most pressing challenges. By integrating sustainable practices into their projects and promoting ethical sourcing, students are learning to shape a more responsible fashion ecosystem. They collaborate with local businesses to explore innovative supply chain solutions, optimize inventory management, and implement cutting-edge marketing strategies.

FMM students also take part in global consumer engagement. Through their work, they analyze shifting consumer behaviors and create strategies that connect brands with diverse audiences, fostering cross-cultural understanding and collaboration. Their efforts support the growth of small businesses and emerging designers, many of whom rely on creative merchandising and marketing solutions to compete in the global marketplace.

By blending classroom learning with real-world application, the FMM program equips students to not only excel in their careers but also to contribute meaningfully to the global economy. Their ability to adapt to an ever-evolving industry and their commitment to innovation ensure that they are well-prepared to make a lasting impact on the world of fashion and beyond.

**COMBINED MEETING OF THE BUSINESS AFFAIRS AND
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, February 19, 2025 – 9:00 A.M.**

Present for the Business Affairs Committee: Ms. Mindy Posoff, Chair (presiding), Mr. Harold Epps (via zoom), Pastor Jonathan Mason (via zoom), Mr. Timothy Ford, Mr. Rob Dubow (via zoom), Mr. Jeremiah White, Jr., (via zoom)

Present for the Executive Committee: Mr. Harold T. Epps, Chair (presiding; via zoom), Ms. Chekemma Fulmore-Townsend (via zoom), Ms. Aneenah Amir, (via zoom), Ms. Mindy Posoff, and Mr. Jeremiah White (via zoom)

Present for the Administration: Dr. Donald Generals, Mr. Jacob Eapen, Ms. Carolyn Flynn, Esp., Mr. Derrick Sawyer, Dr. Alycia Marshall, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Mr. Gim Lim, Ms. Marsia Henley, Mr. Tim Trzaska and Dr. Lipscomb.

Guest: Dr. Judith Gay, Vice President Emerita (via zoom)

Ms. Posoff called the meeting to order at 9:01 AM. Ms. Posoff highlighted the agenda, and asked Mr. Eapen to proceed with item #1.

AGENDA
BUSINESS AFFAIRS COMMITTEE
PUBLIC SESSION

Please note that Attachment A contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding (i.e., Capital Budget, Operating Budget, Grant, or Bond Proceeds) which College Administration is seeking approval.

(1) Capital Projects Paused; to be Revisited in March 2025 (Information Item)

Discussion: Mr. Eapen stated that in consultation with the Chair of the Board of Trustees and the Chair of the Business Affairs Committee, the following capital projects have been paused and will be reviewed in March 2025:

• Mint Façade	\$ 300,000
• Boardroom Renovations and Audio Visual	\$ 900,000
• Great Hall Renovation	\$ 1,200,000
• Winnet Front Offices	<u>\$ 2,600,000</u>
	<u>\$ 5,000,000</u>
 3- Year Capital budget plan:	 <u>\$30,226,695</u>
 Less: Projects that are paused	 <u>\$ 5,000,000</u>
 Projects approved:	 <u>\$25,226,695</u>

Mr. Dubow stated that this makes sense and asked if there anything on the operating side that can be paused. Ms. Posoff responded, yes.

(2) **Construction of NERC Pedestrian Bridge Award to Clemons Construction (Action Item)**

Discussion: Mr. Eapen stated staff seeks approval for construction for replacement of the pedestrian bridge at NERC. This bridge connects the rear parking lot to the front parking lot for building access. The current bridge was inspected and found to be structurally deficient and subsequently closed.

The College issued RFP #10223 on December 16, 2024 via Penn Bid. Bids were received January 30, 2025. The College received 3 responses Please refer to Attachment B.

- Clemens Construction \$296,305
- Athena Construction \$348,394
- AP Construction \$597,160

Mr. Trzaska stated that these bids include the base bid for the bridge replacement as well as alternates to enhance the bridge. Alternate #2 is to upgrade the steel to galvanized steel to provide for a longer lifespan. Alternate #3 is to upgrade the wood planking to IPE wood, a long-lasting weather resistant wood.

Ms. Henley stated Clemens Construction is based in Philadelphia. Clemens has 85 employees of which 21% are from underrepresented minority groups. Mr. Cooper asked what is the timing for the installation and how fast will be the expected completion? Mr. Eapen stated that by the time the contracts take place it will be all relative to the project. Mr. Trzaska added it's a 6-month process.

Staff request that the Business Affairs Committee recommend to the full Board to award Clemens Construction in the amount of \$296,305 for NERC Pedestrian Bridge Project. The NERC Pedestrian Bridge Project will be paid from the Capital Budget.

Action: Mr. Dubow motioned and Mr. Ford seconded the motion to recommend to the Board of Trustees the replacement of the pedestrian bridge at NERC. The cost of the replacement bridge will be \$296,305. Clemons Construction will construct the replacement for the pedestrian bridge. The contract will be paid from the capital budget. The motion passed unanimously.

(3) **Conversion of the Building Automation System to Honeywell BAS Platform (Action Item)**

Discussion: Mr. Eapen stated that staff seeks approval of an allocation of \$114,610 for the conversion of the Building Automation System (BAS) to Honeywell's BAS platform in the CBI Building. This conversion is a critical part of our efforts to unify

the College's BAS systems, ensuring that we transition from the current disparate setup independent systems to a single, integrated platform.

Mr. Trzaska stated that the existing system in the CBI building has become outdated and increasingly difficult to maintain, with parts becoming harder to source. Mr. Trzaska also stated that there are over seven (7) systems on the campus. Furthermore, operating seven separate BAS systems across the college presents numerous challenges in terms of efficiency, maintenance, and consistency. A unified Honeywell system would streamline these processes, improving operational effectiveness, reducing downtime, and ensuring a more reliable environment across all buildings.

This conversion not only addresses the technical limitations of the current system but also supports the college's long-term goal of standardizing building management systems, enhancing the capacity for centralized control and monitoring. We believe that this investment is essential for both the present and future efficiency of building operations across campus, and we kindly request your approval of the proposed funding.

Staff requests that the Business Affairs Committee recommend to the full Board \$114,610 for the conversion of the Building Automation System (BAS) to Honeywell's BAS platform in the CBI Building. These funds will come from the Capital Budget.

Action: Mr. Dubow motioned, and Mr. Ford seconded the motion to recommend to the full board \$114,610 for the conversion of the Building Automation System (BAS) to Honeywell's BAS platform in the CBI Building. These funds will come from the Capital Budget. The motion passed unanimously.

(4) Request for Extension of Food Services Contract with Canteen (Action Item)

Discussion: Mr. Sawyer stated that the College requests the Board's approval to extend the current food services contract with Canteen, which provides café operations, catering, and vending services on campus, set to expire on June 30, 2025. The existing contract originally awarded through a Request for Proposals (RFP) process in 2017, had only one vendor submitted a bid at that time.

Operating food services at a two-year college without meal plans presents a challenging market for vendors, making it difficult to attract multiple competitive bids. Despite these challenges, Canteen has remained a reliable partner, managing the café under a profit-and-loss (P&L) model along with a management fee and providing vending services with a commission structure that generates revenue for the institution.

Operating food services at a two-year college without meal plans presents a challenging market for vendors, making it difficult to attract multiple competitive bids. Despite these challenges, Canteen has remained a reliable partner, managing the café under a profit-and-loss (P&L) model along with a management fee and providing vending services with a commission structure that generates revenue for the institution. Mr. Sawyer stated

there was a study of the prices in the area (stores) such as City View, Dunkin Donuts, and we are keeping our prices lower for our students. Mr. Sawyer also mentioned that there a new specials on the menu each week.

Given the limited vendor interest in our last RFP process and the need to maintain uninterrupted food service for students, faculty, and staff, we recommend extending the current agreement under its existing terms. This extension will allow us to assess market conditions, explore potential service enhancements, and determine the best approach for the future of food services on campus.

	Vending Commission	Subsidy	
22	\$ 37,705	\$ 181,420	
23	\$ 24,445	\$ 241,200	
24	\$ 27,157	\$ 226,671	
25 (YTD)	\$ 22,168	\$ 123,930	
The College receives 11.5% on traditional vending services			
The College receives 7.5% on unattended vending services / micro markets			

Staff requests the contract with Canteen to be extended until June 30, 2027. The subsidy is paid from the college’s operating budget.

Action: Mr. Ford motioned, and Mr. Dubow seconded the motion to extend the contract with Canteen until June 30, 2027. The motion passed unanimously.

(5) Contract with Naval Welding Institute for Consulting Services related to Advanced Manufacturing Education Improvement Program (Action Item)

Discussion: Dr. Marshall stated that staff seeks approval for the payment of consultative services for the Advanced Manufacturing Education Improvement Program funded by the Navy. The services would be rendered by Mr. Kris Jones, Founder and CEO of the Naval Welding Institute (NWI). Mr. Jones and his company NWI, support academic institutions with the development, launch and administration of advanced manufacturing programs, specific to welding, nondestructive testing (NDT) and metallurgy.

NWI will assist CCP in:

1. Aligning the welding program with industry needs

2. Instructor support, instruction audits, and student assessments
 - Periodic audits of instruction
 - Periodic debriefs with new instructors to answer any questions they have on material from upcoming modules in a cohort
 - Independent student assessments to ensure student development and corrective action recommendations for any deficiencies identified
 - Development of new quizzes and exams as needed to ensure student performance is being adequately assessed
 - Final grading determinations and pass/fail assessments of students
3. Workforce pipeline development and engagement with industry associations
 - Development of new pipelines for student placement
 - Assessments of student performance in new positions and feedback from employers into curriculum gaps
4. Lab space development and continuous improvement
 - Preliminary and detailed planning support for new lab and instructional space construction at CCP and at future training locations.
 - Sourcing recommendations and quote solicitation from external suppliers for lab equipment and consumable orders.
5. Certification of curriculum, testing, and instructors for validation with employers written practices to ensure compliance with standards for Qualification of Nondestructive Testing Personnel.
6. Assistance with hiring new instructors to include support for interview panels, requisition writing, and recruiting.
7. Sourcing of Industry Materials (inspection report examples, castings, forgings).
8. Direct instructional support will be provided for the first cohort to aid CCP staff members.
9. The College has entered into an agreement with Blue Forge Alliance for the Advanced Manufacturing education improvement program in the amount of \$2,760,037.

Dr. Marshall stated that this training will provide 100,000+ workers for each fleet. The Welding curriculum could adopt Train the Faculty, Co-teaching, Train the Trainer, etc. Mr. Epps asked what do Welder's make? Dr. Marshall said that Welder's make between \$41,000 - \$67,000 (\$32-\$34/hour).

Staff requests that the Business Affairs Committee recommends to the Board of Trustees the service contract with NWI Institute in the amount of \$640,200. The payment will be made from funds made by the Navy through its funding source, Blueforge Alliance.

Action: Mr. Ford motioned, and Mr. Epps seconded the motion to recommend to the Board of Trustees the service contract with NWI Institute in the amount of \$640,200. The payment will be made from funds made by the Navy through its funding source, Blueforce Alliance. The motion passed unanimously.

(6) Business Affairs Committee Meeting Dates for 2025-2026 (Information Item)

Proposed Business Affairs Committee of the Board of Trustees meeting dates for 2025-2026. These meetings are usually the 3rd or 4th Wednesday depending on the number of weeks in a month and taking into consideration holidays. See Attachment C.

(7) Next Meeting – Business Affairs Committee of the Board of Trustees (Information Item)

The next meeting of the Business Affairs Committee is scheduled for Wednesday, March 19, 2025.

EXECUTIVE SESSION

The Business Affairs Committee went into Executive Session to discuss property matters.

(8) Amend agenda to add the Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project (Action Item)

Staff requests to amend the agenda of the Business Affairs Committee to add a Resolution for the College to submit a fiscal year 2025-2026 application to the Pennsylvania Department of Education (PDE) for the deferred maintenance project. The College's deferred maintenance project includes upgrades and replacements to mechanical, electrical and plumbing infrastructure. The estimated cost of the project is \$20 million and the application requests that PDE pay \$10 million. The application must be submitted no later than March 15, 2025.

Action: Mr. Ford motioned and Mr. Epps seconded the motion to amend the agenda to add the Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project item. The motion passed unanimously.

(9) Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project (Action Item)

Staff requests that the Business Affairs Committee approve the Resolution for fiscal year 2025-2026 application to the Pennsylvania Department of Education (PDE) for

the deferred maintenance project.

Action: Mr. Ford motioned and Mr. Epps seconded the motion to approve the Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project. The motion passed unanimously.

The Business Affairs Committee adjourned.

EXECUTIVE COMMITTEE
PUBLIC SESSION

(1) Amend agenda to add the items approved by the Business Affairs Committee (Action Item)

Staff requests to amend the agenda of the Executive Committee of the Board of Trustees to add the following items that were recommended for approval by the Business Affairs Committee:

- Construction of NERC Pedestrian Bridge Award to Clemons Construction
- Conversion of the Building Automation System to Honeywell Building Automation System Platform
- Extension of Food Services Contract with Canteen
- Contract with Naval Welding Institute
- Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project

Action: Ms. Fulmore-Townsend motioned and Mr. Epps seconded the motion to amend the agenda to add the above referenced items to the agenda for approval. The motion passed unanimously.

(2) Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following action items:

- Construction of NERC Pedestrian Bridge Award to Clemons Construction
- Conversion of the Building Automation System to Honeywell Building Automation System Platform
- Extension of Food Services Contract with Canteen
- Contract with Naval Welding Institute
- Resolution for Fiscal Year 2025-2026 Capital Plan Application – Deferred Maintenance Project

Action: Ms. Amir motioned and Ms. Fulmore-Townsend seconded the motion to approve the above referenced items. The motion passed unanimously.

Ms. Fulmore-Townsend motioned and Ms. Amir seconded the motion to adjourn the meeting of the Executive Committee of the Board of Trustees.

ATTACHMENT A
FUNDING FOR ACTION ITEMS
MEETING OF THE BUSINESS AFFAIRS
COMMITTEE OF THE BOARD OF TRUSTEES
AGENDA: February 19, 2025

Agenda No.	Vendor/Consultant	Amount	Source
2	Clemens Construction	\$296,305	Capital Budget
3	Honeywell	\$114,610	Capital Budget
4	Canteen	\$123,930	Auxiliary Services Budget
7	Grants	\$640,200	Blueforge Alliance Agreement

ATTACHMENT B

NERC Pedestrian Bridge

NERC BRIDGE BIDS

	<u>Athena</u>	<u>AP Construction</u>	<u>Clemens</u>
Base Bid	\$ 267,678	\$ 486,660	\$ 254,095
Alt #1: Steel to aluminum	\$ 75,000	\$ 45,000	\$ 50,652
Alt #2: Steel to galvanized	\$ 61,924	\$ 80,500	\$ 30,954
Alt #3: IPE decking	\$ 18,792	\$ 30,000	\$ 11,256
Alt #4: Plastic decking	\$ 16,027	\$ 25,000.00	\$ 22,512
 Total including Alt #2 & #3	 \$ 348,394	 \$ 597,160	 \$ 296,305

ATTACHMENT C

**Proposed Business Affairs Committee Meeting
Dates for 2025-2026**

**BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
MEETING DATES
2025-2026**

Wednesday, July 16, 2025

Wednesday, August 20, 2025

Wednesday, September 17, 2025

Wednesday, October 15, 2025

Wednesday, November 19, 2025

**** A DATE MAY BE ESTABLISHED IN DECEMBER 2025**

Wednesday, January 14, 2026

Wednesday, February 18, 2026

Wednesday, March 18, 2026

Wednesday, April 15, 2026

Wednesday, May 20, 2026

Wednesday, June 17, 2026

COMMUNITY COLLEGE OF PHILADELPHIA

Resolution – Fiscal Year 2024-2025 No. 002

**Resolution of the Board of Trustees Fiscal Year 2025-2026 Capital Plan
Application – Deferred Maintenance Project**

COLLEGE: Community College of Philadelphia

TITLE: Fiscal Year 2025-2026 PDE Capital Project Application

PROJECT NAME: Deferred Maintenance Project

The College's deferred maintenance project includes mechanical, electrical, and plumbing (MEP) infrastructure requires significant upgrades and replacements, as recommended by Remington and Vernick Engineers. The existing control systems for MEP are obsolete, deficient, or non-existent, posing a risk of major disruptions and system failures.

The upgrades are crucial for several reasons:

- Prevent system failures: Upgrading obsolete systems will reduce the risk of unexpected breakdowns and associated major disruptions.
- Improve overall performance: Modern MEP systems can enhance the efficiency and reliability of the entire campus infrastructure.
- Energy efficiency: Upgrades often lead to improved energy efficiency and cost savings.
- Compliance: Ensure systems meet current safety standards and regulations

By implementing these upgrades, the College can significantly improve the performance, reliability, and efficiency of its campus-wide MEP systems, reducing the risk of major disruptions and potential failures in the future.

We are seeking approval to address high priority deferred maintenance equipment in MEP in the Remington and Vernick report. The estimated cost is \$20 million of which \$10 million will be from PDE capital bond with a corresponding match from capital appropriation.

Estimated Cost of the Deferred Maintenance Project: \$20 million

BE IT RESOLVED THAT THE BOARD OF TRUSTEES OF THE COMMUNITY COLLEGE OF PHILADELPHIA APPROVE THE SUBMISSION OF PDE APPLICATION FOR THE ABOVE CAPITAL PROJECT

Harold T Epps
Chair

Ajeenah Amir
Secretary

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, February 6, 2025 - 2:30 p.m.
Isadore A. Shrager Boardroom, Room M2-1/Hybrid

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Timothy Ford, Ms. Chekemma Fulmore-Townsend, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Frank Scales, Mr. Jeremiah White, Dr. Donald Generals, Ms. Josephine Di Gregorio, Mr. Eapen, Dr. David Thomas, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Dr. Alycia Marshall, Ms. Carolyn Flynn, Dr. Ellyn Jo Waller, and Dr. Judy Gay

(1) Meeting Called to Order

Mr. Epps called the meeting to order, and on behalf of the Board of Trustees, welcomed Mr. Frank Scales to his first meeting of the Board of Trustees as the Student Representative.

Mr. Scales thanked Mr. Epps and the Board and stated that being the Student Representative on the Board of Trustees is a great opportunity and that he looked forward to working with everyone on behalf of student success.

Mr. Epps thanked Mr. Scales. He stated that he and the Board looked forward to working with him. Mr. Epps stated that Mr. Cooper has agreed to work with Mr. Scales on behalf of students.

(2) Executive Session

Mr. Epps reported that the full Board of Trustees met in Executive Session on October 14, 2024, January 29, and February 3, 2025 to discuss a personnel matter. The Board will take an action related to the personnel matter at a future meeting in accordance with Pennsylvania's Sunshine Act.

Mr. Epps stated that an Executive Session was held immediately prior to this meeting, which was devoted to a discussion of real estate, labor negotiations, and legal matters.

Mr. Epps read the goals for the meeting.

(3) Public Comment

Mr. Epps asked if there were any requests for Public Comment. Ms. Flynn, General Counsel, stated that 14 requests for Public Comment have been received. Mr. Epps stated that due to the number of requests, the time of two minutes will be given to each presenter.

The following provided Public Comment:

- Marissa Johnson-Valenzuela, faculty, spoke about her support for the Federation's collective bargaining proposal.
- Sherita Rooney's, faculty, comment was read by Ms. Johnson-Valenzuela. Ms. Rooney's comment was about her support for the Advising ratios proposed by the Federation related to collective bargaining.
- Nate House, faculty, spoke about his support for the Federation's collective bargaining proposals.
- Abdul Al-Hourani, student, spoke about the suppression of student voices. He stated that Community College of Philadelphia is a public institution, and that every student should be heard, respected, and fully valued.
- Jamie Zigarelli gave his public comment time to Maria Baez. Ms. Baez, student and Treasurer of the Student Government Association (SGA), stated that on January 30, 2025, a majority of SGA voted for Frank Scales to step down as SGA President. Ms. Baez stated that the majority of SGA does not feel comfortable with Frank Scales as president. Ms. Baez stated that Mr. Scales is not delivering the messaging that they want. Ms. Baez stated that impeachment of Mr. Scales is the next step.
- Dante ("Amin") Bacon, student, spoke on his interaction with Dr. Marshall. He stated that he had reached out to Dr. Marshall on several occasions to seek help. Mr. Bacon stated that Dr. Marshall responded quickly to his request for help. Mr. Bacon stated that he was homeless for a period of time and again reached out to Dr. Marshall who again responded in a timely manner.
- Max Hassel, student, stated that Frank Scales should be part of the Executive Session of the Board. Additionally, Mr. Hassel stated that while the College held an Eagles pep rally on February 5, 2025, 25-30 students were waiting to speak with academic advisors, but none were available. Mr. Hassel stated that the College does not have a place for children on campus, and that if a student wants to take a course that is available at NERC, it is difficult to get to NERC on

public transportation. Mr. Hassel stated that alumni should be more involved in the life of the College.

- Eleanor Noszka spoke on behalf of Julianne Meas, student, who expressed concerns about some of the actions of the faculty member assigned to her design class in which she stated that the professor complained about the class size and threatened to fail half of the class if students did not withdraw.

Mr. Epps asked whether there is an administrative liaison to help resolve this issue. Ms. Flynn stated that a faculty advisor was assigned to the Student Government Association. She stated that there is a student process and guidelines on how to resolve conflict.

Mr. Scales asked if he could make a comment. Chair Epps responded yes to Mr. Scales' request.

Mr. Scales stated (in response to comments made by Ms. Baez) that at the beginning of his term as Student Government Association President he pledged a focus on reforms and spoke for everyone. Mr. Scales complained about SGA's faculty advisor.

Mr. Epps stated that it is an SGA issue to resolve.

(4) Report of the President

Dr. Generals stated that the Eagles are in the Super Bowl on February 9, 2025. He stated that the College held an Eagles Pep Rally on February 5, 2025. Faculty, staff, and students attended, and a great time was had by all. Dr. Generals stated that an Eagles victory would be great for the City and that he looked forward to a parade in Philadelphia.

(a) Update on Trump Executive Orders

Dr. Generals stated that Trump's Executive Order regarding federal programs was rescinded. He stated that staff are conducting an inventory of programs and impacts on the College.

Regarding international students and the U.S. Immigration and Customs Enforcement (ICE), Dr. Generals stated that the College has reached out to students to assure them that the College is taking steps to protect their safety and educational goals. Dr. Generals stated the College is also paying close attention to the dismantling of the Department of Education.

Pastor Mason thanked the College, specifically the Center for Male Engagement, in joining in the effort for the fire relief program for the fire victims in California, by loading trucks with supplies.

(b) Black History Month Kick-Off Luncheon

Dr. Generals stated that the kick-off luncheon for Black History Month was held on February 4, 2025. He stated that Aminata Sy, an alumna of the College, launched her book *Destined: A Story of Resilience and Beating the Odds*. Aminata, an immigrant from Senegal, completed her associate degree at the College and then earned her Bachelor's in International Relations and English from the University of Pennsylvania. Ms. Sy received her master's degree from American University and subsequently landed a career as an American Diplomat.

Dr. Generals thanked Mr. Epps for representing the Board at the luncheon.

Dr. Generals stated that he will be hosting a Fireside Chat for Black History Month on February 18, 2025. He stated that he and Dr. Anyabwile Aaron Love, faculty, History and Philosophy Department, will be discussing Ta-Nehisi Coates new book, *The Message*.

(c) State Budget

Dr. Generals reported that Governor Shapiro delivered his 2025-26 budget message on February 4, 2025. He stated that the community colleges had requested a 6% increase, but received 4%, which is less than what PASSHE received. Dr. Generals stated that the Commission for Community Colleges will continue to lobby for increased funding. He stated that he is scheduled to testify at the House Budget Hearing in Harrisburg on February 20, 2025.

(d) Enrollment

Dr. Rooney provided an update on enrollment (**Attachment A**). She stated that for spring year-to-year, enrollment is up 9% in headcount and 11% in credit hours. Dr. Rooney stated that the College is up in full-time and part-time students and new students and that returning students are growing. Dr. Rooney also provided enrollment highlights at the regional centers, CATC, and online learning as well as the biggest program increases.

Mr. Epps stated that the presentation was the most concise report on enrollment that he had seen in a long time.

(e) Foundation Report

Dr. Zanjani called attention to the Report on Grants and Gifts which was part of the materials for the Board meeting. She stated that the report reflects the period of July 1, 2024 through December 31, 2024. Dr. Zanjani stated that for public/governmental funding for this period, a total of \$1,114,092 was raised versus \$701,897 at this time last year. Select highlights include:

- The U.S. Department of State via a sub-award from World Learning awarded \$34,949 to the College for the Increase and Diversify Education Abroad for U.S. Students (IDEAS) Program.

Dr. Zanjani stated that for private/philanthropic fundraising for the same period, a total of \$3,682,635 was raised versus \$2,436,313 at this time last year. Select highlights include:

- The MarcDavid Foundation made a stock gift in the amount of \$493,158.73 (sale amount) in support of the MarcDavid Basic Needs Quasi-Endowment and current use Student Emergency Fund.
- The Estate of Barbara A. Rabinowitz awarded \$136,795.34 to the Discretionary Fund for Scholarships.
- Comcast NBCUniversal awarded \$100,000 to support Dual Enrollment or approved facets of Jr. STEM Academy, the College's approved Pennsylvania Educational Improvement Tax Credit (EITC) programs.
- Educational Opportunities 19, LLC on behalf of Ardmore Toyota awarded \$25,000 to support Dual Enrollment or approved facets of Jr. STEM Academy, the College's approved Pennsylvania Educational Improvement Tax Credit (EITC) programs.
- Tucker Law Group awarded \$10,000 as a sponsorship for the 2024 Black & Gold Gala.
- The Gene Haas Foundation awarded \$10,000 to be used for tuition, fees, books and/or tools to students currently enrolled or will be enrolling in a CNC Technology training or CNC machining-based engineering program.
- The Philadelphia College of Osteopathic Medicine provided \$10,000 as a sponsorship for the 2025 Black & Gold Gala.
- The Elizabeth and Paul Shay Fund awarded \$10,000 to support the Shay Student Emergency Fund.

Comprehensive Major Gifts Campaign

Dr. Zanjani reported that the Institutional Advancement staff continue to raise significant funds in support of the campaign. The next 2/3 of the campaign is to engage Board volunteers and others as we move towards the public phase of the campaign. Trustee Chair Epps and Foundation President Dr. Waller approved a direct mail appeal to the Trustees and the Directors.

Dr. Zanjani asked members of the Board to complete their annual appeal and make their annual gift. She stated that she will be connecting with each member of the Board to discuss

plans for engagement with the major gifts campaign. Dr. Zanjani stated that the public launch of the campaign will be at the 2025 Black and Gold Gala.

Black and Gold 2025 Update

Dr. Zanjani stated that planning and fundraising for the June 12, 2025 Black & Gold Gala are underway. She stated that this year, the awardees are:

- Fatima Abbas, class of 2005, who will receive the Alumni Achievement Award. Fatima is the Director of Tribal and Native Affairs in the US Department of Treasury.
- Susan Sherman, recently retired President & CEO of the Independence Foundation, will receive the Community Hero Award.
- Joe Tucker, Founder and CEO of the Tucker Law Group, will receive the Corporate Leadership Award.

Dr. Zanjani stated that \$126,000 has already been raised. She urged Board members to purchase sponsorships or tickets for the event and invite friends and colleagues to become sponsors of the Gala.

Dr. Zanjani provided the following report on behalf of Dr. Waller:

- In the first half of the fiscal year, two appeal mailings were sent out and have so far brought in \$31,620. Both of these appeal mailings have generated more funds than the same two mailings did in the previous fiscal year. The next appeal mailing will go out in March.
- The FY24 Annual Report for Institutional Advancement and the Foundation will be published online soon. Printed copies will be mailed to all FY24 donors within the next couple of weeks. The Donor Society members will also receive the College's student art calendar, and scholarship donors will be sent impact reports for FY24.
- The second annual Alumni & Family Fun Day at the Men's and Women's Basketball games was held on February 1, 2025. Over 80 alumni and their guests registered to attend. The Alumni Association hosts this annual event with the Gender & Sexuality Resource Center and Athletics Department.

Dr. Zanjani stated that several other events are planned for the spring semester, including:

- Second Annual Women's History Month panel and lunch event on March 27, 2025.
- Scholarship Meet & Greet for donors and scholarship recipients on April 17, 2025.
- Grady's Community Garden Spring Clean-up for Earth Day on April 22, 2025.
- Third Annual Spring Alumni Reception on May 7, 2025.

Additional information about these events can be found at alumni.ccp.edu/events and foundation.ccp.edu.

Giving and Getting

Dr. Zanjani stated that the friendly competition between the two boards continues. As of January 30, 2025, 39% of the Foundation Board of Directors and 60% of the College Board of Trustees have made a gift this fiscal year, however the opportunity to have your funds count towards calendar year of 2024 has passed. Dr. Zanjani stated that it is not too late to participate in this competition and see who gets to 100% participation first prior to June 30, 2025.

(5) Student Outcomes Committee January 9, 2025

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on January 9, 2025. The Committee reviewed and discussed the English Associate in Arts Program and the Art & Design Associate in Arts Program Reviews. Ms. Fulmore-Townsend stated that the Committee was also provided with an update on strategic planning.

Regarding the English Associate in Arts Program, Ms. Fulmore-Townsend stated that the program has strong enrollment and retention; graduation is up; fall to fall retention is up; and that students transfer to Temple and Drexel. Ms. Fulmore-Townsend stated that staff are proactive regarding diversity and inclusion in the program. She stated that faculty also provide opportunities for students inside and outside the classroom. Ms. Fulmore-Townsend stated that the Committee also discussed how to integrate AI in the program.

Regarding the Art & Design Associate in Arts Program, Ms. Fulmore-Townsend stated that the program was equally impressive. She stated that there was a steady growth in enrollment since spring 2022. Ms. Fulmore-Townsend stated that retention is up, and video activities are ongoing in the classroom as well as learning outside the classroom. Ms. Fulmore-Townsend stated that the department has a strong transfer program and that students transfer to four-year institutions. Ms. Fulmore-Townsend stated that a student in the program shared with the Committee his transformative experience in the program, highlighting the high level of support that he received from the faculty in the program.

Ms. Fulmore-Townsend stated that the Committee approved both programs for five years. She stated that the Committee will continue to discuss the metrics to update the Strategic Plan.

(6) Combined Meeting of the Business Affairs and Executive Committees, January 15, 2025

Ms. Posoff reported that the Business Affairs and Executive Committees met on January 15, 2025. She called attention to two items on the Consent Agenda: Purchase of Furniture from CI Solutions and the Purchase and Installation by HSI, Inc of 35 Interactive Panels. Ms. Posoff stated that the furniture is related to moves from 1500 Spring Garden Street, and the purchase and installation of the 35 panels will offer a more user-friendly interface, are cost effective and include a service warranty.

(a) President's Compensation

Mr. Epps stated that the President's Compensation package was approved by the Executive Committee, and that he was recommending approval by the Board of Trustees. Ms. Amir seconded the motion. The motion carried unanimously.

(b) Ratification of Solar for Schools Resolution

Ms. Posoff stated that the Executive Committee approved the Solar for Schools Resolution (**Attachment B**) as the Executive Committee acted between Board meeting and approval was needed to include in the grant application. Ms. Posoff stated that the Board was being asked to ratify the approval by the Executive Committee of the Solar for Schools Resolution.

Ms. Posoff moved, with Mr. Ford seconding, that the Board ratify the approval by the Executive Committee of the Solar for Schools Resolution. The motion carried unanimously.

(7) Workforce Subcommittee January 29, 2025

Ms. Ireland reported that the Workforce Subcommittee met on January 29, 2025. She stated that the Subcommittee reviewed and discussed the Navy expansion project and enhancements to the Welding program. Ms. Ireland stated that the project has been funded by the Navy, through Blue Forge Alliance to align the Welding Program with industry needs. Ms. Ireland stated that \$2.76 million is the total amount that the Navy is investing in the City of Philadelphia to train welders to build submarines. Ms. Ireland noted that there are currently around 41 students coming out of the welding program per year and the goal is to have 143 students with more welding booths added.

Ms. Ireland stated that the Subcommittee was informed that an aggressive marketing campaign will begin shortly so that the region is aware about what the College is doing in regarding this project and marketing the programs.

Ms. Ireland stated that the Subcommittee was provided with a report on current enrollment numbers for spring 2025 non-credit courses which included CATC enrollment and outreach activities.

Ms. Ireland stated that the Subcommittee was provided with an update on the City College for Municipal Employment (CCME) which included the number of students in the program and the specific pathways offered by the College. Ms. Ireland stated that 190 students registered for the spring semester.

Ms. Ireland stated that the Subcommittee was provided with an update of the Workforce Development Strategic goal and high priority programs.

(8) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions, Meeting of January 9, 2025
- (b) Grants and Gifts
- (c) English Associate in Arts Program Review
- (d) Art & Design Associate in Arts Program Review
- (e) Policy Approval: Logo and Tagline Usage Policy
- (f) Purchase of Furniture from CI Solutions
- (g) Purchase and Installation by HSI, Inc. of 35 Interactive Panels

Mr. Cooper moved, with Mr. Ford seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(9) Report of the Chair

- (a) ACCT National Legislative Summit
February 9-12, 2025, Washington, DC

Mr. Epps stated that the ACCT National Legislative Summit is scheduled February 9-12, 2025, in Washington, DC. He stated that Carol Jenkins, Roz McPherson, Keola Harrington, Tim Ford, Sheila Ireland, Jonathan Mason, and Dr. Generals will be attending.

(10) Old Business

There was no old business discussed.

(11) New Business

There was no new business discussed.

(12) Next Meeting (Committee of the Whole)

The next meeting of the Board of Trustees is scheduled for Thursday, March 13, 2025, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be in person with no Zoom option available.

An in-person Executive Committee (if needed) will be held at 4:00 p.m. on Wednesday, March 12, 2025 followed by dinner and presentation at 5:30 p.m. in the Pavilion Klein Cube.

The meeting adjourned at 4:25 p.m.

The Board reconvened in Executive Session to discuss personnel matters.



ATTACHMENT A



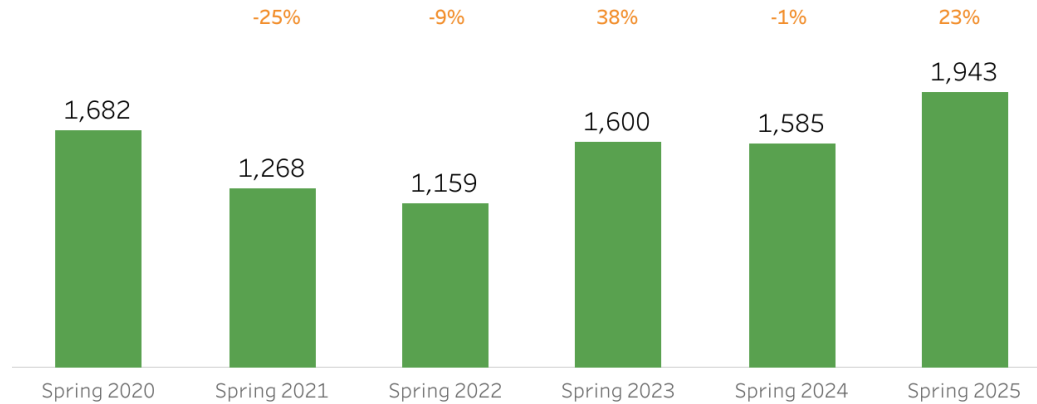
Enrollment update

February 6, 2025

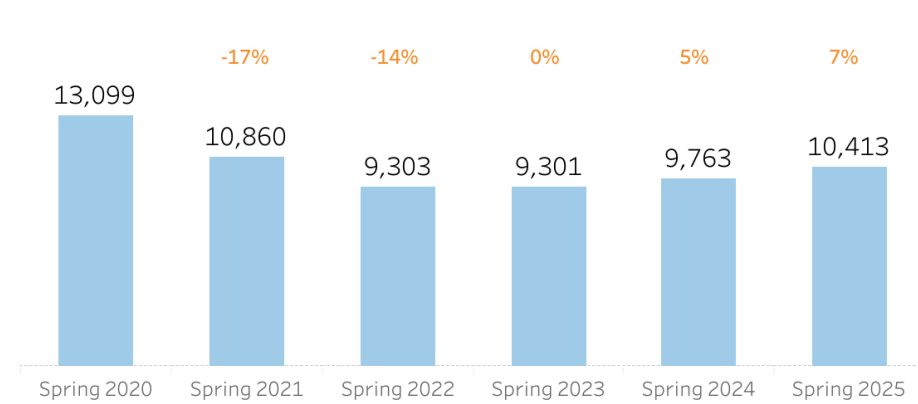
Enrollment Management Dashboard

	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024	Spring 2025
YoY % Difference		-18%	-14%	4%	4%	9%
TOTAL HC	14,781	12,128	10,462	10,901	11,348	12,356
		-17%	-15%	7%	5%	11%
CREDIT HOURS	125,705	103,937	87,852	93,924	98,994	109,424
		-14%	-17%	15%	7%	11%
FULL TIME	4,203	3,603	3,000	3,454	3,682	4,072
		-19%	-12%	0%	3%	8%
PART TIME	10,578	8,525	7,462	7,447	7,666	8,284
		-18%	-15%	7%	5%	10%
FTE	10,084	8,291	7,028	7,494	7,877	8,683

New Students



Returning Students





Enrollment highlights

- **By location (YoY)**
 - NERC is up 36%
 - West/CATC is up 63%
 - Online is up 2%
- **Continuing students (YoY)**
 - Overall up 7%
 - NERC is up 33%
 - West/CATC is up 52%
 - Online is up slightly by 0.3%
- **New students (YoY)**
 - Overall up 23%
 - NERC is up 52%
 - West/CATC is up 103%
 - Online is up 14%
- **Biggest program increases (YoY)**
 - **By percentage increase in headcount**
 - Tourism & Hospitality Mgmt PC (800%)
 - PT Serv Rep PC (340%)
 - Medium and Heavy Truck Tech (267%)
 - Network & Sys PC (200%)
 - Early Child. Ed. PC (175%)
 - **By raw number increase in headcount**
 - Health Care Studies (+533)
 - Business - General (+153)
 - Communication & Media Studies (+72)
 - Applied Engineering Tech (+52)
 - Cybersecurity (+36)

Authorized Official Resolution

Be it RESOLVED, that the Community College of Philadelphia (Name of Applicant) of Philadelphia, Pennsylvania (Name of County) hereby request a Solar for Schools Program grant of \$ Amount of estimate TBD from the Department of Community and Economic Development to be used for purchase and installation of solar panels.

Be it FURTHER RESOLVED, that the Applicant does hereby designate Dr. Donald Generals, President (Name and Title) and Jacob Eapen, VP of Business and Finance (Name and Title) as the official(s) to execute all documents and agreements between the Community College of Philadelphia (Name of Applicant) and the Department of Community and Economic Development to facilitate and assist in obtaining the requested grant/loan.

I, _____, duly qualified Secretary of the (Name of Applicant), _____ (Name of County), PA, hereby certify that the forgoing is a true and correct copy of a Resolution duly adopted by a Executive Committee majority vote of the ~~of the Board of Trustees~~ (Governing Body) at a regular meeting held January 15, 2025 (Date) and said Resolution has been recorded in the Minutes of the Community College of Philadelphia (Applicant) and remains in effect as of this date.

IN WITNESS THEREOF, I affix my hand and attach the seal of the Community College of Philadelphia (Applicant), this 15th day of January, 2025

Community College of Philadelphia
Name of Applicant

Philadelphia, Pennsylvania
County

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, February 6, 2025 - 2:30 p.m.
Isadore A. Shrager Boardroom, Room M2-1/Hybrid
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Timothy Ford, Ms. Chekemma Fulmore-Townsend, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Frank Scales, Mr. Jeremiah White, Dr. Donald Generals, Ms. Josephine Di Gregorio, Mr. Eapen, Dr. David Thomas, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Dr. Alycia Marshall, Ms. Carolyn Flynn, Dr. Ellyn Jo Waller, and Dr. Judy Gay

(1) Meeting Called to Order

Members of the Board welcomed Mr. Frank Scales to his first meeting of the Board of Trustees as the Student Representative.

(2) Executive Session

The full Board of Trustees met in Executive Session on October 14, 2024, January 29, and February 3, 2025 to discuss a personnel matter. The Board will take an action related to the personnel matter at a future meeting in accordance with Pennsylvania's Sunshine Act.

The Executive Session held immediately prior to this meeting was devoted to a discussion of real estate, labor negotiations, and legal matters.

(3) Public Comment

A number of students and faculty provided Public Comment.

(4) Report of the President

The Eagles are in the Super Bowl on February 9, 2025. An Eagles victory would be great for the City.

(a) Update on Trump Executive Orders

The Board was informed that Trump's Executive Order regarding federal programs was rescinded.

(b) Black History Month Kick-Off Luncheon

The kick-off luncheon for Black History Month was held on February 4, 2025.

(c) State Budget

Governor Shapiro delivered his 2025-26 budget message on February 4, 2025.

(d) Enrollment

The Board was provided with an update on spring year-year-enrollment.

(e) Foundation Report

The Board was provided with a report of public/governmental funding received as well as private/philanthropic fundraising for the period of July 1, 2024 through December 31, 2024.

Comprehensive Major Gifts Campaign

The Board was provided an update on the status of the Comprehensive Major Gifts Campaign.

Black and Gold 2025 Update

The Board was provided an update on funds raised for the Black and Gold Gala. Additionally, the Board was informed about the individuals who will be honored at the Black and Gold Gala on June 12, 2025.

Dr. Zanjani provided the following report on behalf of Dr. Waller:

- Two appeal mailings were sent out and have so far brought in \$31,620. The next appeal mailing will go out in March.
- The FY24 Annual Report for Institutional Advancement and the Foundation will be published online soon. Printed copies will be mailed to all FY24 donors within the next couple of weeks.
- The second annual Alumni & Family Fun Day at the Men's and Women's Basketball games was held on February 1, 2025.

The Board was provided an update on Foundation events planned for the spring semester.

Giving and Getting

The Board was provided an update on the friendly competition between the two boards.

(5) Student Outcomes Committee
January 9, 2025

The Student Outcomes Committee met on January 9, 2025. The Committee approved the English Associate in Arts and the Art & Design Associate in Arts Program Reviews for 5 years. The program reviews are part of the Consent Agenda for Board approval.

(6) Combined Meeting of the Business Affairs
and Executive Committees, January 15, 2025

The Business Affairs and Executive Committees met on January 15, 2025. The items that were approved by the Business Affairs Committee are part of the Consent Agenda.

(a) President's Compensation

The Board approved the President's Compensation package.

(b) Ratification of Solar for Schools Resolution

The Board ratified the approval by the Executive Committee of the Solar for Schools Resolution.

(7) Workforce Subcommittee
January 29, 2025

The Workforce Subcommittee met on January 29, 2025. The Subcommittee reviewed and discussed the following:

- The Navy expansion project and enhancements to the Welding Program.
- The aggressive marketing campaign that the College will be doing regarding the Navy Pipeline project and marketing the programs.
- The enrollment numbers for spring 2025 non-credit courses which included CATC enrollment and outreach activities.
- The City College for Municipal Employment (CCME) which included the number of students in the program and the specific pathways offered by the College.

- The Workforce Development Strategic Goal and high priority programs.

(8) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions, Meeting of January 9, 2025
- (b) Grants and Gifts
- (c) English Associate in Arts Program Review
- (d) Art & Design Associate in Arts Program Review
- (e) Policy Approval: Logo and Tagline Usage Policy
- (f) Purchase of Furniture from CI Solutions
- (g) Purchase and Installation by HSI, Inc. of 35 Interactive Panels

(9) Report of the Chair

- (a) ACCT National Legislative Summit
February 9-12, 2025, Washington, DC

The ACCT National Legislative Summit is scheduled February 9-12, 2025, in Washington, DC.

(10) Old Business

There was no old business discussed.

(11) New Business

There was no new business discussed.

(12) Next Meeting (Committee of the Whole)

The next meeting of the Board of Trustees is scheduled for Thursday, March 13, 2025, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be in person with no Zoom option available.

An in-person Executive Committee (if needed) will be held at 4:00 p.m. on Wednesday, March 12, 2025 followed by dinner and presentation at 5:30 p.m. in the Pavilion Klein Cube.

The meeting adjourned at 4:25 p.m.

The Board reconvened in Executive Session to discuss personnel matters.

**Community College of Philadelphia
Meeting of the Board of Trustees
March 13, 2025
Office of Institutional Advancement
Record of Grants and Gifts FY25**

Summary by Source:

	FY2025		FY2024	FY2025 and FY2024
Held by College	<i>since last report 1/1/25 - 1/31/25</i>	Fiscal Year To Date 7/1/24 -1/31/25	Fiscal Year To Date 7/1/23 - 1/31/24	Variance 7/1 - 1/31
Federal	\$ 499,968	\$ 1,284,917	\$ 684,969	\$ 599,948
State	\$ -	\$ -	\$ -	\$ -
Local / City	\$ -	\$ 329,143	\$ 16,928	\$ 312,215
Total	\$ 499,968	\$ 1,614,060	\$ 701,897	\$ 912,163
Held by Foundation (Cash-in-Hand)	<i>since last report 1/1/25 - 1/31/25</i>	Fiscal Year To Date 7/1/24 -1/31/25	Fiscal Year To Date 7/1/23 - 1/31/24	Variance 7/1 - 1/31
Corporation	\$ 1,000	\$ 249,775	\$ 202,085	\$ 47,690
Foundation	\$ 10,184	\$ 1,726,372	\$ 1,703,510	\$ 22,862
Individual	\$ 18,347	\$ 403,807	\$ 298,246	\$ 105,560
Organization	\$ -	\$ 218,120	\$ 174,674	\$ 43,446
Total	\$ 29,531	\$ 2,598,074	\$ 2,378,516	\$ 219,558
TOTAL	\$ 529,499	\$ 4,212,134	\$ 3,080,413	\$ 1,131,721

Gifts In-Kind	<i>since last report 1/1/25 - 1/31/25</i>	Fiscal Year To Date 7/1/24 -1/31/25	Fiscal Year To Date 7/1/23 - 1/31/24	Variance 7/1 - 1/31
TOTAL	\$ 1,000	\$ 1,000	\$ 10,885	\$ (9,885)

PUBLIC / GOVERNMENT SUMMARY (posted 1/1/25 – 1/31/25)

- The National Science Foundation awarded \$499,968 to the college for Transforming Biotechnology Education with a Student-Centered Approach to Promote a More Diverse STEM Workforce.

PRIVATE / PHILANTHROPIC SUMMARY (posted 1/1/25 – 1/31/25)

- A private donor contributed \$10,000 through their Donor Advised Fund at Fidelity Charitable to the Community College of Philadelphia Honors Program.