



**Meeting of the Board of Trustees, Thursday, June 5, 2025 - 2:30 p.m. Isadore A. Shrager  
Boardroom, M2-1/Hybrid**

**AGENDA**

**(1) Executive Session I**

**(2) Meeting Called to Order**

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

- Commencement Debrief
- Update on Enrollment
- Finalize the Slate of Board Officers

**(3) Public Comment**

**(4) Student Outcomes Committee, May 1 and 20, 2025**

5.1.25 Student Outcomes Committee	4
5.20.25 Special Meeting of the Student Outcomes Committee	35
(a) Promotions (Action)	

**(5) Report of the Interim President**

- (a) Commencement Debrief
- (b) Budget Update
- (c) Update on Enrollment
- (d) Foundation Report (Dr. Mellissia Zanjani and Mr. Tim Spreitzer)

**(6) Combined Meeting of the Business and Executive  
Committees, May 21, 2025**

5.21.25 Combined Meeting of the Business Affairs and Executive Committees	39
(a) Main Garage Rate Increase (Ratify)	
(b) Contract with Haverford Systems Inc. for Auditorium Lighting Replacement (Ratify)	
(c) Contracts with The Riff Group, Wayne Moving, and Atlas Electrostatic Refinishing for Various Office Moves (Ratify)	
(d) Contract with CI Solutions: Modular Enclosed Wall Systems Purchase – Various Locations (Ratify)	

(e) Contract with Columbus Construction, LLC for Mint Lobby Renovation (Ratify)

(f) Contract with Harmelin Media for Advertising (Ratify)

(g) Agreement with the Association of Community College Trustees (ACCT) for Search Services (Ratify)

## **(7) Consent Agenda**

(a) Proceedings and Minutes of Decisions and Resolutions, Meetings of May 1 and 21, 2025

5.1.25 Board of Trustees Proceedings	66
Attachment A - Enrollment Update	76
Attachment B - Commencement Update	81
Attachment C- Resolution - Salary Increase for Administrators, Grant Administrators, and Confidential Employees	89
Attachment D - Solicitation at the College Policy	90
5.21.25 Board of Trustees Proceedings	92
Attachment A - 5.21.25 Interim President Report	99
5.1.25 Minutes of Decisions and Resolutions	108
5.21.25 Minutes of Decisions and Resolutions	113

(b) Grants and Gifts

Record of Grants & Gifts FY25	116
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(c) Culinary Arts Associate in Applied Science Program

(d) Tourism & Hospitality Management Associate in Arts Program

## **(8) Report of the Chair**

(a) Finalize Slate for Election of Board Officers

(b) Summer Executive Committee Meetings

(c) Reminder: Black and Gold Gala, Thursday, June 12, 2025

(d) ACCT 2025 Leadership Congress, October 22-25, 2025, New Orleans

(e) Presidential Search Update

## **(9) Old Business**

## **(10) New Business**

## **(11) Next Meeting**

The next meeting of the Board of Trustees is scheduled for Thursday, September 4, 2025, 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1/Hybrid

## **Committee Meetings**

- Student Outcomes Committee, Thursday, June 5, 2025, 12:30 p.m. Library & Learning Commons, L1-13/Hybrid
- Business Affairs Committee, Wednesday, June 18, 2025, 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid
- Audit Committee, Wednesday, June 18, 2025, 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

### Upcoming Events

- Commission for Community Colleges, Board of Directors Virtual Meeting, Thursday, June 12, 2025, 9:00 a.m. – 9:30 a.m.
- Black and Gold Gala, Thursday, June 12, 2025, 6:00 p.m.- 10:00 p.m. Vie by Cescaphe, 600 North Broad Street
- Diagnostic Medical Imaging Pinning, Thursday, June 26, 2025 5:00 p.m. - Bonnell Building, Large Auditorium
- Respiratory Graduation Ceremony, Thursday, June 26, 2025, 5:00 p.m. – Pavilion Klein Cube, P2-3
- Association of Community College Trustees Leadership Congress, October 22-25, 2025, Marriott and Sheraton Hotels, New Orleans, Louisiana

### June 2025 Calendar of Events

June 2025 Calendar of Events

118

### (12) Executive Session II

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

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

**MEETING MINUTES**

**Thursday, May 1, 2025  
12:30 p.m.**

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

**Presiding:** Ms. Chekemma Fulmore-Townsend

**Committee  
Members:** Mr. Patrick Clancey, Ms. Carol Jenkins, Ms. Sheila Ireland

**Board  
Participants:** Mr. Harold Epps

**College  
Members:** Dr. Alycia Marshall, Dr. Linda Powell, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Dr. Sesime Adanu, Dr. Karen Rege

**Guests:** Dr. Judith Gay, Consultant to the Board of Trustees  
Dr. Amy Birge – Carracapa, Director of Assessment  
Lizzie Gordon, Assessment and Evaluation Coordinator  
Gayathr Banavara, Department Head, Business Leadership, Fashion & Hospitality  
Andres Marin, Assistant Professor, Culinary Arts  
Dr. Mitsy Ann Rapley, Assistant Professor, Tourism and Hospitality Management

**I. Public Session**

**a) Approval of the Minutes of the April 3, 2025 Meeting (A)**

Trustee Fulmore-Townsend motioned to approve the minutes of the April 3<sup>rd</sup> meeting. Trustee Ireland motioned to approve the minutes, and Trustee Jenkins seconded the motion. A motion to approve the minutes carried with all in favor.

**b) Culinary Arts Associate in Applied Science Program APR Review (A)**

Dr. Alycia Marshall provided an overview of the Culinary Arts program, noting that despite the challenges posed by the COVID-19 pandemic, it has consistently shown strong enrollment. She highlighted its diverse partnerships with local restaurants, the integration of experiential learning, and the notable success of its alumni in leadership roles within the local food industry. Dr.



Marshall emphasized the program's alignment with Philadelphia's cultural diversity and culinary vibrancy, reflected in its curriculum and community engagement.

Chef Andres Marin, a full-time instructor and alumnus of the program, began the presentation by describing the program's mission to prepare students for entry-level management roles in restaurants, hotels, and other food service operations. He mentioned that the program's highly hands-on model, featuring six-hour kitchen lab courses, provides both foundational and advanced skills. Students advance from mastering basic knife techniques and equipment to preparing and hosting real-world events in a capstone course.

Dr. Amy Birge Carracapa, Director of Assessment, reviewed program statistics, noting that the average enrollment from Fall 2019 to Spring 2024 was 86.5 students, with demographics closely reflecting those of the college overall. On average, Culinary Arts enrolled a similar proportion of full-time students (34.5%) as the college overall (30.6%). Culinary Arts is almost a microcosm of the college, with similar percentages of students identifying as Black females (31.8% compared to 30.1%), as Hispanic (17.1% compared to 17%), and White males (3.7% compared to 7.7%). Culinary Arts enrolls a higher percentage of students identifying as Black males (20.6% compared to 12.3%) and a lower rate of students identifying as White females (6.2% compared to 14%). Overall, Culinary Arts enrolled a slightly lower percentage of students identifying as female than the college overall (61.2% compared to 66.8%). Retention and award rates were in alignment with institutional benchmarks. Looking at Fall-to-Fall retention, from Fall 2018 to Fall 2022, the proportion of Culinary Arts students who returned to the same program (38%) was similar to that of the college overall (35.1%). From 2019 to 2023, the program awarded 51 AAS degrees and 37 proficiency certificates.

Dr. Birge - Carracapa recommended future action steps, including increasing enrollment from 86 to over 100 by 2029, collaborating with other departments already using e-portfolios to integrate portfolio assessment, and refining assessment language to connect results with measurable improvements instead of passive monitoring.

Chef Marin highlighted key partnerships that support the required 200-hour work experience, including Weckerly's Ice Cream, various cricket clubs, and country clubs. She explained that many partners also serve on the program's advisory committee. Culinary students engage in a wide array of events, including Jazz Night, Alpha Aida pinning ceremonies, and culinary competitions like the "Chopped Challenge." The program is also deeply engaged with the community through partnerships with organizations such as Philabundance, the Philabundance Community Kitchen (PCK), and Upper Extremity Amputee outreach programs. The faculty is currently working to digitize student portfolios using QR codes, showcasing student resumes, letters, and culinary work to employers at in-person showcase events.

An Alumni Angel and a student named Hilaria, who is a member of the Class of 2025, shared moving testimonies. Angel, who owns a Mexican restaurant in South Philadelphia, praised the program for shaping his passion and equipping him with the skills to run a business. Hilaria, an international student from Honduras, credits the program with giving her confidence, a sense of community, and a career path. She is now working as a line cook at Pizzeria Vetri and will be walking in the upcoming commencement ceremony.

- During the Q&A, Trustee Ireland inquired about the college's current relationship with Philadelphia OIC. Chef Marin confirmed past collaborations and a meeting currently scheduled with OIC's Chef. It was also confirmed that chefs previously affiliated with OIC are no longer connected to the college.
- Trustee Epps inquired about the college's relationship with The Enterprise Center and its culinary incubator. Chef Marin informed the Board that there is no formal partnership; however, there is an interest in engaging more with such incubators.
- The Trustees collectively emphasized the importance of capitalizing on the city's growth and upcoming events, such as the 2026 semi-quincentennial. They discussed expanding catering and entrepreneurship opportunities through graduate engagement.
- Trustee Epps also recommended that "past partnership" information be labeled more clearly and expressed interest in aligning with clubs and local hospitality venues. Chef Marin clarified that while some partnerships were from the past 12–18 months, they are still considered viable opportunities.
- Trustee Epps inquired about the average starting salary for culinary program graduates. Chef Marin informed the Board that the reported salary range is approximately \$45,000–\$50,000, with some students earning \$25 per hour in industry positions.
- Trustee Jenkins asked if there are constraints to program growth or expansion. Chef Marin noted that the program has only one full-time faculty member, but hiring is underway to add instructional support.

The Board emphasized the importance of stronger integration with industry, suggesting connections with Visit Philly, the Restaurant and Lodging Associations, and hospitality venues such as the Union League and Marriott.

#### **c) Tourism & Hospitality Management Associate in Arts Program APR Review (A)**

Following the review of Culinary Arts, the Board continued to evaluate the presentation of the first Academic Program Review for the Tourism and Hospitality Management (THM) program, which was launched in 2019. Dr. Marshall introduced Professor Mitsy Ann Rapley, one of the newest faculty members hired as part of an intentional effort to recruit highly qualified and diverse faculty to reflect the student population better. In her first year, she has exceeded expectations with her leadership and support of the program. Dr. Rapley recently received her Doctor of Business Administration from Columbia Southern University, with a dissertation titled "Generational Differences in Digital Technology Adoption Among Hotel Employees."

Dr. Birge-Carracapa provided data on enrollment and demographics. Like Culinary Arts, the COVID-19 pandemic negatively impacted the Tourism & Hospitality Management industry. From Fall 2019 to Spring 2024, the average enrollment in the Tourism & Hospitality Management program was 40.6 students. On average, this program enrolled a larger proportion of full-time students (37.3%) compared to the College overall (30.6%). The proportions of

students enrolled in the Tourism & Hospitality Management program are similar to those of the College, including Black females (26.0% compared to 30.1%), Black males (8.2% compared to 12.3%), Hispanic females (14.0% compared to 11.7%), and White females (9.0% compared to 14.0%).

From Fall 2018 to Fall 2022, the proportion of THM students who returned to the same program from one year to the next (44%) was higher than that of the College overall (35%). Between 2017 and 2021, 5.6% of THM students transferred to other institutions, which is lower than the rate for other AA graduates at the College (59.4%) and the College-wide average (52.8%). From 2020 to 2023, the Tourism & Hospitality Management program has awarded 26 AA degrees and four proficiency certificates. Although the transfer rate was low—likely due to the pandemic and the program’s recent inception—efforts are underway to increase both enrollment and transfers by strengthening partnerships with four-year institutions such as Temple University and Cheyney University.

The department boasts award-winning students and faculty, including Dr. Lynsey Hobbs, who received the Lindback Award for Teaching Excellence in 2023. Dr. Rapley shared that Tourism and Hospitality Management (THM) is designed to develop hospitality leaders who can contribute to the region's economic development. The curriculum emphasizes experiential learning and offers industry certifications, including RAMP alcohol training. Students participate in hotel and restaurant simulations, site visits, and a guest speaker series, all of which enhance real-world connections. Partnerships include Sofitel, Marriott, Holiday Inn Express, and the Convention Center. The program is also exploring a potential co-op with Holland America and Princess Cruises. Dr. Rapley noted the growing demand for hospitality workers in the lead-up to 2026 and outlined plans to establish a Tourism Action Club, integrate COIL (Collaborative Online International Learning), and expand global partnerships such as Sandals Resorts.

A new one-year proficiency certificate has also been introduced as a pathway to the Associate of Arts (AA) degree, enabling students to either enter the workforce or continue their education. To enhance the Tourism and Hospitality Management (THM) program, new courses have been added, such as casino management, introduction to tourism, event management, and introduction to hospitality. Students continue to excel, supported by the college and faculty, with notable achievements including high GPAs and awards.

Dr. Rapley informed the Board about the establishment of the Tourism Action Club, designed to enhance community engagement through service projects and industry networking events. The curriculum prepares students for various roles in the industry, emphasizing the significance of obtaining practical experience to bolster their resumes, even if it is initially unpaid.

The department aims to increase enrollment to 50 students through enhanced marketing, a stronger social media presence, and more industry-focused open houses. Efforts to strengthen international partnerships are underway, starting with Sandals Resort, and collaborative online international learning projects will be integrated into courses this fall. To improve transfer rates, the department is facilitating visits from institutions like Temple University to make the process more accessible. Recognizing that many students prioritize immediate employment, the department aims to demonstrate the benefits of continuing education while accommodating their need to work. This includes forming partnerships with institutions that offer flexible study options, such as evening or night classes.

Zora Daly, a student in the tourism and hospitality management program, shared her passion for aviation and tourism. She praised the faculty for their hands-on teaching. Ms. Daly described how the program has helped her define her career goals and contributed to her personal development. She highlighted the importance of experiential learning, including site visits to local hotels and the Convention Center, which provided valuable insights into the industry.

During the questions, Board members inquired about job placement, learn-and-earn models, co-ops, and the potential for targeted certificate offerings without requiring full degrees. Trustees emphasized the need for a curriculum design that responds to industry demands and recommended building a stronger advisory Board that includes stakeholders from Visit Philly, the Hotel Association, and Philadelphia Works.

- Trustee Clancey inquired about the current enrollment numbers, whether the program is full-time, and whether learning pathways are flexible, allowing students to enter and exit with short-term credentials. Dr. Rapley informed the Board that enrollment was reported to be around 75 to 78. It is a two-year degree program, with stackable certificates available. Students can complete 17 to 18 credit proficiency certificates, which can be stacked to fulfill the requirements for the Associate of Arts degree.
- Trustee Ireland asked what industry roles most graduates pursue if they do not transfer to four-year programs. Dr. Rapley informed the Board that graduates typically pursue careers in hotel operations, including front desk and front office roles, with some also taking on back-of-the-house positions.
- Trustee Epps asked if there were any structured internships or learn-and-earn models with hotel partners. Dr. Rapley informed the Board that there are currently no formal learn-and-earn programs, but students often work part-time. Plans are in place to explore specific hotel partnerships, and the department is interested in developing these pathways.

Dr. Marshall expressed that she had no concerns about the continuation of either the Culinary Arts Associate in Applied Science Program or the Tourism and Hospitality Management program. She recommended approval for both, citing strong student outcomes, faculty leadership, and alignment with city workforce needs. She indicated that hiring is underway for new full-time faculty, and follow-up meetings will be held to implement the many valuable recommendations offered by the Board, which include establishing clearer criteria for future program reviews, such as enrollment benchmarks, living wage outcomes, and community impact.

- The committee emphasized the necessity of achieving a clearer understanding of the path to program renewal and termination, as well as the importance of maintaining a consistent system for evaluating programs. They also expressed a desire to engage in future discussions about whether the current curricula sufficiently align with industry workforce needs or if more targeted tracks and certifications could better serve students and employers. Furthermore, the committee initiated a discussion underlining the need for stronger industry connections and the potential to leverage programs for community events and workforce development. The Board members highlighted the significance of

strategic partnerships and advisory councils in aligning program offerings with industry demands and compensation scales.

Trustee Fulmore-Townsend proposed approving the Culinary Arts and Tourism & Hospitality programs for an extension of five years. Trustee Jenkins made a motion to approve, which Trustee Ireland seconded. The motion was carried unanimously. The meeting was adjourned.

# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Culinary Arts A.A.S.

Authors: Andres Marin, Diael Thomas, Lizzie Gordon

Spring 2025

### Table of Contents

1. Executive Summary.....	2
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A.	Key Findings .....	2
B.	Prior APR .....	8
C.	Action Items .....	11
D.	Narrative .....	12

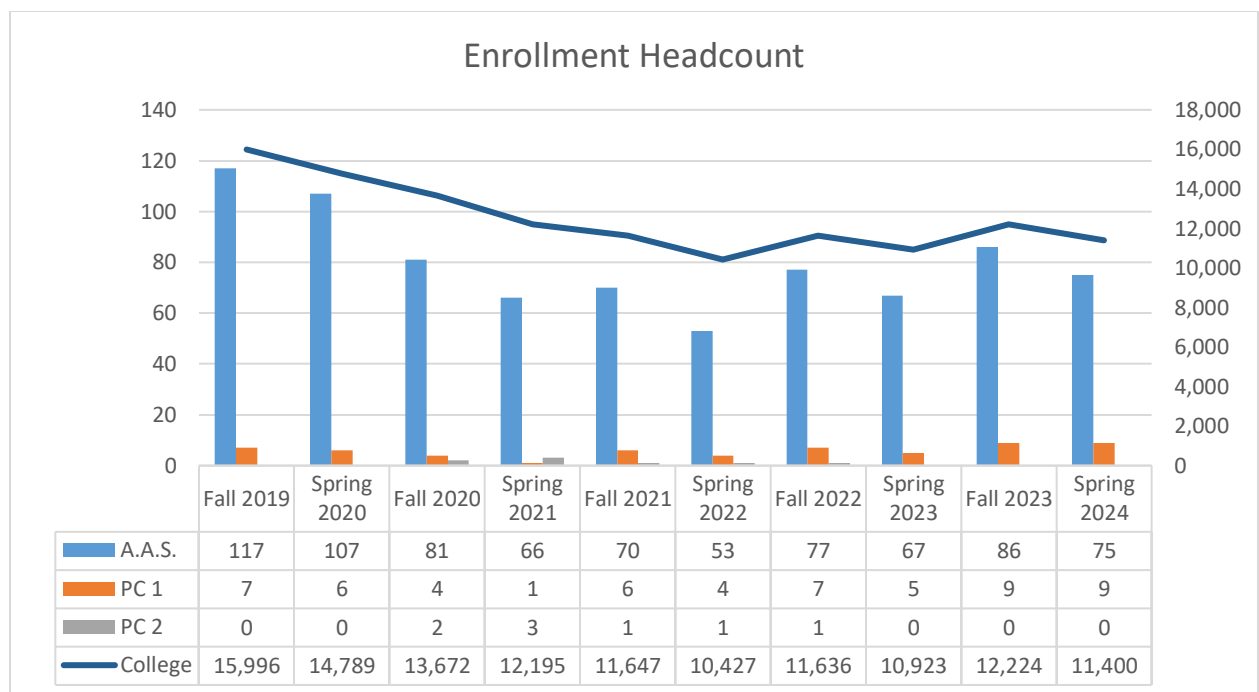
## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

##### Enrollment

1. Over the period studied, average enrollment in the Culinary Arts program was 86.5.
2. On average, Culinary Arts enrolled a similar average proportion of full-time students (34.5%) to the College overall (30.6%).



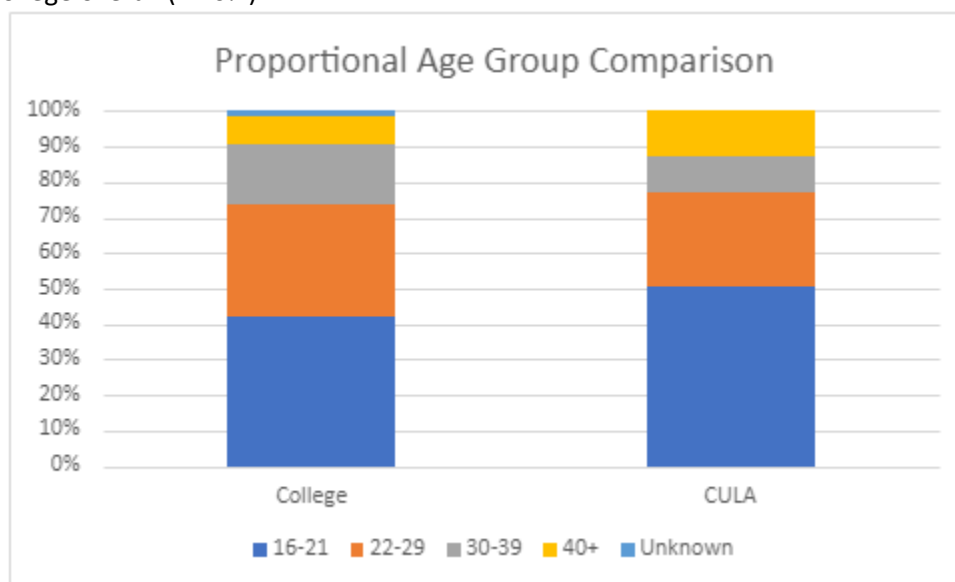
##### Demographics

3. On average, Culinary Arts enrolled a similar percentage of students identifying as Asian (8.8%) to the College overall (10.7%).
4. On average, the program enrolled a similar percentage of students identifying as Black females (31.8%) as the College overall (30.1%) and a higher percentage of students identifying as Black males (20.6%) than the College overall (12.3%).
5. On average, the program enrolled a similar percentage of students identifying as Hispanic (17.1%) to the College overall (17.0%).

6. On average, Culinary Arts enrolled a lower percentage of students identifying as White females (6.2%) to the College overall (14.0%) and a similar percentage of students identifying as White males (3.7%) to the College overall (7.7%).

CULA		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
<b>Asian</b>	Female	4.8%	4.4%	4.6%	1.4%	5.2%	3.4%	2.4%	1.4%	2.1%	0.0%	3.0%
	Male	7.3%	6.2%	10.3%	7.1%	5.2%	3.4%	8.2%	4.2%	3.2%	3.6%	5.9%
<b>Black</b>	Female	40.3%	35.4%	32.2%	37.1%	35.1%	29.3%	29.4%	27.8%	27.4%	23.8%	31.8%
	Male	19.4%	18.6%	24.1%	20.0%	20.8%	19.0%	21.2%	22.2%	18.9%	21.4%	20.6%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.1%
<b>Hispanic</b>	Female	7.3%	7.1%	8.0%	7.1%	6.5%	6.9%	9.4%	11.1%	20.0%	22.6%	10.6%
	Male	4.8%	4.4%	2.3%	5.7%	7.8%	10.3%	5.9%	5.6%	8.4%	9.5%	6.5%
<b>Multi-Racial</b>	Female	2.4%	2.7%	2.3%	1.4%	3.9%	5.2%	5.9%	6.9%	3.2%	1.2%	3.5%
	Male	0.8%	0.9%	0.0%	1.4%	0.0%	1.7%	1.2%	1.4%	3.2%	1.2%	1.2%
<b>Other/Unknown</b>	Female	4.8%	6.2%	6.9%	7.1%	5.2%	8.6%	7.1%	5.6%	4.2%	6.0%	6.2%
	Male	1.6%	0.9%	0.0%	1.4%	1.3%	1.7%	0.0%	0.0%	1.1%	1.2%	0.9%
<b>White</b>	Female	3.2%	7.1%	5.7%	5.7%	5.2%	8.6%	5.9%	6.9%	7.4%	6.0%	6.2%
	Male	3.2%	6.2%	3.4%	4.3%	3.9%	1.7%	3.5%	6.9%	1.1%	2.4%	3.7%

7. Overall, the program enrolled a lower percentage of students identifying as female (61.2%) than the College overall (66.8%).
8. The program enrolled a similar percentage of students under 30 years of age (77.3%) to the College overall (74.0%).

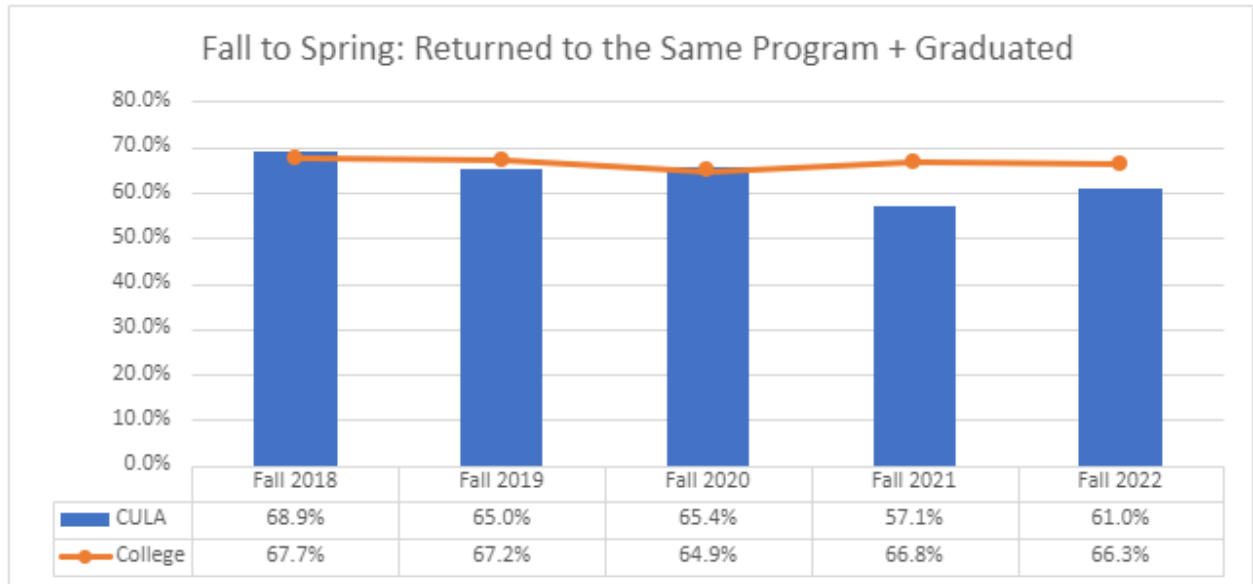


## Retention

Fall to Spring

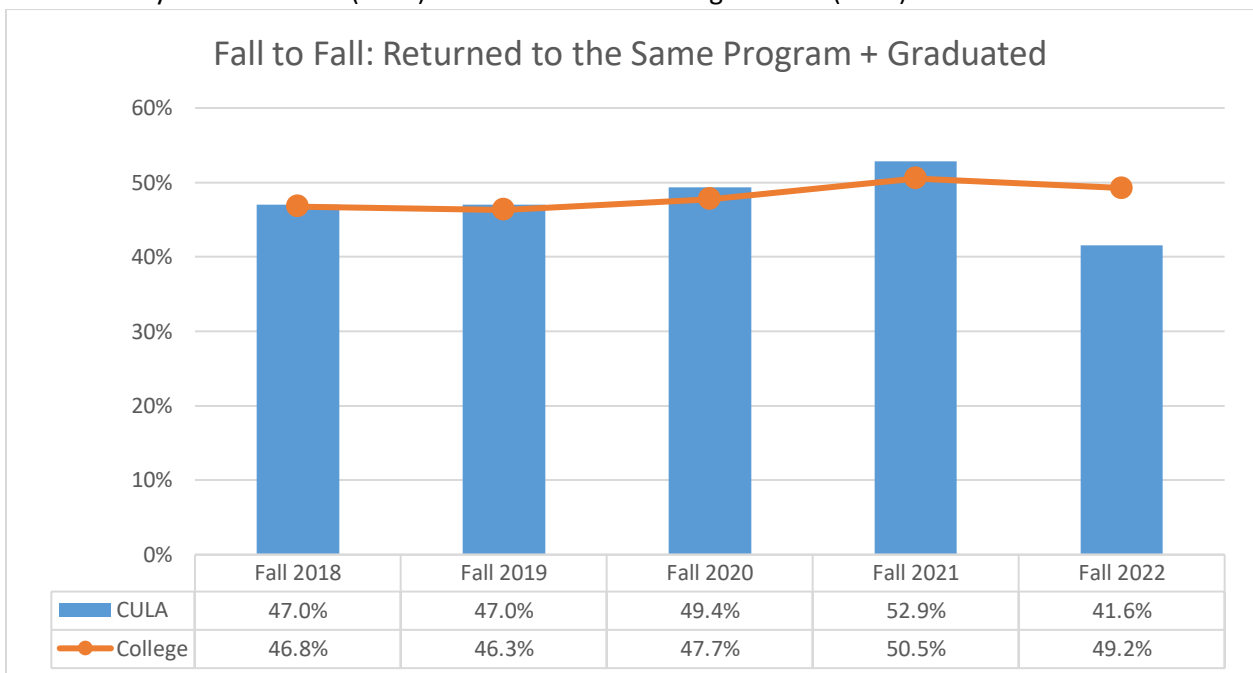


9. Over the period studied, the proportion of Culinary Arts students who returned to the same program from one semester to the next (59.8%) was similar to the College overall (61.1%).
10. The program's average proportion of students who returned to a different program from one semester to the next (2.3%) was similar to the College overall (3.9%).



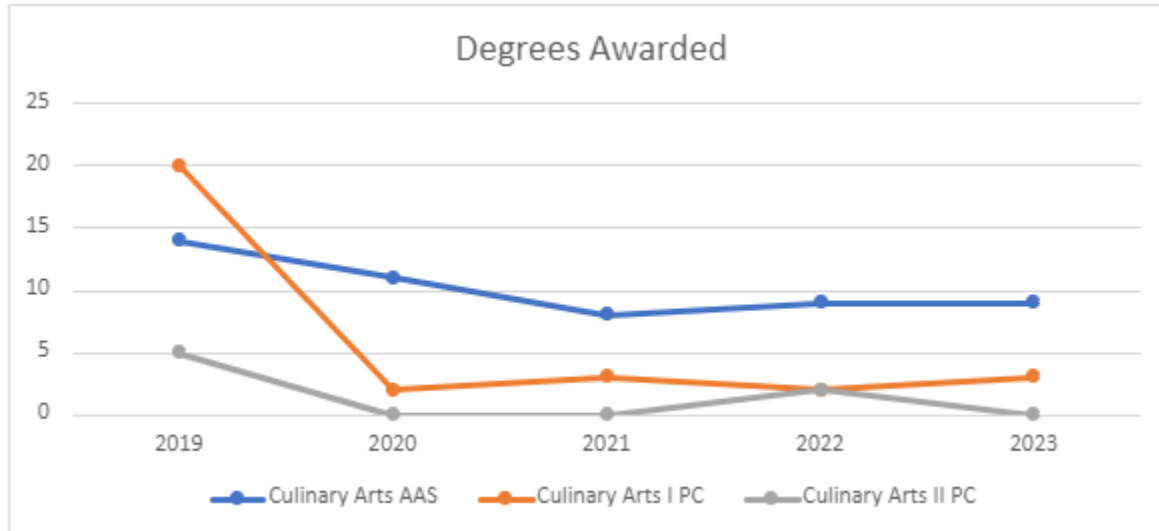
#### Fall to Fall

11. Over the period studied, the proportion of Culinary Arts students who returned to the same program from one year to the next (38.0%) was similar to the College overall (35.1%).
12. The program's average proportion of students who returned to a different program from one year to the next (3.7%) was similar to the College overall (6.7%).



### Success and Graduation

13. Over the period studied, the Culinary Arts program awarded 51 AAS degrees and 37 proficiency certificates.



### Advisory Committee

14. The advisory committee meets twice per year, once in the spring and fall semesters. The committee consists of executive chefs from country clubs and restaurants, the culinary director of 4 Starr Kitchen Equipment, the director of Drexel Food Lab, and the program director of Careers through Culinary Arts Program.
15. The committee provides insight into industry and labor trends to help keep the program up to date as well as offering mentoring and experiences to students.

### Assessment

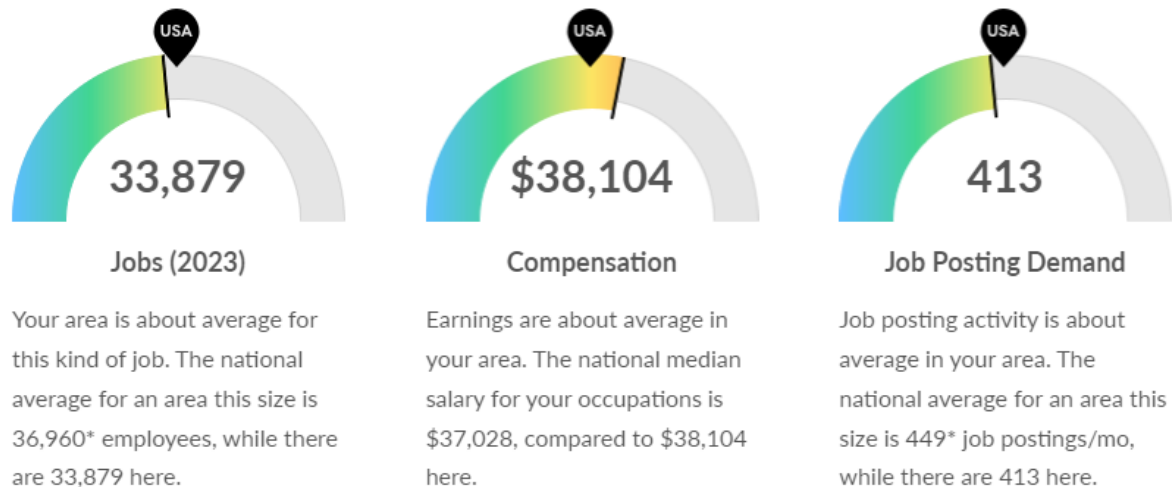
16. The Culinary Arts program has six program learning outcomes:
- (1) Use professional written and oral communication skills to communicate effectively in food service operations.
  - (2) Identify organizational structures and basic functions of departments within hospitality and food service environments.
  - (3) Develop skills in knife, tool, and equipment handling and apply principles of food preparation to produce a variety of food products.
  - (4) Operate and care for equipment safely and correctly.
  - (5) Apply the basic principles of sanitation and safety in food service operations.
  - (6) Use critical thinking skills to assess and correct problems within food preparation, production, presentation, and service.
17. Courses are assessed every semester when they run. Due to new courses and curriculum changes, the full offerings will not be assessed until the end of the 2024-2025 academic year. The program has assessed all six of its PLOs during the period studied.

18. The program has made several curriculum changes starting with the separation of CAHM (Culinary Arts and Hospitality Management) into two separate programs, Culinary Arts and Tourism and Hospitality Management. Other curriculum changes in subsequent years included adding new courses, removing courses, and modifying prerequisites.
19. A new lab scoring assessment tool was introduced as part of curriculum changes which has improved how instructors give feedback. The program has put major emphasis on improving the pass rate on the ServSafe certification.

### Workforce Development

20. The program is preparing culinary students for new industry trends by revising and creating new courses that introduce options for dietary restrictions, food allergies, plant-based options, global food cuisine, functional foods that promote health and immunity, zero-waste cooking, and hyper-local and artisanal ingredients.
21. A combination of classroom learning and extensive hands-on experience in professional kitchens, often including a student-run restaurant, allows students to apply their knowledge in a real-world setting and adapt to evolving trends and technologies in the food industry, preparing them for entry-level management positions and future career advancement.

#### 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

22. Over the period studied, the Culinary Arts program has run an average of 8.2 sections of its required courses at 61.7% of capacity.

23. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$5669, which is higher than its division average of \$3567 and higher than the College average of \$4187.
24. The program requires a uniform and knife kit with an approximate cost of \$500. There are course fees of \$85 for CULA 170, 171, 151, 210, 211, 220, 240, and THM 285.
25. The cost of running the kitchen lab is approximately \$4500 for each of the eight lab courses.

## B. Prior APR

Recommendations from the Prior APR (2019) and Program Response:

**Enrollment and Demographics**

1. Increase headcount as follows:

	Fall 2017	Fall 2021		Fall 2023		Fall 2025	
Headcount	169 Students	142	15% increase in headcount*	163 students	15% increase in headcount	187 students	15% increase in headcount
		# of students by category	% of students by category	# of students by category	% of students by category	# of students by category	% of students by category
Returned to Same Program	32%	56	40%	71	44%	86	46%
Graduated	16%	28	20%	35	22%	46	25%
Did Not Persist	47.3%	49	35%	49	30%	44	24%
Returned to Different Program		9		8		11	

\*Increase from Fall 2019 headcount

**Program Response:** Due to pandemic challenges the program has unfortunately faced low enrollment, but there is still a demand for employment in this area. The restaurant industry has significantly changed, with a major increase in takeout and delivery services, leading to a need for cooks to be more versatile and requiring a broader skillset beyond traditional fine dining techniques. CULA is now focusing on teaching adaptability, food safety practices for delivery, and preparing students for the evolving food service landscape.

2. Monitor the effects of curricular changes on enrollment and retention.

**Program Response:** The curricular changes were made to address student confusion, some students falling through the cracks, and students not passing their ServSafe certification.

Since the last APR, the number of students that returned to the same program from fall to fall has increased on average 6 percentage points and the number of students that did not return decreased by 2-3 percentage points. Since 2020, retention has increased and is comparable if not higher than that of the College. While this may not only be due to the curriculum changes, retention has also improved over time. Headcount has not recovered since COVID.

3. Work with developmental and ESL faculty to more deeply integrate developmental math and English skills with Culinary Arts.

**Program Response:** Students in the Culinary Arts program meet their general education quantitative reasoning requirement with FNMT 118: Intermedia Algebra, a developmental math course. The program requires ENGL 101 and 102 but does not require students to be ENGL 101 ready to enter the program. There have not yet been formal or informal conversations with developmental English. Weeks 1 and 2 of CULA 151 and 170 (which are foundational classes) are more hands-on math practice with assignments that are discipline-specific for culinary arts such as scaling up recipes. The program determined that this works better as in-class assignments rather than on Canvas. These skills are also reinforced in later classes such as costing and standardizing recipes.

A curriculum change highlighted in the prior APR was allowing students to take developmental math concurrently with CULA courses rather than requiring developmental math courses prior to starting the CULA sequence. This allowed students to progress in the program rather than pausing to take math first.

## Assessment

4. Monitor the effects of curricular changes on student success and progress through the Program through a variety of assessment methods.

### Program Response:

Students were not passing the ServSafe exam which is required to graduate from the program. The program decided to give more time working on the skills required, and the pass rates have improved ~ 15%. In Fall 2023 the program started administering the ServSafe Food Handler exam before the ServSafe Food Protection Manager exam. The Food Handler exam is easier and covers 95% of the material in the Manager exam, giving students more prep material, experience with the exam, and an additional certificate. The tables below show the results for both exams over the past several years demonstrating improvement in both the pass rate and overall score for the ServSafe Food Protection Manager exam.

ServSafe Food Protection Manager Certification Examination Results

Year	Number of Students	Pass Rate	Exam Score
2024	15	66.7%	71.33
2023	22	45.5%	68
2021	27	33.3%	66

ServSafe Food Handler Examination Results

Year	Number of Students	Pass Rate	Exam Score
------	--------------------	-----------	------------

2024	17	70.6%	85
2023	19	73.7%	80

5. As needed, update assessment instruments to accurately assess new PLOs.

**Program Response:**

The program tracks attendance in Canvas and a Kitchen Lab Weekly grade in which students can earn up to 100 points made of

- 10 - Weekly attendance
- 15 - Uniform
- 20 - Safety and sanitation
- 15 - Following portion and plating instruction
- 15 - Time management
- 20 - Quality of cooking

This grading sheet was developed in conjunction with the new PLOs and is required for all kitchen lab courses. Each section has criteria for instructors to grade on. The changes were implemented because simply tracking attendance did not reflect on the students' performance in class. Additionally, the new grading sheet is retained in Canvas while previously, students were only given feedback verbally during class.

In lab and lecture classes, discussion questions now require at least 250 words which addresses PLO 1. Additionally, students must now make presentations in CULA 210, 211, and 270, answering a set of questions to address PLOs 1 and 6. In CULA 288 (Work Experience II), the program has implemented a "map my future" and self-evaluation assignment requiring a minimum 500 word reflection on their work experience such as what surprised them, what they learned, their experience working in industry, and where they see themselves in 5 years which addresses PLOs 1 and 6. The program is working to implement an electronic portfolio requirement and student showcase for the public and industry guests.

**Workforce Development**

6. Poll students on effective ways to track post-graduation careers.

**Program Response:**

The program coordinator currently individually calls students to track post-graduation outcomes for former students and registration/degree progress for current students, but this remains a large overhead burden and becomes difficult with changing phone numbers. The program retains a social media page and is also considering establishing an alumni association. This has created an organic and adaptable method of tracking graduates. The program also has invited back alumni as guest speakers.

## C. Action Items

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

### Enrollment and Demographics

1. Enrollment changes are predicted as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID benchmark)	Fall 2023 Headcount		N	% change*	N	% change	N	% change
117	86	Low range	83	-3.39%	80	-3.19%	77	-3.14%
		Base	87	0.98%	88	1.21%	89	1.26%
		High range	91	5.35%	96	5.60%	101	5.67%

\*Increase from Fall 2023 headcount

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

**Responsibility:** Department head and program faculty with College Support

**Timeline:** 2025-2029

### Success and Graduation

2. The program should continue working toward implementing an electronic portfolio requirement and student showcase for the public and industry guests and consider how other programs, such as Art & Design, manage their portfolio requirements. Partnerships with other programs at the College, such as Art & Design or Digital Video Production, may also prove fruitful.

**Responsibility:** Department head and program faculty with College support

**Timeline:** Fall 2027



**Assessment**

3. The program's use of similar language in all its assessment reports regarding "continuing to monitor" new assessment assignments is not consistent with the College-wide assessment goal or regional accreditor's requirement of continuous improvement. As part of the data driving portion of the assessment process in future program assessment reporting, the program should tie specific actions to specific assessment results and document them accordingly.

**Responsibility:** Program faculty

**Timeline:** Fall 2025 program assessment reporting

**D. Narrative**

The Culinary Arts program, taught by American Culinary Federation (ACF) qualified faculty chefs, develops students' technical abilities and theoretical foundation. Students will develop skills with knives, kitchen tools, and equipment handling and apply principles of food preparation to produce a variety of quality dishes. Students will also complete various industry certifications, gaining valuable hands-on industry work experience in the field that adds value and creates a competitive advantage as they progress through their career. Through this program, students can prepare for the workforce, aim for promotion, or transfer to a related bachelor's degree program. The Culinary Arts program offers a two-year associate degree in applied science (AAS) and two proficiency certificates (PC).

Upon completion of the program, students will have completed forty-five hours of cooking in the classroom lab setting with an additional two hundred hours of cooking time in external work experience. Philadelphia is an up-and-coming city with a widely diverse food scene, and Culinary Arts students are actively involved and gaining experience. The Culinary Arts programs is actively involved in events hosted at the College such as the 2024 The Presidents and the Pastor Jazz event and the community-wide Family Fun Day. The program also has established great connections with the Greater Philadelphia community through partnerships with organizations like Philabundance and the School District of Philadelphia.

The program is preparing Culinary Arts students for new trends in the field by revising and creating new courses that introduce options for dietary restrictions, food allergies, plant-based options, global food cuisine, functional foods that promote health and immunity, zero-waste cooking, and hyper-local and artisanal ingredients. Continuing to reaffirm the past foundations of cooking techniques, food safety practices, sanitation standards, menu planning, and cost control, through a combination of classroom learning and extensive hands-on experience in professional kitchens, often including a student-run restaurant. This allows students to apply their knowledge in a real-world setting and adapt to evolving trends and technologies in the food industry, preparing them for entry-level management positions and future career advancement.



# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Tourism & Hospitality Management A.A.

Authors: Mitsy Ann Rapley, Diael Thomas, Lizzie Gordon

Spring 2025

## Table of Contents

1. Executive Summary .....	2
A. Key Findings .....	2
B. Prior APR .....	8
C. Action Items .....	8
D. Narrative .....	9

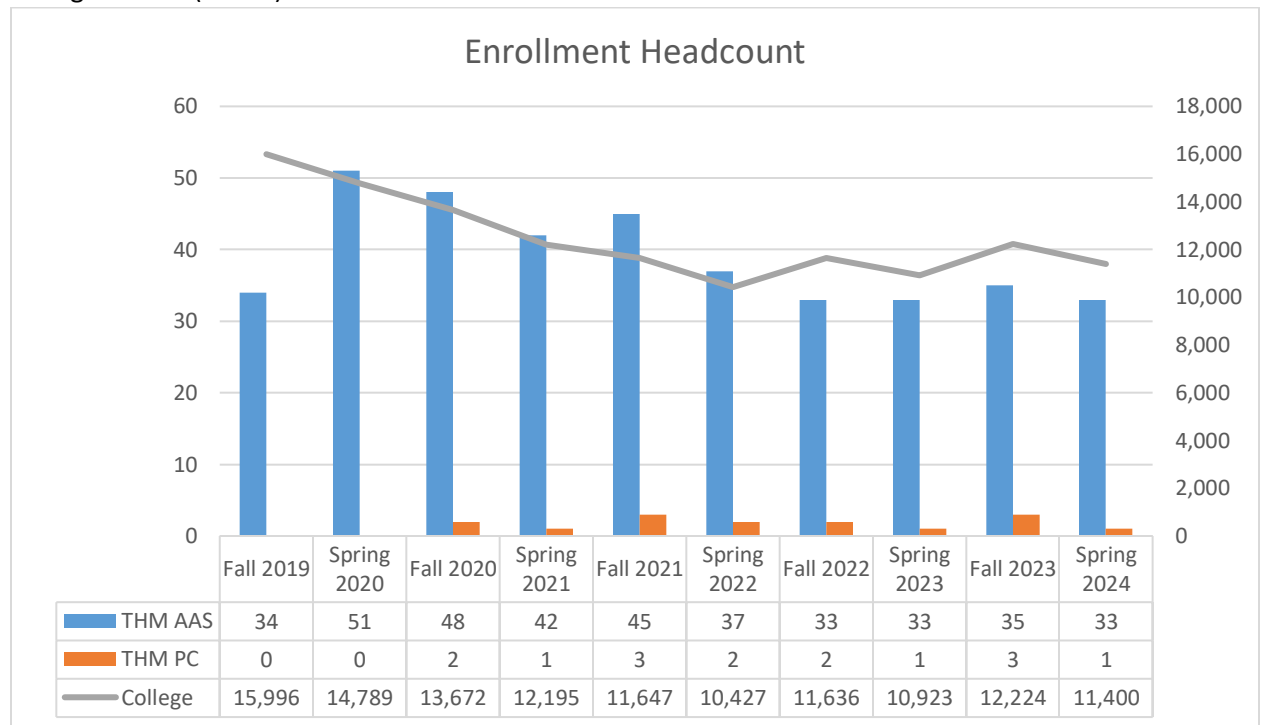
## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

##### Enrollment

- During the period studied, average enrollment in Tourism and Hospitality Management program was 40.6 students.
- On average, the program enrolled a larger proportion of full-time students (37.3%) than the College overall (30.6%).

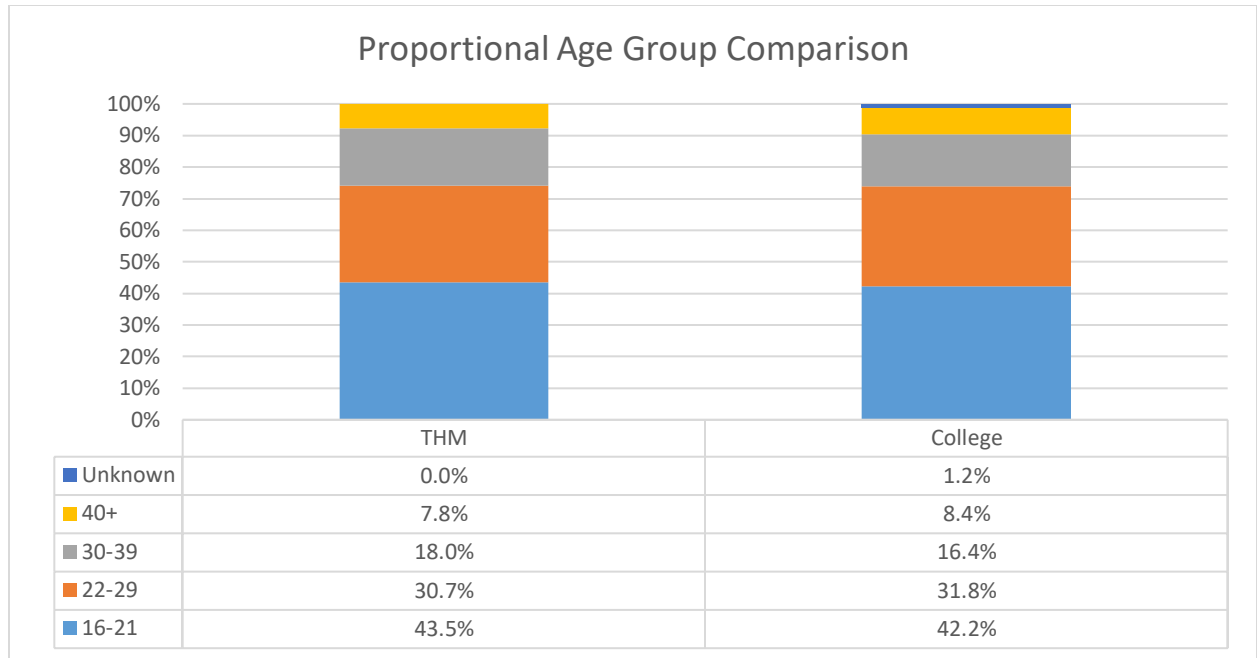


##### Demographics

3. On average, THM enrolled a similar proportion of students that identify as Black females (26.0%) to the College overall (30.1%) and a similar proportion of students that identify as Black males (8.2%) to the College overall (12.3%).
4. On average, THM enrolled a similar proportion of students that identify as Hispanic females (14.0%) to the College overall (11.7%) and a similar proportion of students that identify as Hispanic males (1.9%) to the College overall (5.2%).
5. On average, the program enrolled a similar proportion of students that identified as Asian females (9.9%) to the College overall (5.9%) and a similar proportion of students that identify as Asian males (9.2%) to the College overall (4.8%).
6. On average, the program enrolled a similar proportion of students that identify as White females (9.0%) compared to the College overall (14.0%) and a similar proportion of students that identify as White males (9.2%) to the College overall (7.7%).

THM		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
<b>Asian</b>	Female	2.9%	9.8%	4.0%	9.3%	6.3%	5.1%	11.4%	14.7%	21.1%	14.7%	9.9%
	Male	5.9%	13.7%	12.0%	7.0%	8.3%	7.7%	11.4%	11.8%	7.9%	5.9%	9.2%
<b>Black</b>	Female	23.5%	25.5%	28.0%	23.3%	16.7%	17.9%	25.7%	35.3%	34.2%	29.4%	26.0%
	Male	8.8%	11.8%	8.0%	7.0%	10.4%	10.3%	5.7%	5.9%	2.6%	11.8%	8.2%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.3%
<b>Hispanic</b>	Female	11.8%	13.7%	14.0%	14.0%	14.6%	17.9%	22.9%	11.8%	10.5%	8.8%	14.0%
	Male	5.9%	3.9%	2.0%	2.3%	2.1%	2.6%	0.0%	0.0%	0.0%	0.0%	1.9%
<b>Multi-Racial</b>	Female	2.9%	2.0%	4.0%	7.0%	6.3%	2.6%	2.9%	2.9%	2.6%	2.9%	3.6%
	Male	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
<b>Other/Unknown</b>	Female	2.9%	2.0%	6.0%	4.7%	6.3%	7.7%	2.9%	5.9%	5.3%	5.9%	4.9%
	Male	0.0%	2.0%	2.0%	2.3%	4.2%	5.1%	8.6%	2.9%	2.6%	2.9%	3.3%
<b>White</b>	Female	11.8%	7.8%	10.0%	14.0%	12.5%	7.7%	2.9%	8.8%	5.3%	8.8%	9.0%
	Male	17.6%	7.8%	10.0%	9.3%	12.5%	15.4%	5.7%	0.0%	7.9%	5.9%	9.2%

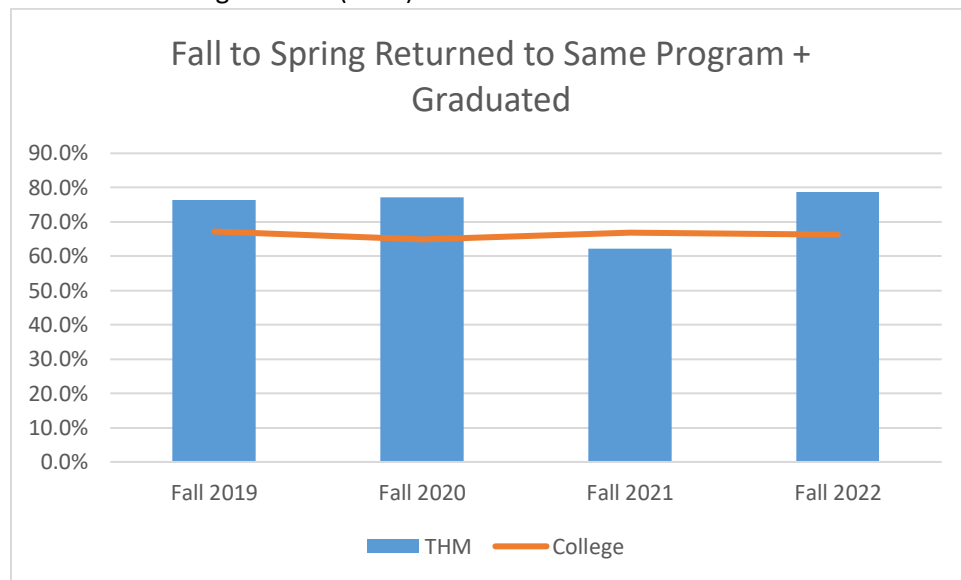
7. The program enrolled a similar proportion of students under 30 years of age (74.2%) compared to the College overall (74.0%).



## Retention

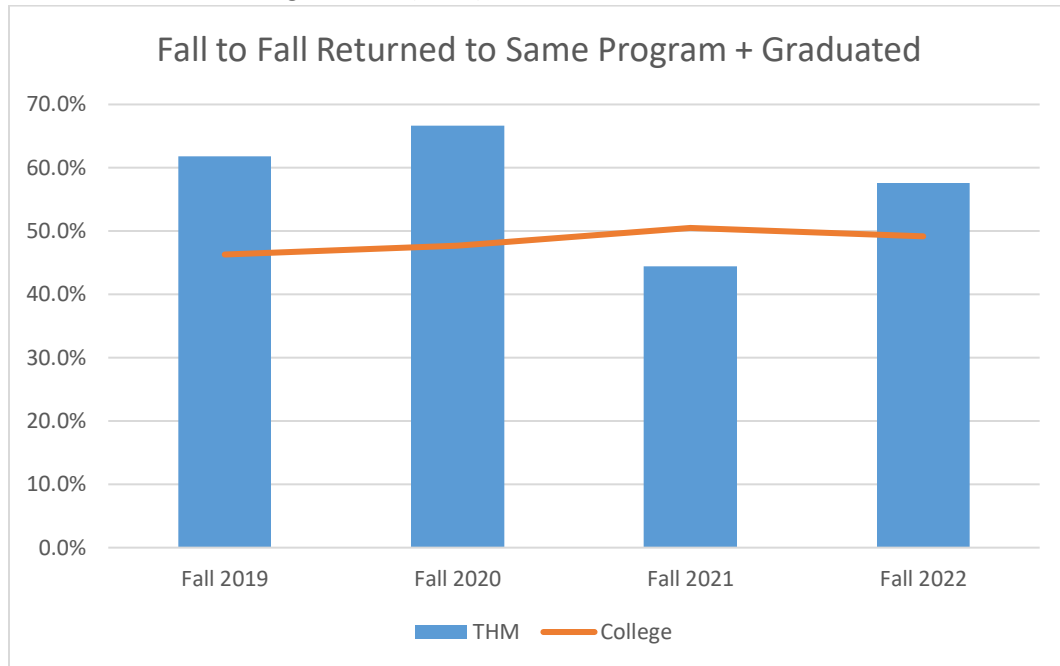
### Fall to Spring

8. Over the period studied, the proportion of Tourism and Hospitality Management students who returned to the same program from one semester to the next (65.1%) was similar to the College overall (61.1%).
9. The program's average proportion of students who returned to a different program (2.6%) was similar to the College overall (3.9%).



### Fall to Fall

10. Over the period studied, the proportion of THM students who returned to the same program from one year to the next (44.0%) was higher than the College overall (35.1%).
11. The program's average proportion of students who returned to a different program (4.6%) was similar to the College overall (6.7%).

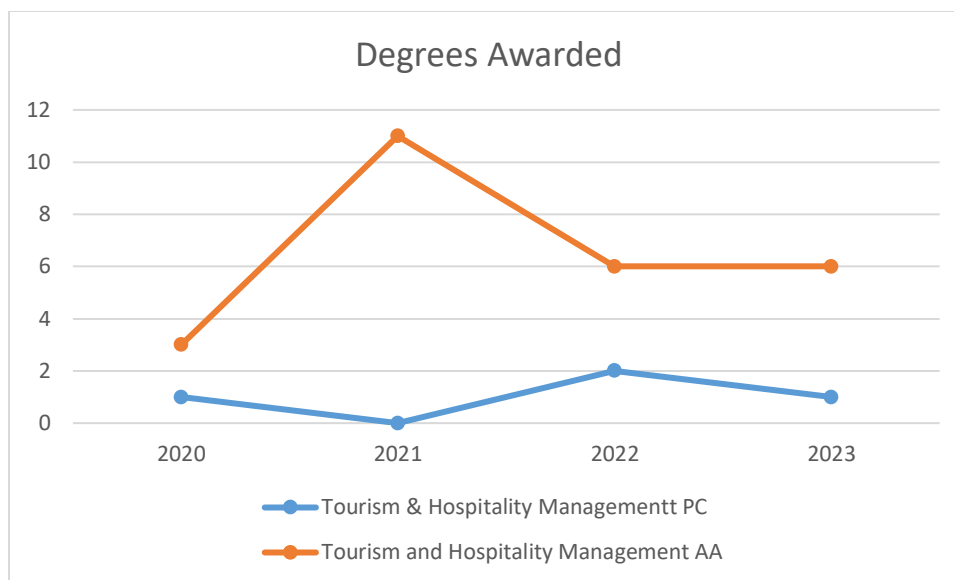


### Transfer

12. Over the period studied, 5.6% of THM graduates transferred to other institutions, which is lower than other A.A. graduates at the College (59.4%) and lower than College-wide graduates (52.8%). 0% of these transfer students graduated from their transfer institution, which is lower than other A.A. transfer students at the College (22.8%) and lower than College-wide transfer students (26.8%).
13. The top five transfer institutions are Temple University, University of Maryland Global Campus, Sarah Lawrence College, Rowan University, and Pennsylvania State University.

### Success and Graduation

14. Over the period studied, the Tourism and Hospitality Management program awarded twenty-six AA degrees and four proficiency certificates.



### Assessment

15. The Tourism and Hospitality Management program has six program learning outcomes:
  - (1) Create favorable guest experiences by using professional service management techniques in a tourism and hospitality business environment.
  - (2) Organize, analyze, and interpret perspectives or alternatives to problems in tourism and hospitality operations.
  - (3) Contribute to positive team performance in a hospitality business environment by appraising and managing one's own team-related competencies, in particular, the knowledge, skills, and attitudes considered transportable from one team to another.
  - (4) Integrate human, financial, and physical resources management into tourism and hospitality operations and model the behaviors of effective, ethical leaders by demonstrating the fundamental principles of leadership.
  - (5) Use professional written and oral communication skills and technology to successfully communicate.
  - (6) Practice professional ethics, provide leadership, demonstrate personal and global responsibility, and work effectively as a team member.
16. The program assessed all six PLOs during the period studied. PLOs are assessed every year using direct assessment of homework assignments, group projects, and discussions.
17. The program has clear documentation of areas of improvement and steps taken such as difficulties communicating events to students and increasing enrollment during the pandemic.
18. The program has identified concrete action items in recent years to increase engagement in courses such as industry partnerships, experiential learning, teaching more courses in-person and implementing more group-based problem-solving projects.

### Workforce Development

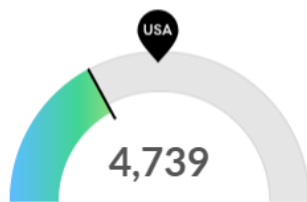
19. The shift towards automation, AI, and contactless services has redefined operational roles in hotels, restaurants, and tourism-related businesses. The THM program addresses these



changes by embedding technology training in THM 130: Hotel Management and THM 285: Dining Room Management, where students gain hands-on experience through job shadowing with Property Management Systems (PMS) and Point-of-Sale (POS) technology. Sustainability topics are incorporated into THM 112: Introduction to Tourism, where students explore green hotel practices and responsible tourism principles.

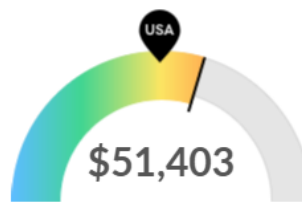
20. To ensure students are ready for industry demands, the THM program integrates experiential learning, certification opportunities, and industry partnerships. Students engage in practical assignments and internships with local hotels, restaurants, and tourism organizations. Certifications like ServSafe Manager and TIPS Alcohol Training give students a competitive edge in the job market.
21. Faculty maintain relationships with industry leaders through advisory board meetings, site visits, and guest speakers. Feedback from industry partners informs curriculum updates ensuring that students develop skills aligned with employer needs. Guest speakers provide students with real-time insights into emerging trends and industry demands.

#### Light Job Posting Demand Over a Thin Supply of Regional Jobs



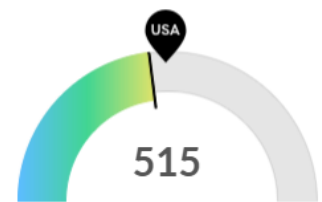
**Jobs (2023)**

Your area is not a hotspot for this kind of job. The national average for an area this size is 7,853\* employees, while there are 4,739 here.



**Compensation**

Earnings are about average in your area. The national median salary for your occupations is \$46,931, compared to \$51,403 here.



**Job Posting Demand**

Job posting activity is low in your area. The national average for an area this size is 579\* job postings/mo, while there are 515 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

22. Over the period studied, THM ran an average of 6.3 sections of its required courses each semester which were enrolled at 54.4% of capacity on average.
23. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$3629 which is more than its division average of \$3550 and less than the College average of \$4207.

## B. Prior APR

Tourism & Hospitality Management became effective in Fall 2019. This is the first Academic Program Review for Tourism & Hospitality Management.

## C. Action Items

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

**Enrollment and Demographics**

1. Enrollment changes are predicted as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID benchmark)	Fall 2023 Headcount		N	% change*	N	% change	N	% change
117	35	Low range	36	1.80%	36	0.64%	36	0.35%
		Base	38	7.98%	40	6.93%	43	6.66%
		High range	39	14.17%	44	13.22%	50	12.98%

\*Increase from Fall 2023 headcount

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

**Responsibility:** Program faculty with College support

**Timeline:** Fall 2024-Fall 2029

**Transfer**

2. As an AA program, Tourism & Hospitality Management’s transfer outcomes are significantly lower than those of AA programs at the College overall. While much of this may be because of the effect of the COVID-19 pandemic on the hospitality industry, the program should investigate the reasons that most students are not transferring to four-year programs and work with both transfer partners and students to create a strategy to address the reasons for these low transfer numbers.

**Responsibility:** Department head and program faculty with College support.

**Timeline:** Fall 2027

#### D. Narrative

The Tourism and Hospitality Management (THM) program prepares students for dynamic careers in the hospitality and tourism industries. Through a well-rounded curriculum, students gain essential skills in hotel operations, event management, food and beverage service, tourism marketing, and hotel operations. The program emphasizes hands-on learning experiences, industry technology, and direct engagement with hospitality professionals, ensuring that graduates are ready to meet the demands of this fast-evolving sector. Students are prepared for entry-level roles and leadership opportunities in hotels, restaurants, event planning, tourism services, and other hospitality-related businesses.

The THM program provides immense value to students, the College, and the community. For students, it offers practical, industry-relevant training, real-world case studies, field trips, and access to industry technology, such as point-of-sale systems and hotel management software. Faculty integrate experiential learning through site visits, role-play exercises, and guest lectures from industry professionals, bridging the gap between theory and practice. Students graduate with a well-rounded understanding of industry standards and operational best practices, enhancing their employability.

The shift towards automation, AI, and contactless services has redefined operational roles in hotels, restaurants, and tourism-related businesses. Front-desk agents now manage mobile check-ins and digital keys, while customer service representatives handle AI-supported chatbots. Consumer demand for sustainable tourism and personalized guest experiences is also driving change. Hotels are pursuing eco-certifications, and businesses are offering more authentic, experience-based travel.

The THM program addresses these changes by embedding technology training in THM 130: Hotel Management and THM 285: Dining Room Management, where students gain hands-on experience through job shadowing with Property Management Systems (PMS) and Point-of-Sale (POS) technology. Sustainability topics are incorporated into THM 112: Introduction to Tourism, where students explore green hotel practices and responsible tourism principles.

The Tourism and Hospitality Management (THM) program prepares students for dynamic careers in the hospitality and tourism industries. Through a well-rounded curriculum, students gain essential skills in hotel operations, event management, food and beverage service, tourism marketing, and hotel operations. The program emphasizes hands-on learning experiences, industry technology, and direct engagement with hospitality professionals, ensuring that graduates are ready to meet the demands of this fast-evolving sector. Students are prepared for entry-level roles and leadership opportunities in hotels, restaurants, event planning, tourism services, and other hospitality-related businesses.

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For the College, the program strengthens its reputation for career-oriented education and bolsters partnerships with local employers and community organizations. By aligning coursework with industry needs, the program supports the College's mission to prepare students for the workforce.

To support students in transferring to four-year institutions, the program actively encourages participation in transfer fairs and campus-specific transfer sessions coordinated by the director of articulation and transfer. Students are advised to work closely with advisors to ensure they select courses that align with their intended transfer institutions' program requirements. Additionally, partnerships with universities provide clear transfer pathways, helping students transition seamlessly into the bachelor's degree programs in hospitality, tourism and related fields.

Community benefits include a pipeline of skilled workers ready to support Philadelphia's growing hospitality and tourism sectors. Furthermore, the program promotes sustainable tourism principles, such as eco-friendly operations and sustainable event management, encouraging students to embrace environmentally responsible practices in their future careers.

The THM program explores key intellectual questions that drive student inquiry and critical thinking such as:

- How can hospitality and tourism organizations improve customer experiences while remaining profitable?
- What role does sustainable and ethical business practice play in the long-term success of hospitality and tourism ventures?
- How can cultural diversity and inclusivity be integrated into hospitality services to enhance guest experiences and business outcomes?

These questions shape course content, discussions, and assignments. For instance, in THM 112: Introduction to Tourism, students plan tours that consider destination appeal, customer motivations, and sustainability. In THM 240: Introduction to Event Management, students analyze real-world event case studies evaluating decisions related to budgeting, vendor management, and customer experience. By confronting these questions, students learn to view the hospitality industry from multiple perspectives and consider both business outcomes and social impact.

THM faculty use a variety of teaching methods to promote student engagement, critical thinking, and applied learning. Courses such as THM 240: Introduction to Event Management, THM 285: Dining Room Management, and THM 130: Hotel Management incorporate industry-specific software, live demonstrations, and hands-on projects. For instance, students in THM 285: Dining Room Management practice front-of-house service skills in simulated dining environments preparing them for real-world roles. In THM 266: Introduction to Hospitality Law, students analyze actual legal cases, exploring issues such as guest safety, liability, and contract law. Faculty also facilitate field trips to hotels, restaurants, and event venues, giving students a chance to observe and engage with industry professionals.

Faculty members foster student success beyond the classroom. They provide mentorship and career guidance during office hours and review student progress using Starfish. Through this system, faculty can track attendance, participation, and assessment performance allowing for timely interventions when students are struggling.

Faculty engage with the broader community and industry by attending industry conferences, hosting advisory board meetings, and inviting guest speakers to campus. For example, faculty maintain connections with local employers which helps to shape program curriculum to meet industry demands. This engagement ensures the program remains current with hospitality trends and prepares students to succeed in an evolving industry.

The THM program tracks student progress using multiple data points throughout the semester. Faculty monitor student performance at the 20% and 50% completion marks and identify students who may be at risk. The Starfish early alert system allows faculty to flag students who show signs of disengagement, poor attendance, or low grades. When students are flagged, they are referred to academic advisors, tutoring, or faculty office hours for personalized support.

Assessment methods include quizzes, assignments, hands-on projects, case studies, and final exams. Faculty provide timely feedback on assignments so students can improve their work before final submission. If students are not meeting learning objectives, faculty adjust teaching strategies or offer additional support through one-on-one guidance. The program also incorporates career-readiness milestones such as resume development and interview preparation as part of the broader student success framework.



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

## **MEETING MINUTES**

**Tuesday, May 20, 2025**

**10:30 a.m.**

**Hybrid**

**&**

**Shrager Boardroom, M2-1**

**1700 Spring Garden St.**

**Philadelphia, PA 19130**

**Presiding:** Ms. Chekemma Fulmore-Townsend

**Committee Members:** Ms. Rosalyn McPherson

**Board Participants:** Mr. Harold Epps, Ms. Mindy Posoff

**College Members:** Dr. Alycia Marshall, Dr. Linda Powell, Dr. Danny Hoey, Diana Rodriguez, Naima Turner Fleming

**Guests:** Dr. Judith Gay, Consultant to the Board of Trustees

### **I. Recommendations for Promotion**

**(A)**

The Special Student Outcomes Committee (SOC) meeting was convened to present and review faculty promotion candidates. Dr. Marshall opened the meeting by emphasizing the importance of the promotion process in maintaining teaching excellence and advancing strategic goals such as curriculum relevance and equity in student outcomes. She noted that the promotion process aligns with institutional values and contributes to faculty development and recognition.

Dr. Linda Powell provided a detailed overview of the promotion process, covering dossier preparation and departmental review to the final board recommendation. The process now utilizes Interfolio for portfolio submission. Faculty are evaluated in key areas: teaching effectiveness, student support and leadership, service to the college, and (for full professors) service to the profession. Dr. Powell explained that faculty promotions at the College rely on a rigorous and holistic evaluation that encompasses teaching effectiveness, leadership in curriculum and academic initiatives, service to students, contributions to college life, and professional engagement. The process includes multiple levels of review from department heads and deans to a college-wide Promotion Committee, the Provost, and the President before final approval is sought from the Board of Trustees.

Dr. Powell emphasized each candidate's unique contributions to pedagogy, student engagement, professional service, and curriculum innovation. The ten candidates nominated for promotion were:

- Dr. Faye Allard has been nominated for promotion from Social Sciences Associate Professor to Professor. Her contributions include implementing a 911 Operator Project, winning the Lindbach Teaching Award, and creating the Little Big Things initiative. Her teaching philosophy centers on fostering an engaging learning environment, viewing students as "co-conspirators of learning."
- Dr. Mozghan Bahadory has been nominated for promotion from Chemistry Assistant Professor to Associate Professor. She has been affiliated with the Chemistry department since 2019. Her achievements include an average student evaluation score exceeding 4.5, involvement in several NSF grants, and providing research opportunities for students.
- Michael Hackett has been nominated for promotion from Computer Technologies Assistant Professor to Associate Professor. Mr. Hackett's contributions include modernizing the computer science curriculum, working on the Guided Pathways Initiative, and creating free course materials for students.
- Dr. Beena Patel has been nominated for promotion from Assistant Professor of Biology to Associate Professor. She has been associated with the Biology department since 2015. Her achievements include student-centered teaching, course-based undergraduate research participation, and conference presentations.
- Dr. Terry Lynn Hickman Allen has been nominated for promotion from Assistant Professor of Behavioral Health to Associate Professor. Her contributions include overseeing the BHHS practicum course, connecting students with agencies, and participating in professional associations.
- Lawrence Liss has been nominated for promotion from Assistant Professor of Computer Technologies to Associate Professor. He has been with the college since 2017. His achievements include designing curricula focused on web and mobile applications, developing open resources, and receiving recognition for his teaching philosophies.
- Kelly McQuain has been nominated for promotion from Associate Professor of English to Full Professor. His teaching philosophy incorporates the Socratic method and emphasizes the creation of visual elements for students.



- Jeffrey Markovitz has been nominated for a promotion from Associate Professor of English to Full Professor. Mr. Markovitz's contributions include connecting with students as complex individuals, utilizing diverse materials, and winning the Tartt First Fiction Award.
- Kate Sanchez has been nominated for a promotion from Assistant Professor of English to Associate Professor. Ms. Sanchez's achievements include creating a supportive student community, diversifying course content, and engaging in collaborative barrier-breaking initiatives.
- Jennifer Snyder has been nominated for a promotion from Assistant Professor of Paralegal Studies to Associate Professor. Ms. Snyder's contributions include emphasizing service and experiential learning, leading the reapproval of the Paralegal Studies program, and implementing a course in Wills, Trusts, and Estates.

After the faculty promotion presentation, the floor was opened for questions.

- Dr. Gay asked if any candidates were not recommended for promotion at any level. Dr. Powell informed the Board that one candidate was not recommended. Typically, when a candidate is not advanced, there is a perception that they did not meet all the necessary criteria for promotion to full professor. Dr. Gay inquired whether the reasons would be shared with the candidate to help them in future applications. Dr. Powell confirmed that the process includes follow-up conversations with the department head or Dr. Marshall to inform the candidate. A remediation process is in place. In the past, unsuccessful applicants have received guidance and succeeded in subsequent attempts.
- Trustee Epps inquired about the extent to which the promotion process is objective versus subjective, given that the decision is based on perception and opinion. Dr. Marshall informed the Board that the process is thorough and involves multiple levels of evaluation—Department Heads, Deans, Associate Provosts, and the Provost. The Academic and Student Success Council ultimately determines whether the candidate has provided sufficient documentation in the required categories.
- Trustee Posoff asked whether the faculty reviews all programs to ensure there's no bias in promoting faculty from certain departments over others. Dr. Marshall informed the Board that applications are voluntary, and that faculty must opt in. Information sessions are held to explain the requirements. Department sizes vary, so some areas naturally have more applicants. Academic deans, who are closely

connected to faculty, are involved in candidate reviews, and all applications undergo rigorous discussion. Trustee Posoff inquired whether too many promotions in one department could lead to staffing issues or create imbalances. Dr. Powell stated that several promotions within a department do not cause imbalances. Faculty members perform self-assessments before applying, and some choose to wait if they feel unprepared. Department heads guide them toward readiness. The institutional structure supports faculty regardless of department balance.

- Trustee Epps asked, "What is the total number of faculty at the college?" Dr. Marshall stated that there are around 403 full-time faculty members. Trustee Epps then inquired about the typical number of promotion candidates per year. Dr. Marshall and Dr. Powell both noted that the number fluctuates. Over the past few years, it has typically ranged from 8 to 10 candidates.
- Trustee Epps inquired about the financial impact of the promotions, specifically concerning the increase each promotion represents. Dr. Marshall explained that the financial impact is modest, generally amounting to a few thousand dollars per candidate. This amount may vary slightly based on the most recent union contract. An update on finances will be provided once it is confirmed. For some faculty, promotions are not solely about money; they also signify professional recognition and validation from the institution.
- Dr. Gay informed the Board that some faculty members who are part of the union refrain from applying for promotions due to the process because, philosophically, they believe all faculty are equal and oppose rank-based distinctions.

Trustee Fulmore-Townsend made a motion to recommend the slate of candidates presented for promotion to the full board as an action item at the June board meeting. Trustee McPherson seconded, and the motion was unanimously approved.

Dr. Marshall informed the Board that the meeting would feature a celebratory element. Candidates would be invited to attend, recognized during the session, and included in a group photo. The Office of Marketing and Communications will coordinate a celebratory event in their honor.

The meeting was adjourned.

**COMBINED/HYBRID MEETING OF THE  
BUSINESS AFFAIRS AND EXECUTIVE  
COMMITTEES OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, May 21, 2025 – 9:00 A.M.**

**Present for the Business Affairs Committee:** Ms. Mindy Posoff, Chair (presiding), Mr. Harold Epps, Mr. Timothy Ford, Pastor Mason (via zoom), Ms. Keola Harrington (via zoom), and Mr. Rob Dubow (via zoom)

**Present for the Administration:** Mr. Jacob Eapen, Ms. Carolyn Flynn, Esq., Mr. Derrick Sawyer, Dr. Alycia Marshall, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Mr. Gim Lim, Ms. Marsia Henley, Mr. Tim Trzaska, Dr. Lipscomb, Mr. Moe Rahman and Ms. Josephine DiGregorio

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

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**EXECUTIVE SESSION**

Ms. Posoff called the Business Affairs Committee meeting to order of 10:45 AM, highlighting the agenda and asked Mr. Eapen to proceed with agenda item one.

Ms. Posoff stated that the College continues to prioritize projects that are focused on academics and safety and that we are continually looking for opportunities to increase revenues and decrease expenses.

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

**AGENDA**  
**BUSINESS AFFAIRS COMMITTEE**  
**PUBLIC SESSION**

**(1) Main Garage Parking Rate Increase (Action Item)**

**Discussion:** Mr. Eapen stated that the current rates have remained unchanged since January 2015, despite increases in operational costs, maintenance expenses, and inflation over the past decade.

After a thorough review of local market conditions and a comparative analysis of parking facilities in the surrounding area, we have determined that an adjustment is necessary to ensure continued quality of service and long-term financial sustainability.

Mr. Sawyer referred to the chart below as it relates to what the College is proposing. Mr. Sawyer stated that there was a presentation to Business Affairs as it related to various options. The option that we are recommending is to increase the cash and credit rates. Typically, outsiders pay the cash and credit rate. Mr. Sawyer stated that we have a Lion Card rate for faculty, students and staff. We are also proposing to increase the after 5:00 pm and weekend rates so that we have one rate that is consistent across the board. In the past, we had lower rates for evening and weekend. Mr. Sawyer stated that the estimated revenue will be at least \$50,000 additional in parking revenue for the garage. Ms. Posoff added that on the weekends we are going to do some outreach to the community to make sure they are aware of the rates. In the past we have been consistent with the proposed increase, our rates will remain the lowest among comparable facilities in the area, ensuring affordability for our patrons while allowing us to responsibly manage ongoing and future infrastructure needs.

	<b>Lion Card</b>	<b>Cash/Credit</b>	<b>Proposed Lion Card Rate</b>	<b>Proposed Cash/Credit Rate</b>	<b>Proposed Lion Card Rate Increase</b>	<b>Proposed Cash/Credit Rate Increase</b>
30-60 Minutes	\$ 3.00	\$ 4.00	\$ 3.00	\$ 5.00	\$ -	\$ 1.00
Daily	\$ 5.00	\$ 6.00	\$ 5.00	\$ 7.00	\$ -	\$ 1.00
After 5PM & Weekends	\$ 3.00	\$ 4.00	\$ 5.00	\$ 7.00	\$ 2.00	\$ 3.00

Mr. Dubow stated that he is all for increasing the cash and credit rate, but questioned if we should increase it more and still be competitive to generate more revenue. Mr. Sawyer responded that we should increase the rates in the next few years steadily. Mr. Sawyer stated that the small increase now will be helpful. Mr. Sawyer agreed that at some point the College needs to be more aggressive, but we also don't want to affect the community, since we haven't had an increase in ten years.

Ms. Posoff stated that Mr. Sawyer did an analysis and we are still below the neighborhood. Ms. Posoff stated that we don't want to shock our students and visitors to the neighborhood, but we hope to expand the community use particularly when students are not here. Mr. Sawyer added that if we do an event, we set a higher rate comparable to a lot in the area. The last time we did an event was for the Eagles Super Bowl parade this year, and increased the rate to \$25 and that brought in a significant revenue for one day.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to implement the revised rate structure as listed above effective July 1, 2025.

**Action:** Mr. Rob Dubow motioned and Mr. Ford seconded the motion to recommend to the Executive Committee of the Board of Trustees to implement the revised rate structure as listed above effective July 1, 2025. The motion passed unanimously.

**(2) Contract with Haverford Systems Inc. for Auditorium Lighting Replacement (Action Item)**

**Discussion:** Mr. Eapen stated that the current theatrical lighting system installed in 1982, is over 40 years old and has undergone only a single upgrade to the control board. The original fixtures remain in use, despite their projected maximum lifespan of 10 years. Their continued operation is maintained solely by minimizing usage. The system lacks modern capabilities such as scene configuration, spotlighting, and smooth transitions, rendering it non-compliant with current theater standards. This limitation significantly impacts our ability to host professional external events, thereby affecting potential rental income. Additionally, the outdated fixtures pose a potential fire hazard due to the risk of overheating, which could lead to property damage or personal injury.

The outdated lighting system limits our ability to attract higher-paying professional productions. Upgrading to a modern LED lighting system with digital control would not only enhance the quality of our events but also position our venue to command higher rental fees and increase overall revenue.

We propose replacing our outdated theatrical lighting system with a state-of-the-art LED setup that aligns with current industry standards. This upgrade will significantly reduce energy consumption, enhance lighting control, and improve overall safety. The new system will be powered via Ethernet, allowing for digital control and eliminating the need for manual adjustments. The project scope includes all necessary cabling, professional installation, and a one-year workmanship warranty.

This project was competitively bid on the PennBid platform, RFP #10217. A mandatory Prebid meeting was held on March 27, 2025, with 7 bidders attending. Bid due date was April 14, 2025, which yielded 1 proposal from Haverford Systems, Inc.

Professional installation will be handled by Haverford Systems, Inc. (HSI), a member of the COSTARS state-wide cooperative purchasing program. We believe this proposal will enhance technology reliability, reduce long-term maintenance costs and address a safety hazard. The quoted cost from HSI for the panels and installation totals \$299,500 and is based on COSTARS pricing. Mr. Eapen stated that the bid came in slightly higher, but the team under Dean Karen Rege negotiated some of the lighting down in order to get a better price of \$299,500.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the Auditorium Lighting Replacement by Haverford Systems, Inc. at the total cost of \$299,500. This purchase will be from the capital budget.

Ms. Posoff stated that Mr. Eapen mentioned that the actual cost was approximately \$340,000 - \$345,000. Ms. Posoff stated the cost was significantly lower, and thanked the staff who worked on this process.

**Action:** Mr. Ford motioned, and Mr. Dubow seconded the motion to recommend to the Executive Committee of the Board of Trustees to approve the Auditorium Lighting Replacement by Haverford Systems, Inc. at the total cost of \$299,500. These purchases will be from the capital budget. The motion passed unanimously.

**(3) Contracts with The Riff Group, Wayne Moving, and Atlas Electrostatic Refinishing (Action Item)**

**Discussion:** Mr. Eapen stated that staff seeks approval for the purchase of services related to the various offices being renovated to accommodate personnel vacating offices from 1500 Spring Garden rental space to the main campus. This helps to facilitate 177 personnel moves throughout the College. Mr. Eapen stated that one of the goals is to reuse 60% of existing furniture. The moves will foster better communication and collaboration between departments. Additionally, the employees have easier access to the departments that have relocated from 1500 Spring Garden.

In order to facilitate this move, Riff Group which is a company that does building and reconfiguration of furniture, Wayne Moving, which is moving of furniture and office materials, and Atlas Electrostatic Refinishing which is painting and upholstery work for existing furniture. Mr. Eapen stated that the Riff Group and Atlas Electrostatic Refinishing costs will be paid from the capital budget, and the Wayne Group will be paid by the operating budget. See Attachment B.

The Riff Group: Building and Reconfiguring of Furniture	\$124,379
Wayne Moving: Moving of Furniture and Office Materials	\$131,529
Atlas Electrostatic Refinishing: Painting and Upholstering of Existing Furniture	<u>\$105,279</u>
Total:	\$361,187

Mr. Eapen stated that we are in the process of moving and refinishing offices. When asked about return on investment, it is important for staff to work in modern space and the move also helps staff to collaborate. Mr. Eapen stated that Trustee Posoff got to see the refinished offices. Ms. Posoff stated she toured some of the offices on the first floor that are now using modular walls and furniture. Ms. Posoff said they are fabulous and they are going to get some student artwork. Ms. Posoff also stated that she got to see the old Controller's office, and said the upgrades and morale are fabulous. Mr. Ford stated it is important to get into modern spaces to collaborate and when staff are happy, they become more productive in a good space. Mr. Ford also asked, if all of these costs are anticipated costs or additional costs. Jacob responded that the costs have gone up in the capital budget. Mr. Eapen added that one of the things we have done, and both Chair Epps and Trustee Posoff have paused \$5,000,000 project in the capital budget. Mr. Eapen said we are reviewing the capital budget and we had a discussion this morning, and we will be coming back to the Business Affairs Committee after rebalancing the budget. Overall, we are spending within the limits, but we have to re-balance because the costs have gone up significantly. Ms. Posoff stated that with the \$5,000,000 that was paused, including \$1,000,000 to redo the boardroom we have eaten into our budget. Ms. Posoff stated that we have a running tab and in a conversation with Mr. Eapen in the morning, maybe have a special meeting in the summer to go back over the capital plans. We are also looking at what we can push in terms of capital budget.

Mr. Epps stated that there are categories where there are opportunities for local diversity. Ms. Henley responded that the Riff Group is a WBE firm, located in Yeadon, who we use quite a bit. Atlas Electrostatic Refinishing is not minority, but there are other items on the agenda for additional furnishings for modular walls will be from a WBE firm. Mr. Epps asked if they are Philadelphia based. Ms. Henley stated that none of them are based in Philadelphia, but both Wayne and Atlas are located in West Chester. Mr. Ford asked if Atlas is a large corporation. Ms. Henley stated they are small; they only have nine employees. Ms. Posoff stated that we have to go for the lowest bid, and Mr. Epps included most responsible. Ms. Posoff also asked if we are making sure if the pool is wide.

Mr. Epps stated that many years ago there was some attempt at the city level to balance lowest bid with best value, and he requested to re-educate the Board about what the rules require. Mr. Epps gave the example that of doing work in West Chester, the money stays in West Chester. He said we want those dollars to recycle through Philadelphia. Mr. Epps added, whenever we can that is the motivation because we are the city College of Philadelphia and encourage us to take every opportunity, we can to be responsible where we source our dollars. Sometimes there is an impediment for what makes the best overall business sense for how we allocate our businesses. Ms. Posoff asked should we go consecutively to the same vendor groups, and is there a way to highlight new vendors in all areas. Mr. Eapen stated that we do need to do more of that.

**Action:** Mr. Dubow motioned and Mr. Ford seconded the motion that staff requests that the Business Affairs Committee recommend to the Executive Committee of Board of Trustees purchases as related to office moves to The Riff Group for \$124,379, Wayne Moving for \$131,529, and Atlas Electrostatic Refinishing for \$105,279 for a total of \$361,187. These purchases will be from the Capital Budget for Riff Group and Atlas Electrostatic, and the operating budget for Wayne moving. The motion passed unanimously.

**(4) Contract with CI Solutions: Modular Enclosed Wall Systems Purchase – Various Locations (Action Item)**

**Discussion:** Mr. Eapen stated staff seeks approval for the purchase of enclosed wall systems from CI Solutions for various offices being renovated to accommodate new and expanding programs at CCP. Programs include CATTO, CCME and Student Financial Services. These wall systems provide moveable/reusable offices for personnel that can be reconfigured for future needs. The system provides walls, doors, windows and power/data connectivity.

The College will purchase this Haworth product through our CCP purchase agreement #81246 with a discount off Haworth Rush Program General Services Administration Contract GS-03F-057DA. The cost of \$407,650 includes \$216,500 for CCME. CI Solutions is a Minority Owned Business Enterprise.

Ms. Marsia stated that CI Solutions are on Germantown Avenue in the Chestnut Hill section of Philadelphia and they are an WBE. They have six (6) employees and 73% are unrepresented minorities.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the purchase of enclosed wall systems from CI Solutions for Modular Enclosed Wall Systems Purchase in the amount of \$407,650 which includes \$216,500 for CCME. This allocation will come from Capital Budget and CCME.



**Action:** Mr. Ford motioned, and Mr. Dubow seconded the motion that the Business Affairs recommend to the Executive Committee of the Board of Trustees to contract with CI Solutions for Modular Enclosed Wall Systems for various locations in the \$407,650 which includes \$216,000 for CCME. The allocation of this purchase will be made from capital budget and CCME. The motion passed unanimously.

**(5) Contract with Columbus Construction, LLC for Mint Lobby Renovation (Action Item)**

**Discussion:** Mr. Eapen stated that staff seeks approval for renovation of the historic front doors and lobby of the Mint Building at Spring Garden Street. Mr. Eapen stated that we have major challenges in opening and closing those doors. The doors are very old, and there is also a safety concern.

The College issues RFP #10228 on March 19, 2025 via Penn Bid. The pre-bid meeting was held on 04/09/2025 and four (4) bidders attended. The College received 3 responses (Attachment B). Below are the lowest responsible bidders:

Columbus Construction:	\$ 977,950
Smith Construction:	\$1,324,000
Tricon Construction:	\$1,382,442

Mr. Eapen asked that Mr. Trzaska to explain the difference between the second and the third bidders. Mr. Trzaska stated that it is an obvious concern when you see a price that is 25% less than the others. When there is a low bid is received, he meets with the contractor where we run through all the main materials and the cost associated with the project, and how they are doing the project to make sure everything is covered. Columbus Construction covered everything. When we spoke with Smith Construction, we had a copy of their bid sheet and a breakdown of the cost. It is a significant cost, so the difference was the actual doors. Mr. Trzaska stated in specifications, we called for an option for the metal *brass clad* front door. This means the door is steel and clad in brass.

The two companies with the higher price, their pricing included a full brass door. That was the difference in price of the actual cost of the doors.

Columbus did it as a specification 7. Ms. Posoff asked if you go back and say, you overbid or we didn't ask for a brass door. Mr. Trzaska responded that unless they put that in with their bid, and there is an option with your door, I can't go back and ask them to revise their price. Once the bid comes in, that's their bid. Ms. Henley stated that we also have an opportunity to ask questions. Ms. Posoff stated she asked Mr. Eapen that this isn't renovation for renovation. This is for safety & protection of the building. Mr. Trzaska stated that they are safe and that they meet the historic requirements.

Columbus is a Philadelphia based company and they have 23 employees and 22% of those employees are underrepresented minorities. Ms. Posoff asked if their ownership was diverse, and Ms. Henley responded that their ownership is not diverse, they have one white individual who is the owner.

Ms. Posoff stated that the main doors are for safety and we have to be historic, and the difference on the bids are the type of doors are brass clad.

Staff request that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to award Columbus Construction, LLC for general construction in the amount of \$977,950. These funds will be from RACP and the Capital Budget.

**Action:** Mr. Dubow motioned and Mr. Ford seconded the motion to recommend to the Executive Committee of the Board of Trustees to award Columbus construction, LLC for the general construction in the amount of \$977,950. This motion passed unanimously.

**(6) Contract with Harmelin Media (Action Item)**

Ms. Posoff stated that this agenda item is regarding a contract with Harmelin Media and these numbers are in our budget, and Harmelin Media is a third-party distributor. We push our ad and media money to Harmelin, and they execute it. They take a \$4,500 fee for being our distributor to the media. Full disclosure, we wanted to mention this because it is a big line item, to Harmelin Media is one of two in the city that actually does this work.

**Discussion:** Dr. Rooney stated that the staff periodically review Harmelin media advertising with the Business Affairs Committee. The last such update was provided May 18, 2022.

Dr. Rooney stated that the upcoming advertising push will promote enrollment for the fall semester, including for the Navy partnership programs Advanced Welding for Shipbuilding and Non-Destructive Testing. It also includes campaigns for CATC, workforce programs and other credit programming. The buy, which spans dozens of individual payments through Harmelin Media, includes advertising on television and streaming media platforms, paid search and social, visibility marketing on transit and via out-of-home opportunities and through sponsorships. The total budgeted spend for FY 2024-2025 is approximately \$1,515,000.

Dr. Rooney stated that Kris Henk is the Executive Director of Marketing and Creative Services, and she is intimately involved in this day-to-day. Ms. Henk is in attendance at this meeting via zoom.

Dr. Rooney stated that the College produces our own creative, except in the instance where we are doing television advertising. The display ads that you see, the interstitial things you may see on YouTube occasionally are being produced by our team in-house. The way we get value out of those is that we work with Harmelin Media to place our creative in the marketplace, and that also includes when we do television, they are part of the conversation as well. What Harmelin does with CCP, we share with them the budget which is approved through Business Affairs Committee, so we are going to show you how we allocate the roughly \$1.5 million that has already been approved, and how Harmelin uses that budget to help us meet our goals. Harmelin does the research, negotiate, plan, purchase and place our media live.

Dr. Rooney presented the 2024-2025 Media Buy Allocation (See Attachment C).

Dr. Rooney stated that in terms of logistics, we do this twice a year around our key enrollment periods. When we allocate our budget which most of our advertising dollars has to go to visibility. In our paid marketing, we are trying to make sure everyone knows about this big beautiful rebrand that we did in our new tagline and our new logo. Also, by blanketing the marketplace, we are making our follow-up messages more salient, so that when you see targeted digital advertising, or when you see stories about us in the media that we are placing, or when you receive an invitation to an event to promote enrollment on campus. Dr. Rooney stated that we generally reserve between 15 and 20% of the budget to support programmatic ads. This is a conversation that happens annually with previous Provost Marshall's office, and we will be doing something similar going forward to identify programs that we can support specifically advertising that happens through targeted digital ads and search.

Dr. Rooney stated that to Mindy's point, what you would see if you were looking at this budget without necessarily have some of this detail, you would see invoices that are going to Harmelin at very high amounts. For example, Harmelin says we will spend a certain amount of money on transit, and a certain amount of money on social media.

Dr. Rooney pointed out the reason her team likes working with Harmelin is because they are a buying power in the city and nationally is powerful enough that any time that we are placing an ad buy with them, they throw in an added value. We receive an annual report at the end of each year. The value last years was \$265,000. When we put a three-month ad buy with Septa, for example, you may see those ads go for four months. Another example is you may see we bought 12 bus shelters and they throw in three or four additional shelters.

When we want to work with big national companies like Meta who have sole ownership of all the transit advertising for Septa, it makes more sense for us to go through Harmelin. 22% of the budget was spent on Google. That was programmatic advertising. Other billboards around the city which are almost universally owned by Clear Channel, they actually let us select which specific billboards we want to use. Harmelin's actual fee, and they work on a commission basis, their fee (we are paying) is 1%. Overall, what we are giving Harmelin is a low amount of money.

Dr. Rooney stated that the rest of the spend will look like to support Fall enrollment. Transit and OTT which is another kind of streaming media, is also a big chunk. When we do these TV buys, they are expensive. Dr. Rooney also stated that last year we did a TV buy to support the new brand. That is already budgeted for and it is in production. It will roll out later this summer to support Fall enrollment. The rest of the buyout looks similar in terms of how we break out our outdoor advertising, social, and other additional kinds of streaming. Again, that direct fee of Harmelin is 1%.

Ms. Henley stated that Harmelin is not based in Philadelphia, they are based in Bala Cynwyd. Harmelin is women owned and it not as diverse as we like.

Mr. Epps asked, how do you measure the value to us? Dr. Rooney stated that is part of our monthly invoicing, they show us where we landed. They tell us used impressions. We can track back to visits to our website. Anything that we do that is digital leads back to a landing page, and we make adjustments as needed. We can measure that by our programmatic buys. Kris Henk stated that Outdoor/get impression, and TV is measuring up to estimated impressions. Mr. Epps asked how long is the relationship with Harmelin. Dr. Rooney stated the it predates her, Mr. Eppen stated it predates him, and Ms. Henley said it predates her as well.

Mr. Dubow asked if we ever went out for a competitive process? Ms. Henk responded that there was a competitive process when Ms. Lynnette Brown-Sow was here, and Harmelin was chosen at that time. Ms. Henk stated that MayoSeitz is the other large agency in the city. Ms. Posoff confirmed that they are the two large agencies. Dr. Rooney stated when she was with Temple, they switched from Temple to MayoSeitz, and she thinks they will be switching back to Harmelin.

Ms. Posoff requested a presentation regarding where the distribution is and how it matches the needs of the community. Dr. Shannon responded yes.

Pastor Mason stated that he is familiar with Harmelin for many years and stated they are a great agency. Pastor Mason said that the challenge is that they are not very diverse other than being women owned.

Pastor Mason asked when was the last time we went out to market to bid out our agency services, and since most of our enrollment is ethnic, he was concerned that many of the minority owned media outlets in the city are not on their buy sheet to do independent buys.

Pastor Mason asked when was the last time CCP bid out this service, and asked if we had a minority-owned consultant that works in alignment with them to make sure that we are getting the most out of this city when it comes to recruitment in areas where we are strong. Dr. Rooney responded that to her knowledge there is not a minority-owned firm in the city that does this work. Dr. Rooney estimated that it is over 10 years since we went out to bid. Dr. Rooney clarified that their presence or absence on the buy sheet for Harmelin is our choice. We work directly with the Tribune and WURD because we are negotiating with them more than an Ad Buy. For example, with WURD we do Ad Buys for the radio, also when we work with them, we invite them to campus as part of a large sponsorship where they doing live broadcasts.

Pastor Mason stated that there may be other options that are better for us than media that is skewed toward 55 plus. Pastor Mason stated that he is curious as to what the real buying demos are out there. Ms. Posoff stated that we can come back and you can really target the demos (Google demo, Meta data), and also the scope the population that meta reaches. Also, you can bring that back to the group around those demographics to match them around its programs. Pastor Mason said it makes sense as long as we follow up and follow through, because there are other things, he asked about that we still haven't followed up or followed through on, and we are about to unleash a \$1.5 billion in spending, and he is concerned about where we are placing these dollars, and if you are using the Sun and the Tribune and where we think minority spending should go for our school. Ms. Posoff stated that maybe a conversation can happen this summer. Pastor Mason agreed.

**Action:** Mr. Ford motioned and Mr. Epps seconded the motion to recommend to the Executive Committee of the Board of Trustees the approval for payments for advertising through Harmelin Media in the amount of \$1,515,010. These funds will be from the operating budget. The motion passed unanimously.

**(7) Agreement with Association of Community College Trustees (ACCT)  
(Action Item)**

**Discussion:** Ms. Flynn stated that the Agreement with Association of Community College Trustees (ACCT) to provide comprehensive search services to assist the Board of Trustees in search for a new President. The comprehensive search services became effective approximately April 21, 2025.

Dr. Gay asked why this is not going directly to the Board? Why does it have to go to the Executive Committee? Ms. Flynn stated that because it is being executed by the Board Chair and its expense, we recommended that it is approved by the Business Affairs Committee first. Board approval is not required because of the amount of the contract but because it would be signed by the Board and not by the Interim President. We went from Business Affairs, and then we are asking the Executive Committee immediately following this meeting to approve it so that it can be signed today.

Ms. Flynn stated that services to be provided by ACCT staff/consultant(s) include: candidate recruitment; processing of candidate applications; In-Depth Summary Reference Reports on up to three final candidates (presented orally only); HireRight credit, civil, and criminal background reports on up to three final candidates; technical assistance; and preparation of candidate review materials. The College has the option of consultant facilitation of meetings and interviews via interactive video teleconference sessions. Up to three on-site visits by the Consultant to facilitate meetings in-person are included in the search fee.

The fees for the services will be \$53,500 plus travel expenses.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval to contract with Association of Community College Trustees (ACCT) in the amount of \$53,500, plus travel expenses. This expense will be paid from the operating budget.

**Action:** Mr. Epps motioned and Mr. Epps seconded the motion to recommend to the Executive Committee of the Board of Trustees that the Agreement with Association of Community College Trustees (ACCT) to provide comprehensive search services to assist the Board of Trustees in its search for a new President. The comprehensive search services became effective on or about April 21, 2025. The motion passed unanimously.

**(8) Silicon Welding Equipment (Information Item)**

Ms. Flynn stated that the following is an information item only.

We are bringing to the Business Affairs Committee's attention a modification related to the naval pipeline equipment expenses that have been previously approved by both the Business Affairs and Executive Committees. We have subsequently learned that the Silicon Welding equipment can only be leased by the manufacturer and not sold since the equipment is very innovative. We want to inform the Business Affairs and Executive Committees that the amount of the lease is \$47,760 for a 3-year lease.

The Business Affairs Committee and Executive Committee had approved the purchase of this equipment for \$55,000. It is our opinion that we don't require Board approval of the lease as a separate item since the lease \$47,760. Mr. Eapen stated that the lease is for three (3) years.

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

The next meeting of the Business Affairs Committee is scheduled for Wednesday, June 18, 2025 at 9:00 A.M.

The Business Affairs Committee adjourned at 10:15 am.

Mr. Epps opened the Executive Committee at 10:20 am

**EXECUTIVE COMMITTEE**  
**PUBLIC SESSION**

Based on the recommendations of the Business Affairs Committee and the Executive Committees of the Board of Trustees approved the following action items:

- (1) Main Garage Parking Rate Increase
- (2) Contract with Haverford Systems, Inc for Auditorium Lighting Replacement
- (3) Contracts with: Riff Group, Wayne Moving, Atlas Electrostatic Replacement
- (4) Contract with CI Solutions: Modular Enclosed Wall Systems Purchase – Various Items
- (5) Contract with: Columbus Construction, LLC for Mint Lobby Renovation
- (6) Contract with: Harmelin Media
- (7) Agreement with: Association of Community College of Trustees (ACCT)

Ms. Posoff motioned, and Mr. Epps seconded the motion to approve the above items presented to the Executive Committee of the Board of Trustees. The motion passed unanimously.

The Executive Committee of the Board of Trustees meeting adjourned at 10:30 am.

<b><u>ATTACHMENT A</u></b> <b>FUNDING FOR ACTION ITEMS</b>			
<b>MEETING OF THE BUSINESS AFFAIRS</b> <b>COMMITTEE OF THE BOARD OF TRUSTEES</b>			
<b>AGENDA: May 21, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
2	Haverford Systems, Inc.	\$299,500	Capital Budget
3	The Riff Group Wayne Moving Atlas Electrostatic Refinishing	\$124,379 \$131,529 \$105,279	Capital Budget Operating Budget Capital Budget
4	CI Solutions	\$407,650 (Includes \$216,000 for CCME)	Capital Budget & CCME
5	Columbus Construction, LLC	\$977,950	RACP & Capital Budget
6	Harmelin Media	\$1,515,000	Operating Budget
7	Association of Community Colleges (ACCT)	\$ 53,500	Operating Budget



## **ATTACHMENT B**

### Mint Building Renovation

Columbus Construction		Smith Construction Inc.		Tricon Construction N	
	\$977,950		\$1,324,000		\$1,382,442
	0		0		0
	\$0		\$0		\$0
UnitPrice	TotalCost	UnitPrice	TotalCost	UnitPrice	

\$977,950

\$977,950

\$1,324,000

\$1,324,000

\$1,382,442

## **ATTACHMENT C**

### **2024-2025 Media Buy Out Allocation**



# 2024–2025 Media Buy Allocation

May 21, 2025



COMMUNITY COLLEGE OF PHILADELPHIA

# Summary

RISE FROM WITHIN



# Summary

The College produces its own creative for all advertising with the exception of TV. Based on our budget, Harmelin works with us to research, negotiate, plan, purchase, place and manage the media buy. Following is an overview of how a typical annual media buy is allocated.

Approved 2024–2025 Annual Budget: \$1.515M



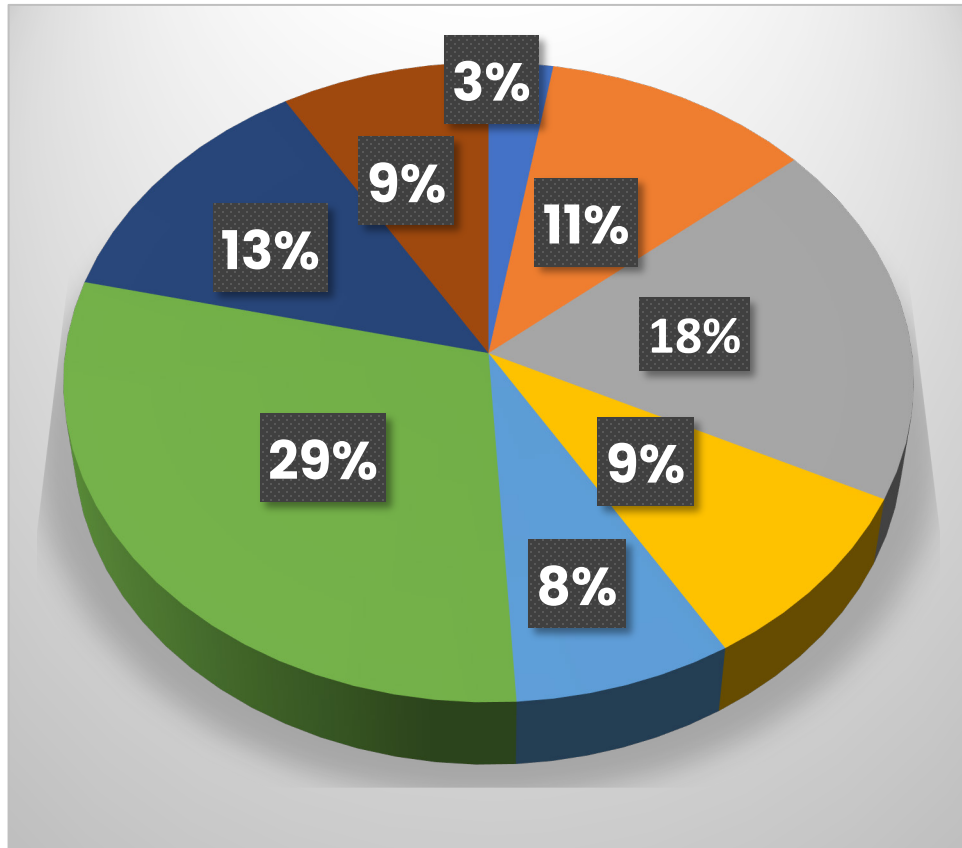
# Process

The annual buy is placed around key enrollment periods with two purchase orders per academic year. The primary focus is on visibility/enrollment and saturating the market with the new College logo and brand.

The secondary goal is program-specific marketing with targeted digital ads to support program goals set by the provost.



# 2023–2024 Media Buy Allocation



Transit (SEPTA—Intersection) = 29%

Social (Meta—Facebook and Instagram) = 18%

Lifestyle (Pizza Boxes) = 13%

Search (Google) = 11%

Display (Digital) = 9%

TV (OTT and Broadcast) = 9%

Outdoor (Clear Channel) = 8%

Print = 3%

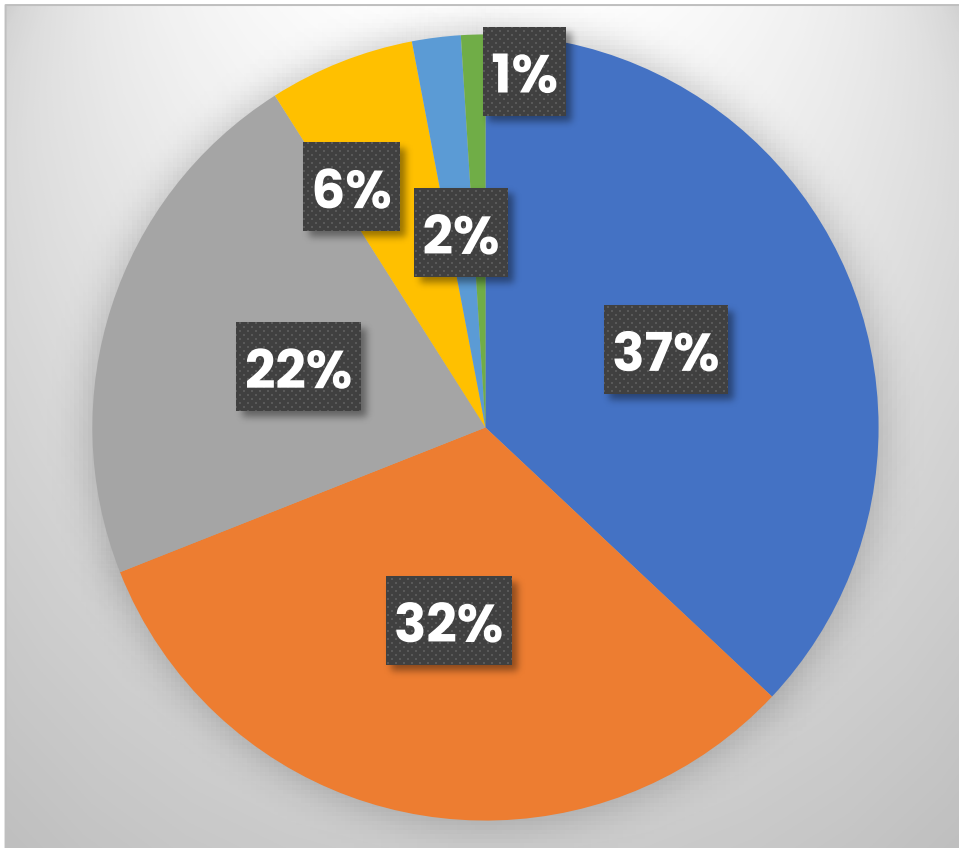
Total spend: \$1,573,465

Total added value: \$264,809





# Spent YTD (July 2024 through April 2025)

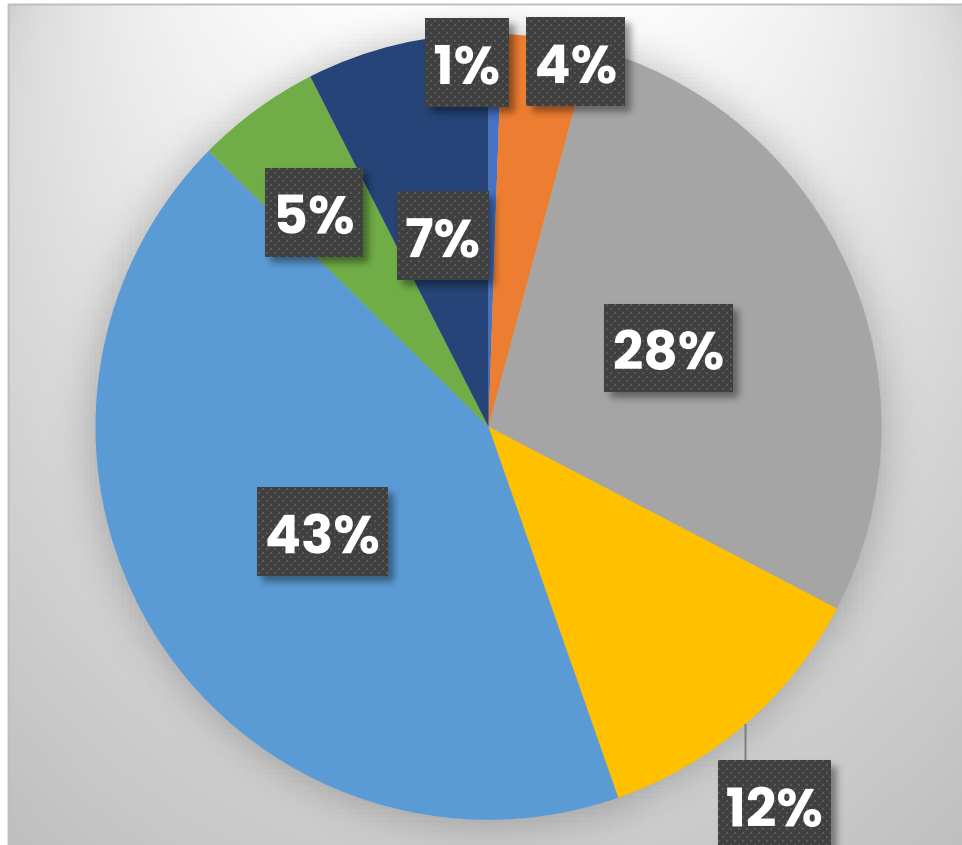


Social (Meta—Facebook and Instagram) = 37%  
Transit (SEPTA—Intersection) = 32%  
Search (Google) = 22%  
Outdoor (Clear Channel) = 6%  
Social (LinkedIn) = 2%  
Direct to Harmelin = 1%

Total spend: \$690,000



# Estimated Spend (May and June 2025)



Transit (SEPTA—Intersection) = 43%  
OTT (55%) and Broadcast (45%) TV = 28%

Outdoor (Clear Channel) = 12%

Search (Google) = 7%

Social (Meta—Facebook and Instagram) = 5%

YouTube = 4%

Direct to Harmelin = 1%

Estimated spend: \$825,000



# About Harmelin Media

Founded in 1982, Harmelin is one of the largest independent media firms in the U.S. It is a woman-owned and led business with more than \$900M in gross annual billings and 250+ employees.



COMMUNITY COLLEGE OF PHILADELPHIA

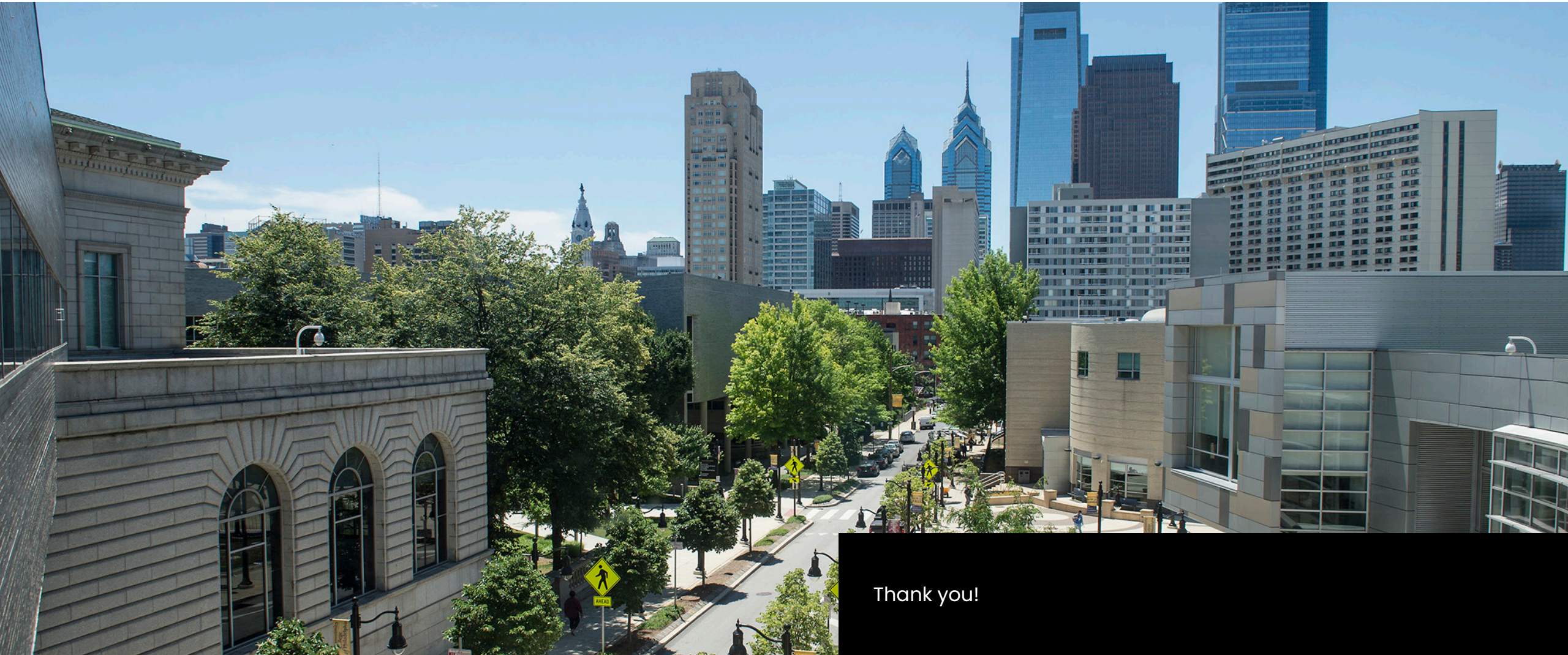
# Questions and discussion

RISE FROM WITHIN





COMMUNITY COLLEGE OF PHILADELPHIA



Thank you!

COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, May 1, 2025- 2:30 p.m.

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Josephine Di Gregorio, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Dr. Shannon Rooney, Ms. Carolyn Flynn, Mr. Tim Spreitzer, Dr. Judy Gay, and Ms. Maria Baez

(1) Executive Session I

(2) Meeting Called to Order

Mr. Epps called the meeting to order and stated that Executive Session I was devoted to a discussion of legal, real estate, and personnel matters.

Mr. Epps reviewed the goals for the meeting:

- Update on College Budget Hearing Before City Council
- Update on Enrollment
- Update on Commencement

Mr. Epps welcomed Mr. Tim Spreitzer, Interim President of the Foundation. Mr. Spreitzer thanked Mr. Epps and stated that he looked forward to working with the Board in his new capacity.

(3) Public Comment

Mr. Epps asked if there were any requests for Public Comment. Ms. Flynn stated that there were no requests for public comment.

(4) Report of the Chair

(a) Update on Budget Hearing Before City Council

Mr. Epps reported that the budget hearing before City Council took place on Tuesday, April 29, 2025. He stated that Council members were very supportive of the College. Mr. Epps stated that Dr. Marshall did an outstanding job in presenting the programmatic components of

the College. He stated that there were some concerns raised by Council members regarding Dr. Generals. Mr. Epps stated that he responded to the questions to the best of his ability. Mr. Epps stated that staff will continue to advocate to City Council for additional funding for the College.

Mr. Epps thanked Mr. Clancy and Mr. Cooper for attending the budget hearing.

Mr. Clancy stated that Dr. Marshall and the team did a phenomenal job at the budget hearing.

(b) Nomination Process for Board Officers

Mr. Epps reminded members of the Board to contact Mr. Clancy or Representative Cephas to inform them of their intention to serve as a Board Officer.

(c) Update on Commencement: Saturday, May 3, 2025  
Temple Liacouras Center

Mr. Epps reminded members of the Board that Commencement is scheduled for Saturday, May 3, 2025, at 10:00 a.m. at Temple Liacouras Center. Mr. Epps asked that trustees arrive no later than 9:15 a.m. for robing in the Courtside Club. Parking is available to Board members on the 3<sup>rd</sup> level of the garage. Mr. Epps stated that this year's graduation speaker is The Honorable Austin Davis, Lieutenant Governor of Pennsylvania.

(d) Year-End Events

Mr. Epps thanked Dr. Jenkins for representing the Board at the Academic Awards Ceremony on April 21, 2025.

Mr. Epps thanked Mr. Cooper who will represent the Board at the Nursing Pinning Ceremony on Friday, May 2, 2025, at 10:00 a.m. in the College's Gymnasium.

(5) Approval of Interim President Contract

Mr. Epps stated that the Board of Trustees negotiated an Interim President employment agreement with Dr. Marshall, the terms of which have been provided to the members of the Board for review. Mr. Epps stated that he was seeking a motion from the Board to approve the Interim President employment agreement.

Ms. Ireland moved, with Mr. Cooper seconding, that the Board approve the Interim President employment agreement. The motion carried unanimously.

(6) Interim President's Report

(a) Enrollment Report

At the request of Dr. Marshall, Dr. Darren Lipscomb provided an update on enrollment (**Attachment A**). He stated that summer I enrollment is up 16% in headcount and 19% in credit count. Dr. Lipscomb stated that continuing students are up 21% and that new students are down 17%. Dr. Lipscomb reported that overall summer II is up 18% in headcount and that credit count is up 20%. Dr. Lipscomb stated that continuing students are up 21% and that new students are up 4%.

Dr. Lipscomb reported highlights for fall enrollment. He stated that headcount for fall is up 36%; new students are up 16%; continuing students are up 36%; and credit count is up 36%.

Dr. Lipscomb reported that enrollment for fall is up in headcount and credit count at the Northeast Regional Center, West Regional Center, CATC, and online. Dr. Lipscomb the biggest program increases year-to-year by raw number increase in headcount and percentage increase in headcount.

Mr. Cooper asked if there is a plan in place to augment support services since enrollment is up. Dr. Marshall stated that 20 more faculty have been hired and that a large number of counselors are available with the intent of providing increased services at the regional centers.

Mr. White asked can we quantify the return on investment in terms of the increase in retention and graduation.

Dr. Marshall stated that we need to get together as a team to discuss. She stated that we need to prioritize certain areas where we see growth. Dr. Marshall stated that the number of advisors and counselors exceeds the number we have ever had at the College. We need time as a Cabinet to look at it.

Mr. White stated that he is not opposed to strategic investment, we need exponential not linear improvement. Dr. Marshall stated that we can do a lot better.

Mr. Epps stated that the present financial model will not cover the College's costs. We need to educate our constituents.

Mr. Clancy asked what the capacity of the Nursing program is. Dr. Shah was not able to provide a number. However, he stated that there are three tracks and there is the LPN and post baccalaureate. The numbers for the traditional program are about the same.



(b) Update on Graduation Numbers

Dr. Marshall provided the following update of graduate/prospective graduate numbers:

Fall 2024 graduates	392
Winter 2024 graduates	22
Spring 2025 'In progress' to graduate	990
Summer 2025 'In Progress' to graduate	399

Dr. Marshall stated that this year graduates total 1,803. Dr. Marshall congratulated the students, faculty, and staff.

Dr. Kovaleski provided a presentation on logistics for the May 3, 2025 Commencement (**Attachment B**).

Mr. White noted that a number of students leave the ceremony early. Dr. Kovaleski stated that for the last two years, a larger number of students have stayed as we have tried to shorten the program.

(c) Update on Student Government Association

Dr. Marshall reported that the new Student Government Association Officers are the following:

Maria Baez	President
Danny Emdin	1 <sup>st</sup> Vice President
Kanika Lim	2 <sup>nd</sup> Vice President
Issa Kabeer	1 of 3 Campus Senators

At the request of Dr. Marshall, Ms. Baez stated that she is the incoming President of the Student Government Association. She stated that she looked forward to working with students so that students are happy to be at the College.

(d) Announcements

Summer Hours

Dr. Marshall reported that the College will begin summer hours the week of May 5, 2025. The College will be closed on Fridays effective May 9 through August 11, 2025. The last day of the summer hours schedule is Friday, August 15, 2025. The College will return to the 5-day work schedule the week of August 18, 2025.

Dr. Marshall introduced Dr. Djuradj Babic who joined the College as the new Associate Provost for Workforce Development on April 14, 2025. She stated that Dr. Babic brings a distinguished background in academic leadership, curriculum innovation, and workforce integration. Dr. Babic holds a Ph.D. in Computer Science from Florida International University and most recently served as Dean of Academic Affairs at East Los Angeles College, where he led strategic initiatives in faculty development enrollment management, and externally funded projects. Prior to that, Dr. Babic held leadership roles at Miami Dade College, where he expanded STEM education and forged critical industry partnerships to enhance student success. Throughout his career, Dr. Babic has focused on bringing academic excellence with workforce readiness, securing major grants from the National Science Foundation and the U.S. Department of Education to develop programs in robotics, data analytics, and STEM education. His student-centered approach and commitment to integrating real-world career preparation into academic programs align closely with the mission and vision of Community College of Philadelphia.

On behalf of the Board of Trustees, Mr. Epps congratulated and welcomed Dr. Babic.

Dr. Marshall shared her plan for leadership during her tenure as Interim President. She stated that Dr. Linda Powell will serve as the Interim Provost. Dr. Marshall stated that Dr. Powell has served as Special Assistant to the Provost and Vice President for Academic and Student Success for STEM Outreach and Engagement, and as Interim Associate Provost. Dr. Powell holds an M.D. degree and has served as a Professor of Biology at the College for over 23 years. Dr. Marshall stated that Dr. Powell is incredibly talented and skilled and has a wealth of institutional knowledge. She stated that Dr. Powell stepped up in other capacities and is now stepping up as Interim Provost.

(e) Foundation Report

At the request of Dr. Marshall, Dr. Zanjani called attention to the Report of Grants and Gifts that was part of the Board meeting packet. She stated that for public/governmental fundraising for the period of July 1, 2024 through March 31, 2025, (examples include the Philadelphia Department of Labor, State local share accounts/gambling revenue distribution and Department of Community and Economic Development (DCED), Perkins for CTE, Federal NSF, Trio, Upward Bound, dual enrollment, and many others), a total of \$4,374,097 was raised versus \$1,313,497 at the same time last year. Dr. Zanjani discussed an upcoming audit related to the Perkins grant occurring June 3<sup>rd</sup> thru 5<sup>th</sup> and the preparation related to that audit.

Dr. Zanjani stated that for private/philanthropic fundraising, for the period of July 1, 2024 through March 31, 2025, a total of \$3,085,354 was raised versus \$2,984,731 at the same time last year. Dr. Zanjani highlighted several contributions to the Foundation, including The Chappell Culpeper Family Foundation award of \$133,759 to support the Chappell Culpeper Advanced Manufacturing Scholarship Program at the Career and Advanced Technology Center, and the American Association of Community Colleges and PepsiCo Foundation award of \$86,250 as the final payment of a \$172,500 pledge to support the PepsiCo Uplift Scholarship.

Dr. Zanjani provided an update on the leadership change at the Foundation. She stated that Mr. Timothy Spreitzer, who has served as the Vice President has stepped up to become Interim Foundation President. She stated Mr. Spreitzer is Executive Vice President at Brian Communications. Dr. Zanjani stated that Mr. Spreitzer previously served as Executive Vice President at Tierney advertising agency since 2008. She stated that Mr. Spreitzer's other positions include Communications and Policy Director for Dwight Evans' Philadelphia mayoral campaign and Deputy Chief of Staff at the School District of Philadelphia.

Members of the Board welcomed Mr. Spreitzer.

### Annual Giving and Alumni

Mr. Spreitzer reported that annual giving, one of the primary methods for donor acquisition, is up 34% year-to-date, with \$326,379 raised for FY 25 as of April 25, 2025, compared to \$231,622 for FY 24 at the same time last year. The final appeal mailing for the fiscal year will be sent out later in May. The mailing will include a thank you card for current donors and a postcard for all other individuals with a mailing address on file (approximately 238,000). The postcard appeal is soliciting support for student emergency funds.

Mr. Spreitzer reported that the Foundation held its Scholarship Meet and Greet luncheon on April 17, 2025. This special event is an opportunity for donors to have the opportunity to see the impact of their generosity and students sharing their stories and expressing gratitude. More than 75 guests attended the luncheon. Mr. Spreitzer gave a special thanks to Mr. Epps and Dr. Marshall for attending the event and providing remarks.

Mr. Spreitzer reported that the Foundation hosted a separate luncheon on April 2, 2025 to recognize recipients of the Nursing scholarships and the donors who support them. Mr. Spreitzer thanked Dr. Powell for providing remarks at the event.

### Alumni Events

Mr. Spreitzer reported that the Alumni Association provided support for several events for graduation and the end of the academic year, including the Grad Fair, Latine Celebration, the BHHS Year-End Celebration, and the Post-Baccalaureate Accelerated Associate Degree in Nursing 5<sup>th</sup> Anniversary Celebration.

Mr. Spreitzer reported that the Alumni Association is hosting its Third Annual Spring Alumni Reception on May 7, 2025 in the Absalom Jones Courtyard.

Mr. Spreitzer reported that alumni events are being planned for the summer, including the Black History Walking Tour and a Volunteer Day.

## Black and Gold Gala

Mr. Spreitzer stated that the Black and Gold Gala is less than six weeks away. He stated that over \$260,000 has been raised to date. Mr. Spreitzer stated that we must support the students and reach our goal. Mr. Spreitzer thanked Mr. Epps and Trustee Ms. Fulmore-Townsend for their personal generosity and extensive efforts to bring in sponsors. Please join Chair Epps and Trustee Fulmore-Townsend in reaching out to colleagues, friends, and other connections to encourage support for the Black and Gold Gala to raise funds for scholarships.

Mr. Spreitzer reported that Institutional Advancement has connected with marketing and communications to launch an aggressive digital, print, and advertising buy to increase individual ticket sales. He stated that the time is now for faculty, staff, and alumni to commit to sponsorships and/or purchase tickets. Mr. Spreitzer stated that he looked forward to celebrating student success on June 12, 2025.

In closing, Mr. Spreitzer stated that he remains optimistic about the remaining months of the fiscal year and looks forward to continuing the work in support of academic and student success.

### (7) Student Outcomes Committee, April 3, 2025

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on April 3, 2025. She stated that the Committee reviewed and discussed the Criminal Justice Associate in Arts program. Ms. Fulmore Townsend stated that the program has strong enrollment and retention, internships, and employment opportunities for students. Ms. Fulmore-Townsend stated that faculty regularly engage with students and take students to appropriate field sites such as City Hall and courthouse. Ms. Fulmore-Townsend stated that students entering the workforce earn \$45,000 a year and those in uniform jobs earn \$65,000 to \$70,000 a year.

Ms. Fulmore-Townsend stated that program alum Dennis Boyd shared his experience in the program, stating that faculty engagement and support is strong. Mr. Boyd is currently studying Pre-Law at Chestnut Hill College. He stated that students in the program feel that they are a community of learners. Mr. Boyd stated that the dedicated support he received while at the College prepared him to succeed.

Ms. Fulmore-Townsend reported that Mr. Tony Cobas, Director of Career Connections, provided a presentation on how the department supports students in career placement. She stated that Mr. Cobas provided a detailed summary of the services Career Connections provides to students and the tools with which staff connect students to career opportunities. Ms. Fulmore-Townsend stated that one of the goals of the department is to make sure that students are aware of all the workforce resources that the department provides.

(8) Combined Meeting of the Business Affairs  
and Executive Committees, April 16, 2025

Ms. Posoff reported that the Combined meeting of the Business Affairs and Executive Committees took place on April 16, 2025. She stated that the Committee reviewed two items, namely the contract with CSG Global for the renewal of the Telecommunication Maintenance Support and Subscription Agreement, which will be paid from the operating budget, and the contract with Dell Technologies for the Classroom Desktop PC Upgrade project which will be purchased with funds from the capital budget. She stated that these items are part of the Consent Agenda.

At the request of Ms. Posoff, Ms. Flynn stated that the Business Affairs Committee recommended to the Executive Committee approval of an agreement with Cozen O'Connor Public Strategies, LLC (CPS) to provide communications and media services on behalf of the College's Board of Trustees through June 30, 2025. The agreement is for an amount not to exceed \$30,000.

Ms. Flynn stated that College administration seeks a wage increase for administrators, grant administrators, and confidential employees in parity with raises already approved for the College's bargaining employees. She stated that at its November 2024 Board meeting, the Board ratified a resolution that was approved by the Executive Committee of the Board of Trustees that included "Subject to evaluation and performance, College administrators, grant Administrators, and Confidential Staff are eligible to receive a raise of up to 5% retroactive to September 1, 2024.

Ms. Flynn stated that the Board has approved a 6.5% increase for the bargaining units for fiscal year 2024-2025, which would be retroactive to September 1, 2024. She stated that Business Affairs Committee recommends to the Board of Trustees to authorize a Resolution (**Attachment C**) which includes that Administrators, and Confidential Staff are eligible to receive a raise of up to 1.5% retroactive to September 1, 2024."

Ms. Flynn stated that staff seeks approval of revisions to the College's Solicitation Policy in Campus Facilities (Memorandum 158) Policy (**Attachment D**), which staff recommends renaming to Solicitation at the College to include language prohibiting credit card marketing on campus in compliance with Article XXIII-A of the Pennsylvania Public School Code (24 P. S. §§ 23-2301-A—23-2303-A), and to broaden the scope of the policy to include not only the campus facilities but also College-provided communication systems, including email. Ms. Flynn stated that the Pennsylvania Department of Education requested a copy of the policy showing compliance and the College informed them that we would provide the policy by June 1, 2025. Ms. Flynn stated that the policy has been reviewed by the Board Policy Working Group. She stated that the Executive Committee of the Board of Trustees recommends to the Board of Trustees the approval of Solicitation at the College (revised Memorandum #158) Policy.

Mr. Epps asked for a motion to approve/ratify the following items:

- The Contract with Cozen O'Connor Public Strategies
- Resolution for Wage Increases for Administrators, Grants Administrators, and Confidential Staff
- Policy Approval: Solicitation at the College Policy

Ms. Posoff moved, with Mr. Dubow seconding, that the Board approve and ratify the items as outlined above. The motion carried unanimously.

(9) Consent Agenda

Mr. Epps requested approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions Meetings of April 3, 10, and 28, 2025
- (b) Grants and Gifts
- (c) Criminal Justice Associate in Arts Program
- (d) Contract with CSG Global
- (e) Contract with Dell Technologies

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

(10) Old Business

There was no old business discussed.

(11) New Business

At the request of Mr. Epps, Ms. Ireland stated that the Board has engaged the Association of Community College Trustees to conduct the search for a permanent president. She stated that two consultants will be working with the College on the search. Ms. Ireland stated that there will be a search committee consisting of up to 21 individuals, Board members included. Ms. Ireland stated that there will be three official meetings of the search committee, and that if all goes well, a permanent president will be selected by January 2026. Ms. Ireland stated that she will keep the Board updated on the presidential search.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, June 5, 2025, at 2:30 p.m. in the Isadore a. Shrager Boardroom. The meeting is hybrid.

The meeting adjourned at 3:56 p.m.

The Board reconvened in Executive Session to discuss personnel matters.



## Attachment A



# Enrollment update

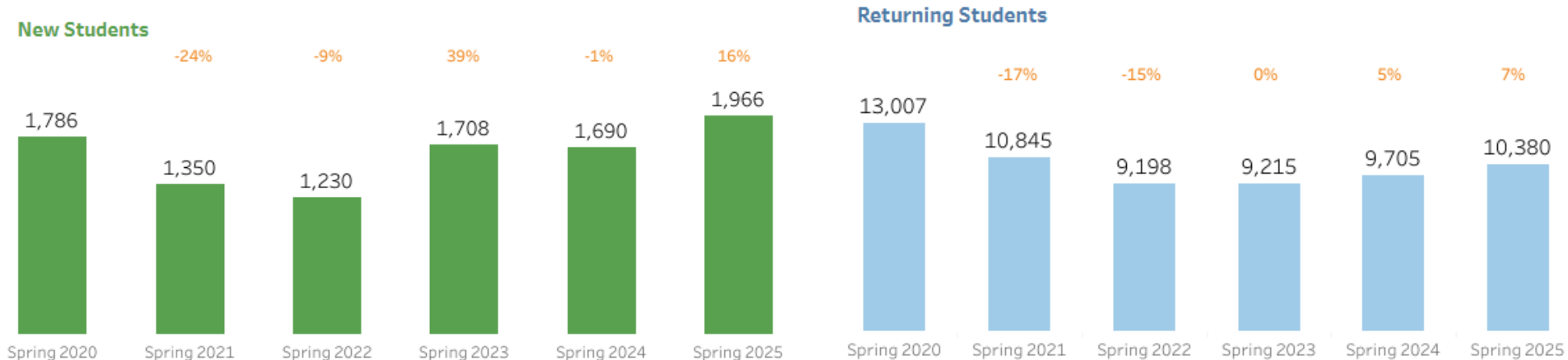
April 3, 2025

**RISE FROM WITHIN**



# Spring Enrollment

	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024	Spring 2025
YoY % Difference		-18%	-14%	5%	4%	8%
TOTAL HC	14,793	12,195	10,428	10,923	11,395	12,346
		-17%	-16%	8%	5%	10%
CREDIT HOURS	124,752	103,214	86,420	93,472	98,447	108,305
		-16%	-17%	18%	6%	9%
FULL TIME	4,118	3,475	2,867	3,389	3,596	3,933
		-18%	-13%	0%	4%	8%
PART TIME	10,675	8,720	7,561	7,534	7,799	8,413
		-18%	-16%	8%	5%	10%
FTE	10,011	8,241	6,918	7,463	7,834	8,601

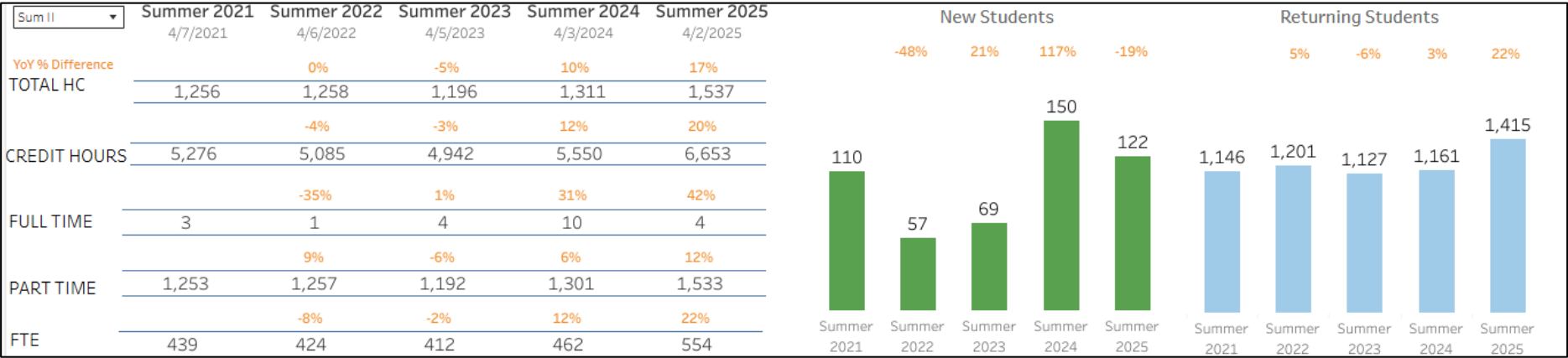
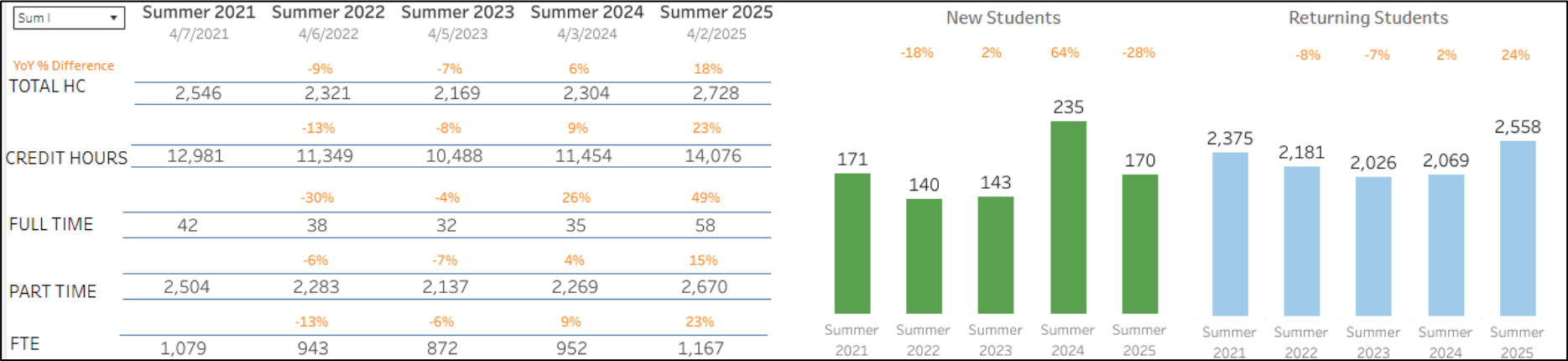




# Spring Enrollment highlights

- **By location (YoY)**
  - NERC is up 36%
  - West/CATC is up 69%
  - Online is up slightly by 0.3%
- **Continuing students (YoY)**
  - Overall up 7%
  - NERC is up 34%
  - West/CATC is up 59%
  - Online is up by four students. (0.06%)
- **New students (YoY)**
  - Overall up 17%
  - NERC is up 48%
  - West/CATC is up 103%
  - Online is up 2%
- **Biggest program increases (YoY)**
  - **By percentage increase in headcount**
    - Tourism & Hospitality Mgmt PC (800%)
    - PT Serv Rep PC (300%)
    - Medium and Heavy Truck Tech (267%)
    - Network & Sys PC (200%)
    - Early Child. Ed. PC (175%)
  - **By raw number increase in headcount**
    - Health Care Studies (+485)
    - Business - General (+156)
    - Communication & Media Studies (+70)
    - Applied Engineering Tech (+50)
    - Engineering (+40)

# Summer Enrollment



## Highlights (YoY)

### Summer I (early summer)

- Overall
  - Headcount up 18%
  - Credit count up 23%
- Continuing students up 24%
- New students down 28%

### Summer II (late summer)

- Overall
  - Headcount up 17%
  - Credits up 20%
- Continuing students up 22%
- New students down 19%



## Other updates

- College named a 2025-2026 Military Friendly School.
- Drexel Direct Admissions Partnership Ceremonial signing (April 10)
- Summer 2025 registration began on March 17.
- Fall 2025 registration begins on April 9.



## Attachment B



# Commencement Update

Dr. Brad Kovaleski, AVP/Dean of Students

**RISE FROM WITHIN**



COMMUNITY COLLEGE OF PHILADELPHIA

# Commencement 2025 Overview

*Liacouras Center, 1776 North Broad Street*

**RISE FROM WITHIN**



# Reminder information for Trustees

- **Date:** Saturday, May 3, 2025
- **Time:** Arrive no later than 9am
- **Parking:** Liacouras garage on the 3<sup>rd</sup> level
- **Location:** Temple University' Liacouras Center
- **Robing location:** Courtside Club on the arena level





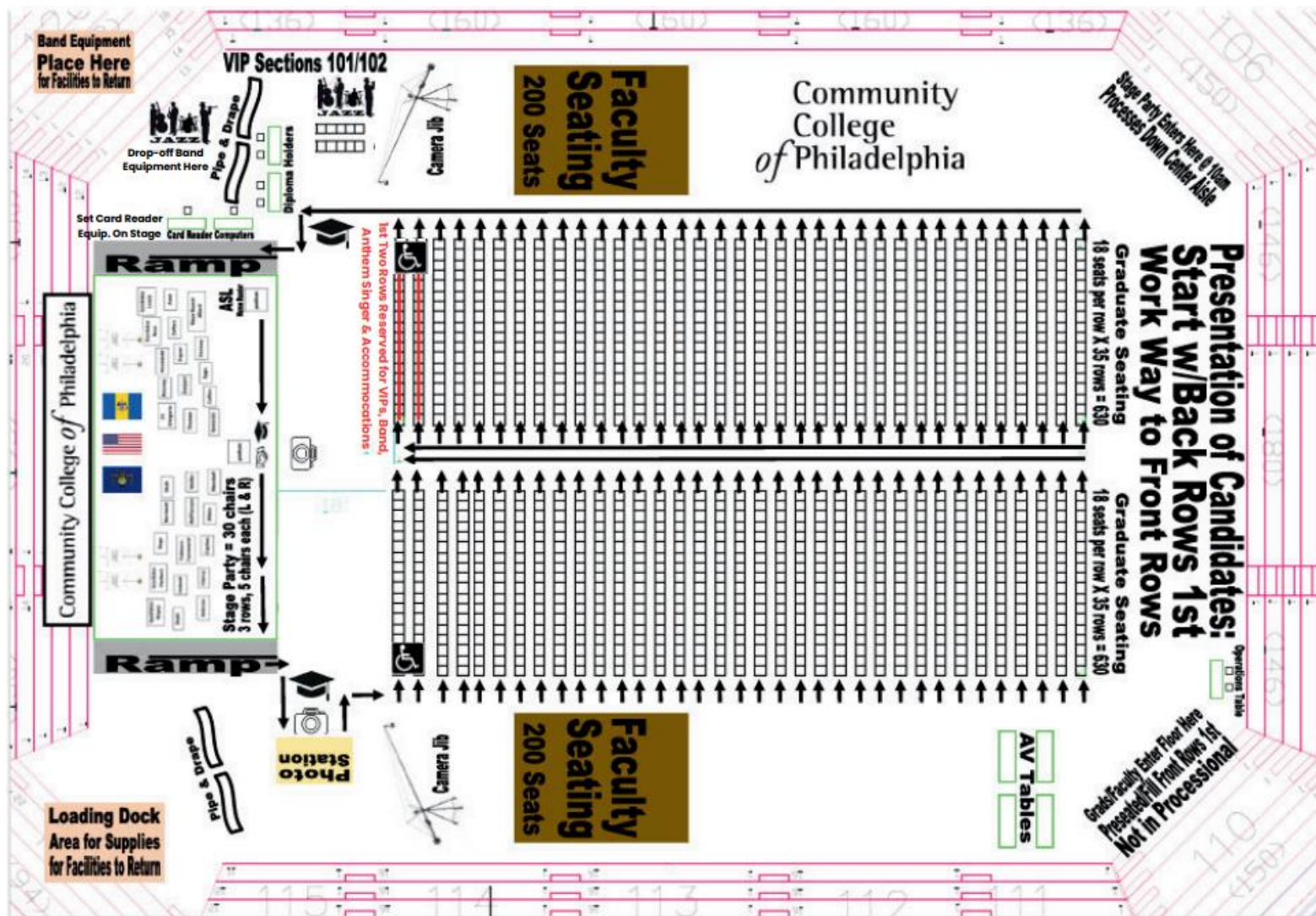
## Timeline of key events:

- Day Prior: Sound, lighting, and staging needs delivered/set up
- 6am: Pre-commencement Set Up
- 7:30am: Volunteers Arrive & Check-in
- 8 – 9:30am: Graduates arrive
- 9am: Stage Party & Faculty Arrive
- 9:30am: All robed and ready for commencement
- 9:45am: Stage party lines up
- 10am: Commencement Begins
- 12:30pm(ish): Stage Party, faculty, and student recess out
- 12:30 – 2pm: Volunteer clean up and check out





## COMMUNITY COLLEGE OF PHILADELPHIA





# Program highlights:

- Welcome by Board Chair & President
- Student Speaker: Fatoumata Sacko
- Keynote Address: Lt. Governor, Austin A. Davis
- Degree Conferral: Interim President & Interim Provost



## By the numbers:

- **Graduates:** **1,803** (990 walking in ceremony)
- **Faculty Attendance:** **312**
- **Volunteers:** **100 and counting!**
- **Stage Party:** **38**
- **Livestream Audience:** **1,499** watched live (4,966 watched since)
- **Ceremony Duration:** **2-2.5 hours**





COMMUNITY COLLEGE OF PHILADELPHIA



Questions?

## Attachment C

### Community College of Philadelphia

### Resolution – Fiscal Year 2024-2025

### Resolution for Board of Trustees Meeting May 1, 2025 for Salary Increases for Administrators, Grant Administrators, and Confidential Employees

WHEREAS on April 16, 2025, the Business Affairs Committee of the Community College of Philadelphia's Board of Trustees approved a motion recommending that the Community College of Philadelphia's Board of Trustees approve a salary increase for College Administrators, Grant Administrators, and Confidential Staff of up to one and one-half (1.5%), subject to satisfactory evaluation and performance, retroactive to September 1, 2024:

NOW THEREFORE, on this 16th day of April, 2025, the Board of Trustees hereby resolves that, subject to satisfactory evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a salary increase of up to one and one-half (1.5%) retroactive to September 1, 2024.

*HTE*

[HTE \(May 5, 2025 11:05 EDT\)](#)

---

Harold T. Epps, Chair

*Ajeenah Amir*

[Ajeenah Amir \(May 6, 2025 12:22 EDT\)](#)

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Ajeenah Amir, Secretary

*Jacob Eapen*

[Jacob Eapen \(May 5, 2025 10:44 EDT\)](#)

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Jacob Eapen, Treasurer

### Memorandum #158 Solicitation at the College

Revised: May 1, 2025

Revised: June 1, 2005

Original Date of Issue: July 1, 1987

Approved by: Board of Trustees

Policyholder: Director, Public Safety and Security

Solicitation refers to the act of approaching another, be it in person, by mail, by telephone or through electronic medium with the intent to: (1) buy or sell goods or services, take orders or collect money from other than members of a sponsoring organization; or (2) distribute political or other types of information; or (3) proselytize religious beliefs. This policy does not address the posting of flyers, literature, etc., which is addressed in the Posting in College Facilities Policy (Memorandum #159).

Solicitation for charitable, political, social, religious or other causes by students, staff, or visitors at the College, including on College property or via College-provided communication systems (e.g. email or any college-provided messaging platform) is regulated by this policy. Credit card marketing at the College is also regulated by this policy. Solicitation by College students is regulated by College policy administered through the Office of Student Engagement. Solicitation by the community is regulated by College policy administered through the Office of Special Events and Community Relations. All other solicitation activity requests are administered through the Office of Purchasing and Services.

### Policy:

- The College does not permit any person, organization or agency to solicit, conduct business, or raise funds at the College, including on College property or via College-provided communication systems, except where specific written permission has been obtained from the: Office of Student Life, Office of Special Events and Community Relations, or Office of Purchasing & Services (M1-4).
- Any approved solicitation(s) should have the primary objective of providing a benefit to the College community. Examples of "benefit" include but are not limited to: a) sponsoring a student activity or event; b) providing financial scholarship to the College student(s); or c) increasing community awareness. The solicitation should not primarily benefit the solicitor nor contribute only to the business objectives of the solicitor.
- Solicitation must not interfere with educational activities of the College.
- Approved sale of goods or services on College property may be conducted only in designated locations. No approval shall be granted if the solicitation violates existing College contracts.
- Approved solicitors must agree to be responsible for any damages to College property or facilities as a result of the solicitation activity and must agree to remove any and all refuse or waste that results directly or indirectly from the solicitation activity. The College may require the solicitor to provide a security deposit.
- This policy applies to all College properties, including leased facilities, and College-provided communication systems.

### Student-related solicitation

- Solicitation initiated by students requires the written approval of the Director of Student Engagement. Any College location required for the solicitation activity must be reserved by the Office of Student Engagement. This office

will communicate any special furnishing needs to the Office of Facilities Operations as necessitated by the request.

## Community-related solicitation

- Solicitation initiated by the local community requires the written approval of the Special Events and Community Relations Director. Any College location required for the solicitation activity must be reserved by the Special Events and Community Relations Director. This office will communicate any special furnishing needs to the Office of Facilities Operations as necessitated by the request.

## Credit card marketing

- The marketing of credit cards on campus or via College-provided communication systems is prohibited. For purposes of this Policy, the marketing of credit cards includes advertising, promoting, offering, or accepting applications for a credit card.

## All other requests for solicitation

- Written permission must be obtained from the Office of Purchasing & Services for any commercial activity on campus. This office will communicate any special furnishing needs to the Office of Facilities Operations as necessitated by the request.
- Goods or services offered for sale by external organizations must be approved by the Office of Purchasing and Services.
- Food products offered for sale may not be prepared at the place of sale and shall comply with all applicable health code standards.
- Sales may occur only at the location approved by the College. No "door-to-door" solicitation is permitted.
- The College may require the solicitor to sign a Hold Harmless Agreement and provide evidence of insurance, of an amount acceptable to the College, naming the College as an additional insured.
- Public space is available for posting of literature. Refer to College Policies and Procedures Memorandum No. 159 for additional information.

## Department Reference:

Office of Student Activities, phone number (215) 751-8210

Office of Special Events and Community Relations, phone number (215) 751-8941

Office of Purchasing & Services, phone number, (215) 751-8935

## Related Policies:

Posting in College Facilities (Memorandum #159) ([hyperlink](#))

Policy Governing Use of College Facilities (Memorandum #153) ([hyperlink](#))

Statement of Acceptable Behavior for College Guests and Visitors (Memorandum #161) ([hyperlink](#))

Acceptable Use Policy for Interactive Systems (Memorandum #307)

Proceedings of the Special Meeting of the Board of Trustees  
Wednesday, May 21, 2025 – 9:00 a.m.  
Isadore A. Shrager Boardroom, M2-1/Hybrid

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Patrick Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Ms. Josephine Di Gregorio, Dr. Linda Powell, Dr. Shannon Rooney, Ms. Carolyn Flynn, Mr. Tim Spreitzer, Dr. Judy Gay, Ms. Olivia Schade, and Mr. Kamal Rhodes

(1) Executive Session

(2) Meeting Called to Order

Mr. Epps called the meeting to order and announced that the Executive Session was devoted to a discussion of personnel and litigation matters.

Mr. Epps stated that the goal of the Special Meeting of the Board of Trustees is to vote on the approval of the Settlement Agreement and General Release with Dr. Generals and to provide Interim President and Board Chair updates.

(3) Public Comment

Mr. Epps asked Ms. Flynn whether there were any requests for public comment. Ms. Flynn stated that there were two public comments requests. She stated that each presenter will have three minutes to make their public comment.

- Junior Brainard, faculty and Co-President of the Faculty and Staff Federation, stated that a critical piece of the settlement was the ability to secure 8 new 12-month faculty. He stated that four lines are now frozen in Photographic Imaging, Art and Design, and Nursing. Mr. Brainard asked the Board to please move forward and unfreeze these hiring lines for 2025-2026.
- Jake Beckman, faculty, Art and Design Department, stated that the College has an outstanding program for aspiring art and design students. Mr. Beckman stated that he is the only full-time faculty in the Art and Design Department teaching 75% of the courses and contributing to the culture of the department.



He stated that Art and Design is the fastest growing program in the College. He stated that faculty mentor and are dedicated to students. Mr. Eckman stated that last fall he worked on the hiring committee interviewing candidates and was looking forward to collaborating with new colleagues. He stated that he was there to remind the Board of the commitment that was made to us last fall.

(4) Approval of Settlement Agreement and General Release with Dr. Donald Guy Generals

Mr. Epps stated that the first action item is the approval of the Settlement Agreement and General Release with Dr. Donald "Guy" Generals. The Settlement Agreement and General Release includes the same terms that the College agreed to in Dr. Generals' employment agreement for non-renewal without cause.

Mr. Epps stated that he was seeking a motion from the Board to approve the Settlement Agreement and General Release with Dr. Donald "Guy" Generals.

Ms. Posoff moved, with Ms. McPherson seconding, that the Board approve the Settlement Agreement and General Release with Dr. Donald "Guy" Generals.

Mr. Epps asked if any Board member wished to have any further discussion regarding this matter. Hearing none, all those in favor of approving the Settlement Agreement and General Release with Dr. Donald "Guy" Generals say "Aye". All those opposed, say "Nay". The motion carried unanimously with no "Nays" and no abstentions.

Mr. Epps stated that the Board is grateful to Dr. Generals for his service as the President at Community College of Philadelphia. Mr. Epps stated that they are also very glad that they were able to resolve all disputes between Dr. Generals and the College and move forward with the president transition.

(5) Report of the Chair

(a) President Search Process

At the request of Mr. Epps, Ms. Ireland reported that the contract with the Association of Community College Trustees is on the agenda of the meeting of the Business Affairs Committee meeting today for approval. Ms. Ireland stated that the search committee has been identified and individuals have been asked to serve. The committee will consist of up to 21 people. Five members of the Board have been asked to serve on the committee. Ms. Ireland stated that she will keep the Board informed of the search process activities during the summer.

Mr. Epps stated that he could not be more appreciative and thanked the Board for standing together. We took some hits, we prevailed through it, and we are in a better place. Mr. Epps stated that the Board, staff and directors are coming together and are dedicating time

and effort to making the Black and Gold Gala on June 12, 2025 as successful as it has been in the past. Mr. Epps stated that there is more work to be done. We need the Foundation Directors and Board of Trustees to reaffirm their support and commitment to the College by a 100% participation in support of the Black and Gold Gala.

Mr. Epps thanked Mr. Spreitzer for stepping into the role of Foundation President.

Mr. Spreitzer reported that thus far, \$454,000 has been raised towards the \$600,000 goal for the Black and Gold Gala. He stated that the gala is a top priority. Mr. Spreitzer thanked Mr. Epps and Ms. Fulmore-Townsend for their generosity and for bringing sponsors for the gala. Mr. Spreitzer asked members of the Board to encourage colleagues and friends to support the gala.

Mr. Spreitzer stated that Institutional Advancement has connected with marketing to develop digital print to increase individual ticket sales. He stated that there is a discount rate for tickets for College staff, alumni, and retirees. Mr. Spreitzer stated that the competition between the two boards continues. He stated that a letter from him and Chair Epps was sent to members of the Board and Foundation Directors encouraging the purchase of sponsorships and tickets to increase the goal for the Black and Gold Gala.

(6) Report of the Interim President

(a) Jack Kent Cooke Scholars

Dr. Marshall stated that she was pleased to inform the Board that two Community College of Philadelphia students received the Jack Kent Cooke Foundation Undergraduate Transfer Scholarship. The students are Kamal Rhodes (architecture major) and Olivia Schade (Biology). Kamal is a member of the Phi Theta Kappa International Honor Society (PTK). He is also the recipient of the Hayward L. Bell and the Joseph and Marie Field Foundation Opportunity scholarships. He plans to become a licensed architect and to eventually own an architecture firm. Kamal is not only an exceptional student but an entrepreneur who also owns his own catering business BBQ Clubhouse.

Olivia Schade is proud to be the recipient of the Muriel Shapp Excellence in Biology Award and the American Association of University Women-Landsdale Branch Scholarship, in addition to now being named a Cooke Scholar. She also participated in the competitive Bucknell Community College Scholars Program, which provides for select Community College of Philadelphia students to take part in a free, six-week residential program at Bucknell University during the summer and ultimately receive financial and administrative support to earn a bachelor's degree at Bucknell if they choose to do so. Olivia is looking to pursue a rewarding career in the medical field. The award, which provides for last dollar funding after all institutional aid, will provide these two students with as much as \$55,000 a year to complete a bachelor's degree. It should be noted that this is a big deal for the College, and it is the first

year that the College has received 2 awards. They are two of 90 high-achieving semifinalists who were selected from 1600 applicants from community colleges nationwide.

Dr. Marshall introduced Olivia Schade and Kamal Rhodes who were present at the meeting.

Ms. Schade stated that her journey originated at the College after she received her GED. She stated that the Community College of Philadelphia changed her life. Ms. Schade stated that what the faculty and staff do for students really works. Ms. Schade thanked the Board for all that they do to support student success. She stated that she appreciated having the opportunity to speak at the meeting.

Mr. Rhodes stated that his selection as a recipient of the Jack Kent Cooke scholarship was amazing. He stated that he started at the College in 2016. Mr. Rhodes stated that he received tremendous support from faculty and staff, and that the scholarships that he received from the College were very helpful in achieving his goals. Mr. Rhodes stated that he was truly grateful for the Jack Kent Cooke Scholarship and thanked the Board for the opportunity to speak at the meeting.

Dr. Rooney shared photographs taken at the surprise reception that the College held for each of the scholars to celebrate their achievement.

#### Meet and Greet, May 12, 2025

Dr. Marshall thanked Dr. Rooney's team and Erica Harrison for organizing the Meet and Greet for the Interim President on Monday, May 12, 2025. She stated that everyone had a wonderful time. There was a huge turnout and it was an opportunity for me to reconnect with colleagues and develop new connections with members of the College community who I may not have had the opportunity to work with closely in my previous role. There was a lot of love, support, and positive energy for the event, and I am truly grateful to everyone for their support. As mentioned previously, I am extremely humbled and honored to lead this great institution during this time of transition, and I look forward to our journey together ahead for our students and the City of Philadelphia.

Dr. Marshall thanked Ms. Posoff for a great introduction. She stated that she looked forward to working collaboratively with the Board of Trustees and the College community.

Dr. Marshall shared a presentation of photographs (**Attachment A**) taken during the Aspiring Leaders Graduation on May 8; the Meet and Greet on May 12; the visit to Harrisburg on May 13; the retirement event for Patti Conroy on May 15; and the Philadelphia Black Journalists' Luncheon on May 16, 2025.

## Pennsylvania Commission for Community Colleges

Dr. Marshall reported that over the last few weeks she has participated in several Council of Presidents' meetings on May 1, May 8, and May 15, 2025 mostly to provide information and updates on what is happening statewide and in Washington regarding the legislative sessions.

Dr. Marshall stated that she participated in a conference call with the Pennsylvania Commission for Community Colleges Council of Presidents and Dr. Kate Shaw, Executive Director, PA State Board of Education on May 1, 2025. She stated that Dr. Shaw provided an update on meetings held across the state regarding the development of a strategic plan for the State Board of Education, and there was an opportunity for the 15 community college presidents in the Commonwealth to weigh in and have a discussion. Dr. Marshall stated that the draft goals and strategies have been developed to guide the postsecondary sector and position it as a leader in educational quality, attainment, and economic prosperity. The Board's strategic plan, which will be adopted in fall 2025, will reflect these months of stakeholder engagement.

Dr. Marshall thanked Representative Morgan Cephas for inviting her to attend the Community College Caucus Breakfast on May 13, 2025 in Harrisburg to show support of the budget ask for the 15 community colleges. Dr. Marshall stated that she was the only community college president in attendance. The Pennsylvania Commission for Community Colleges was represented by Ms. Lil Nesbit, Dr. Tuesday Stanley, and Dr. Nick Neupauer. Thanks to Trustee Cephas, Dr. Marshall was able to connect with the following individuals during her time in Harrisburg:

- Representative Regina Young, District 185, Delaware and Philadelphia Counties (Representative Young's daughter is in CCP's Nursing program);
- Representative Darisha Parker, District 198, Philadelphia County,
- Representative Joanna E. McClinton, District 191 Delaware and Philadelphia counties;
- Representative Mary Isaacson, District 175, Philadelphia County;
- Representative Rick Krajewski, District 188, Philadelphia County. ( Dr. Marshall connected with Representative Krajewski because of his STEM background. Representative Krajewski is interested in our programming at CATC, and we will be scheduling a tour for him at CATC);
- Representative Andre D. Carroll, District 201, Philadelphia County;
- Representative Jason Dawkins, District 179, Philadelphia County;
- Representative Roni Green, District 190, Philadelphia County;
- Representative Peter Schweyer, District 134, Allentown. (Representative Schweyer is Education Chair and thanks to Trustee Cephas, Dr. Marshall had the opportunity to meet with him and was able to discuss some of our plans to address teacher education, the

potential Cheyney partnership, and other initiatives. Representative Peter Schweyer (who was also a K-12 teacher) is passionate about teacher education).

Dr. Marshall stated that at the invitation by Senator Hughes, she participated in a roundtable discussion on May 2, 2025 regarding transportation funding from the state. SEPTA leadership was in attendance and advocating for support for their funding needs to address their budget deficit, pending reduced service, and fair increases. This was a lead up also to the transportation rally in Harrisburg alongside SEPTA, the Transport Workers Union, and WURD at the Pennsylvania State Capitol on Tuesday, May 13, 2025.

Dr. Marshall stated that she attended the Philadelphia Association of Black Journalists (PABJ) Luncheon on Friday, May 16, 2025. Dr. Massah Nuni, Community College of Philadelphia Professor, English Department, was awarded the first Educator of the Year Award by the PABJ. Dr. Rooney and Rafael Logróno, Chair of our new Mass Media and Communications Program, and Dr. Lorina Marshall-Blake were also in attendance and sat at our table.

Mr. Ernest Owens, the President of the Executive Board of PABJ, is an Award-winning journalist and CEO of Ernest Media Empire, is also one of our English Visiting Lecturer Diversity Fellows. As the host of the luncheon, he took care of Community College of Philadelphia—he sat us at the front table, gave Community College of Philadelphia several shout outs throughout the event, and formally introduced me to the group as the new Interim President. Representative Andre D. Carroll, District 201, Philadelphia County, and Representative Darisha Parker, District 198, Philadelphia County, were also in attendance.

Dr. Marshall stated that the Board has heard directly from our students how impactful scholarships can be. She stated that it is only fitting that last week we also celebrated one of our very own Institutional Advancement employees, Development Officer Patti Conroy, who is retiring from the College after 24 years of service. Dr. Marshall stated that she had the pleasure of providing opening remarks for Patti's event. She stated that Patti joined the College in 2001 as a recruiter in Admissions, opening doors and helping students take their first steps toward college—and toward a better future. In 2004, Patti joined Institutional Advancement to manage the scholarship program funded by private donors which deepened this work. Patti has raised over \$6 million which has supported thousands of CCP students. It should be noted that Patti also worked directly with many students to assist them in writing their application essays for the Jack Kent Cooke scholarship over the years. Notable attendees who came out for Patti's event which speaks to the deep impact she has had on the College and our scholarship and fundraising efforts were Rick Berkman; Mehran Yazdanian; Rich and Ann Downs; Ron and Diane Davis, and Sandy and Burt Klein.

Dr. Marshall stated that Sandy Klein began teaching at CCP in 1968 in Office Administration. Burt (Burton) Klein is a Temple graduate and served as an administrator with the School District of Philadelphia. Burt also gave lectures on various topics on Channel 53, the College's TV station. Burt and Sandy Klein have been married for 67 years. Sandy Klein was the first faculty member to give a donation to the CCP Foundation's first-ever Capital Campaign in 2007 and has supported both capital and scholarships at the College. In 2011, the Klein's

endowed a scholarship named for her brother, Mark Waldman. The Waldman Scholarship supports students transferring to Temple University. In 2012, the College community gathered for a dedication of the Sandra E. Klein Cube.

At the dedication, Sandy stated, “I would say to other faculty and administrators, if you love and have enjoyed the College, you must want to give back.”

Dr. Marshall reminded the Board that the City College for Municipal Employment (CCME) Graduation is scheduled for Tuesday, May 27, 2025, at 5:00 p.m. in the Center for Business and Industry Building, C2-28. Mayor Parker is due to attend to celebrate 24 CCME graduates this year.

Dr. Marshall introduced Dr. Danny Hoey, new associate provost for Academic and Students Success. Dr. Hoey comes to the College from Valencia College in Orlando, Florida, where he served as provost of the West Campus. In this role, Dr. Hoey worked collaboratively with academic deans and faculty to support the College’s ambitious strategic plan to close opportunity gaps, create greater access, and increase transfer rates for AA and workforce degrees. Dr. Hoey previously served as dean of Student Learning, Equity and Success at Gavilan College, a Hispanic-serving institution in Gilroy, California, where he led faculty in the Division of Arts, Humanities and Social Sciences. Dr. Hoey earned a Ph.D. in English and Creative Writing from the University of North Texas, an M.A. in English and Creating Writing from Long Island University, an M.A. in Africana Studies from the University of Albany, S.U.N.Y, and a B.A. in English from The Ohio State University. Dr. Hoey has published many scholarly works and a novel, *The Butterfly Lady*, and has received numerous award and grants. Dr. Hoey values collaboration and is passionate about equity, diversity, and creating pathways for student success.

At the request of Dr. Marshall, Mr. Eapen introduced Mr. Moe Rahman, the new associate vice president, Information Technology/Chief Information Officer. He stated that Mr. Rahman is a seasoned IT Executive with 10+ of leadership experience in higher education technology. Mr. Rahman comes to the College from Rider University where he served as chief information officer and consistently delivered results by modernizing IT operations, strengthening cybersecurity and driving enterprise-wide initiatives. Mr. Rahman has held multiple leadership roles with Ellucian, partnering with colleges and universities to implement high-impact digital transformation strategies. Mr. Rahman holds a master’s degree in Computer Science from NJIT and is PMP and ITIL certified.

Members of the Board welcomed Dr. Hoey and Mr. Rahman.

(7) Adjourn

The meeting adjourned at 10:33 a.m. Mr. Epps stated that the Board will take a short break before beginning the Combined Meeting of the Business Affairs and Executive Committees.

## Attachment A



Interim President Report  
Alycia Marshall, Ph.D.

Board of Trustees  
May 21, 2025



# Interim President Meet and Greet





# Meet and Greet



# Harrisburg Visit May 13th







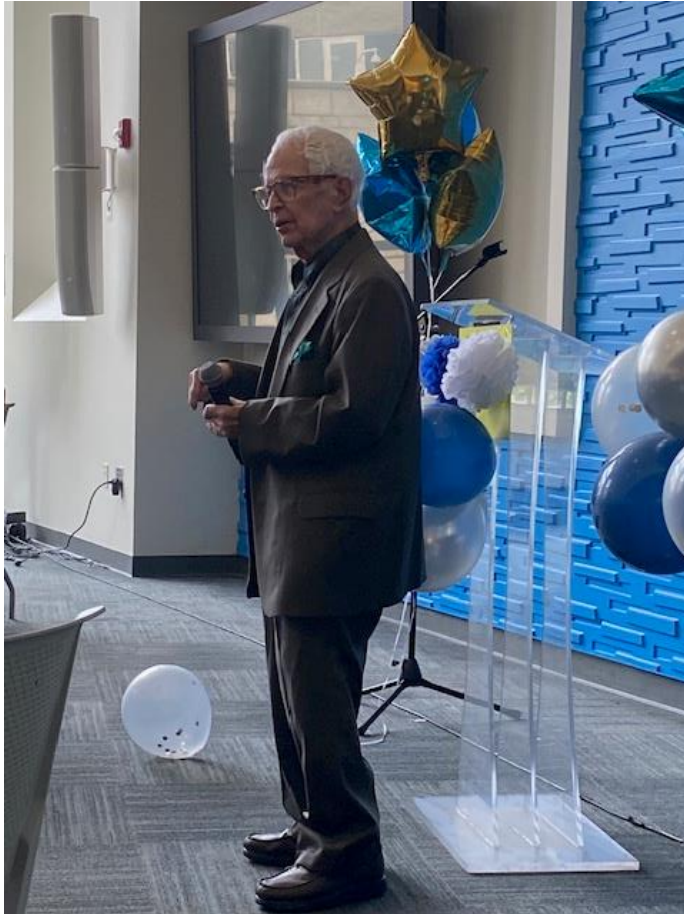




# Dr. Massah Nuni, Educator of the Year



# Patti Conroy's Retirement Party May 15







COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, May 1, 2025- 2:30 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Josephine Di Gregorio, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Dr. Shannon Rooney, Ms. Carolyn Flynn, Mr. Tim Spreitzer, Dr. Judy Gay, and Ms. Maria Baez

(1) Executive Session I

(2) Meeting Called to Order

Mr. Epps called the meeting to order and stated that Executive Session I was devoted to a discussion of legal, real estate, and personnel matters.

Mr. Epps reviewed the goals for the meeting:

Mr. Epps welcomed Mr. Tim Spreitzer, Interim President of the Foundation.

(3) Public Comment

There were no requests for public comment.

(4) Report of the Chair

(a) Update on Budget Hearing Before City Council

The College's budget hearing before City Council took place on Tuesday, April 29, 2025. Council members were very supportive of the College.

(b) Nomination Process for Board Officers

Members of the Board were reminded to contact Mr. Clancy or Representative Cephas to inform them of their intention to serve as a Board Officer.

(c) Update on Commencement: Saturday, May 3, 2025  
Temple Liacouras Center



Commencement is scheduled for Saturday, May 3, 2025, at 10:00 a.m. at Temple Liacouras Center

(d) Year-End Events

Mr. Epps thanked Dr. Jenkins for representing the Board at the Academic Awards Ceremony on April 21, 2025.

Mr. Epps thanked Mr. Cooper who will represent the Board at the Nursing Pinning Ceremony on Friday, May 2, 2025, at 10:00 a.m. in the College's Gymnasium.

(5) Approval of Interim President Contract

The Board approved the Interim President employment agreement.

(6) Interim President's Report

(a) Enrollment Report

The Board was provided with an update on enrollment for summer I, summer II, and fall 2025.

(b) Update on Graduation Numbers

The Board was provided with a report on graduates/and prospective graduates for this year.

(c) Update on Student Government Association

The new Student Government Association Officers are the following:

Maria Baez	President
Danny Emdin	1 <sup>st</sup> Vice President
Kanika Lim	2 <sup>nd</sup> Vice President
Issa Kabeer	1 of 3 Campus Senators

(d) Announcements

Summer Hours

The College will begin summer hours the week of May 5, 2025. The College will be closed on Fridays effective May 9 through August 11, 2025.

The Board welcome Dr. Djuradj Babic, the new Associate Provost for Workforce Development.

Dr. Linda Powell will serve as the Interim Provost during Dr. Marshall's tenure as Interim President.

(e) Foundation Report

The Board was provided with a report of public/governmental and private/philanthropic fundraising for the period of July 1, 2024 through March 31, 2025.

The Board welcomed Mr. Tim Spreitzer, Vice President of the Foundation, who has stepped up to become Interim Foundation President.

Annual Giving and Alumni

The Board was provided with a report on annual giving as of April 25, 2025.

The Foundation held its Scholarship Meet and Greet luncheon on April 17, 2025.

The Foundation hosted a separate luncheon on April 2, 2025 to recognize recipients of the Nursing scholarships and the donors who support them.

Alumni Events

The Alumni Association is hosting its Third Annual Spring Alumni Reception on May 7, 2025 in the Absalom Jones Courtyard.

Black and Gold Gala

The Board was provided with an update on funds raised to date for the Black and Gold Gala scheduled for June 12, 2025. Members of the Board were asked to reach out to colleagues, friends, and other connections to encourage support for the Black and Gold Gala.

(7) Student Outcomes Committee, April 3, 2025

The Student Outcomes Committee met on April 3, 2025. The Committee approved the Criminal Justice Associate in Arts program review. This item is part of the Consent Agenda for Board approval. The Committee also reviewed and discussed a presentation of the services and support provided to students by the Career Connections department.

(8) Combined Meeting of the Business Affairs and Executive Committees, April 16, 2025

The Combined Meeting of the Business Affairs and Executive Committees took place on April 16, 2025. The Committee reviewed two items, namely the contract with CSG Global for the renewal of the Telecommunication Maintenance Support and Subscription Agreement, and the contract with Dell Technologies for the Classroom Desktop PC Upgrade project. These items are part of the Consent Agenda.

The Business Affairs Committee recommended to the Executive Committee approval of an agreement with Cozen O'Connor Public Strategies, LLC (CPS) to provide media communications and media services on behalf of the College's Board of Trustees through June 30, 2025. The agreement is for an amount not to exceed \$30,000.

The Business Affairs Committee recommended to the Board of Trustees to authorize a Resolution which includes that Administrators, and Confidential Staff are eligible to receive a raise of up 1.5% retroactive to September 1, 2024."

The Executive Committee of the Board of Trustees recommended to the Board of Trustees the approval of Solicitation at the College (revised Memorandum #158) Policy.

The Board approved/ratified the following items which were recommended by the Business Affairs and the Executive Committees:

- The Contract with Cozen O'Connor Public Strategies
- Resolution for Wage Increases for Administrators, Grants Administrators, and Confidential Staff
- Policy Approval: Solicitation at the College Policy

(9) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meetings of April 3, 10, and 28, 2025
- (b) Grants and Gifts
- (c) Criminal Justice Associate in Arts Program
- (d) Contract with CSG Global
- (e) Contract with Dell Technologies

(10) Old Business

There was no old business discussed.

(11) New Business

The Board was provided with an update on the Presidential Search.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, June 5, 2025, at 2:30 p.m. in the Isadore A. Shrager Boardroom. The meeting is hybrid.

The meeting adjourned at 3:56 p.m.

The Board reconvened in Executive Session to discuss personnel matters.

Special Meeting of the Board of Trustees  
Wednesday, May 21, 2025 – 9:00 a.m.  
Isadore A. Shrager Boardroom, M2-1/Hybrid  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Patrick Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Ms. Josephine Di Gregorio, Dr. Linda Powell, Dr. Shannon Rooney, Ms. Carolyn Flynn, Mr. Tim Spreitzer, Dr. Judy Gay, Ms. Olivia Schade, and Mr. Kamal Rhodes

(1) Executive Session

(2) Meeting Called to Order

The meeting was called to order. The Executive Session was devoted to a discussion of personnel and litigation matters.

The goal of the Special Meeting of the Board of Trustees is to vote on the approval of the Settlement Agreement and General Release with Dr. Generals and to provide Interim President and Board Chair updates.

(3) Public Comment

Two individuals provided public comment.

(4) Approval of Settlement Agreement and General Release with Dr. Donald Guy Generals

The Board approved the Settlement Agreement and General Release with Dr. Donald “Guy” Generals.

(5) Report of the Chair

(a) President Search Process

The Board was provided with an update on the Presidential Search.

The Board was provided with an update on funds raised for the Black and Gold Gala as well as several initiatives to generate sponsorships and ticket sales.

(6) Report of the Interim President

(a) Jack Kent Cooke Scholars

The Board was informed that two Community College of Philadelphia students, Ms. Olivia Schade and Mr. Kamal Rhodes, received the Jack Kent Cooke Foundation Undergraduate Transfer Scholarship. Ms. Schade and Mr. Rhodes, who were present at the Board meeting, shared their experiences at the College and informed the Board of their future education endeavors.

Meet and Greet, May 12, 2025

The Meet and Greet for Interim President Marshall took place on Monday, May 12, 2025.

Dr. Marshall shared a presentation of photographs taken during the Aspiring Leaders Graduation on May 8; the Meet and Greet on May 12; the visit to Harrisburg on May 13; the retirement event for Patti Conroy on May 15; and the Philadelphia Black Journalists' Luncheon on May 16, 2025.

Pennsylvania Commission for Community Colleges

Dr. Marshall provided the Board with an update on several Council of Presidents' meetings on May 1, May 8, and May 15, 2025 in which she participated. The meetings provided information and updates on what is happening statewide and in Washington regarding the legislative sessions.

Dr. Marshall reported that she had participated in a conference call with the Pennsylvania Commission for Community Colleges Council of Presidents and Dr. Kate Shaw, Executive Director, PA State Board of Education on May 1, 2025. Dr. Shaw provided an update on meetings held across the state regarding the development of a strategic plan for the State Board of Education.

Dr. Marshall thanked Representative Morgan Cephas for inviting her to attend the Community College Caucus Breakfast on May 13, 2025 in Harrisburg to show support of the budget ask for the 15 community colleges. Thanks to Trustee Cephas, Dr. Marshall was able to connect a number of legislators during her time in Harrisburg.

At the invitation by Senator Hughes, Dr. Marshall participated in a roundtable discussion on May 2, 2025 regarding transportation funding from the state.

Dr. Marshall attended the Philadelphia Association of Black Journalists (PABJ) Luncheon on Friday, May 16, 2025.

Dr. Marshall reported that she attended and delivered opening remarks at the retirement celebration of Development Officer Patti Conroy on May 15, 2025. Ms. Conroy is retiring from the College after 24 years of service.

Members of the Board welcomed Dr. Danny Hoey, new associate provost for Academic and Students Success, and Mr. Moe Rahman, the new associate vice president, Information Technology/Chief Information Officer.

(7) Adjourn

The meeting adjourned at 10:33 a.m.

**Community College of Philadelphia Meeting of the Board of Trustees**  
**Office of College Institutional Advancement and Foundation**  
**Record of Grants and Gifts FY25 as of 4/30/25 (Trustees Meeting: June 5, 2025)**

**Summary by Source:**

	<b>FY2025</b>		<b>FY2024</b>	<b>FY2025 and FY2024</b>
<b>Held by College</b>	<i>since last report 4/1/25 - 4/30/25</i>	<b>Fiscal Year To Date 7/1/24 -4/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 4/30/24</b>	<b>Variance 7/1 -4/30</b>
Federal	\$ 11,000	\$ 4,055,954	\$ 1,507,452	\$ 2,548,502
State	\$ -	\$ -	\$ 2,737,488	\$ (2,737,488)
Local / City	\$ -	\$ 329,143	\$ 16,928	\$ 312,215
<b>Total</b>	<b>\$ 11,000</b>	<b>\$ 4,385,097</b>	<b>\$ 4,261,868</b>	<b>\$ 123,229</b>
<b>Held by Foundation (Cash-in-Hand)</b>	<i>since last report 4/1/25 - 4/30/25</i>	<b>Fiscal Year To Date 7/1/24 -4/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 4/30/24</b>	<b>Variance 7/1 -4/30</b>
Corporation	\$ 15,260	\$ 332,155	\$ 337,385	\$ (5,230)
Foundation	\$ 89,100	\$ 1,993,854	\$ 2,213,010	\$ (219,156)
Individual	\$ 26,206	\$ 511,569	\$ 363,784	\$ 147,785
Organization	\$ 20,630	\$ 399,073	\$ 206,187	\$ 192,885
<b>Total</b>	<b>\$ 151,196</b>	<b>\$ 3,236,650</b>	<b>\$ 3,120,367</b>	<b>\$ 116,284</b>
<b>TOTAL</b>	<b>\$ 162,196</b>	<b>\$ 7,621,747</b>	<b>\$ 7,382,235</b>	<b>\$ 239,512</b>

<b>Gifts In-Kind</b>	<i>since last report 4/1/25 - 4/30/25</i>	<b>Fiscal Year To Date 7/1/24 -4/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 4/30/24</b>	<b>Variance 7/1 -4/30</b>
<b>TOTAL</b>	<b>\$ 104,840</b>	<b>\$ 105,840</b>	<b>\$ 11,713</b>	<b>\$ 94,127</b>

**PUBLIC / GOVERNMENT SUMMARY (posted 4/1/25 – 4/30/25)**

- The U.S. Department of Education, via a subcontract with the University of Pennsylvania, awarded \$11,000 as a no cost extension for the Title VI National Resource Center 2022-2026 grant.

**PRIVATE / PHILANTHROPIC SUMMARY (posted 4/1/25 – 4/30/25)**

- W.W. Smith Charitable Trust awarded \$68,000 to support the W.W. Smith Charitable Trust Scholars Program.
- The Kelly Family Fund awarded \$15,000 to the FY25 Black & Gold Gala.
- Max Paul's Central City Toyota made a \$10,000 payment towards their \$100,000 pledge to the naming of the Ground Floor Lobby of the College's Career and Advanced Technology Center.
- The American Association of Community Colleges awarded \$10,000 to AACC/Microsoft Cyber Skills for All.



**GIFTS IN-KIND SUMMARY (posted 4/1/25 – 4/30/25)**

- Ford Motor Company donated a 2023 Lincoln Corsair and a 2023 Lincoln Nautilus as training vehicles for the College's Transportation Technology program.

## June 2025 Events

### **June 3**

Catto Transfer Partners Event  
9:30 AM-1:00 PM  
Pavilion Building, Klein Cube

### **June 4**

Open Enrollment Event  
9:00 AM- 4:00 PM  
Career and Advanced Technology Center

### **June 5**

Solar for Schools Press Conference  
1:00 PM-2:00 PM  
Pavilion Building, Klein Cube

### **June 9**

Adult Education Pathway Prog. Graduation  
4:00 PM-8:30 PM  
Pavilion Building, Klein Cube

JR Stem Summer Camp Parent Orientation  
5:00 PM-7:00 PM  
Career and Advanced Technology Center

Just Us Ideas Conference (June 9-12)  
8:00 AM-8:00 PM  
Various Locations on Campus

### **June 10**

LGBTQ+ Student, Faculty, and Staff Mixer  
2:00 PM- 3:30 PM  
Pavilion Building, Klein Cube

### **June 11**

Parkway Middle College Graduation  
1:00 PM – 3:00 PM  
Bonnell Building, Auditorium

Gateway to College Graduation  
5:00 PM- 7:00 PM  
Winnet Student Life Building, Great Hall

### **June 16**

Upward Bound Summer Orientation  
9:00 AM-3:00 PM  
Winnet Student Life Building, Great Hall

### **June 17**

Juneteenth Celebration  
11:00 AM- 2:00 PM  
Winnet Student Life Building, Courtyard

### **June 18**

Dental Hygiene Pinning Ceremony  
6:00 PM-8:00 PM  
Winnet Student Life Building, Great Hall

### **June 24**

City of Phila. Adult Education Graduation  
4:00 PM-8:00 PM  
Bonnell Building, Auditorium

### **June 25**

Open Enrollment Event  
9:00 AM- 4:00 PM  
Bonnell Building, Lobby

### **June 26**

Pride Family Picnic  
12:00 PM- 2:00 PM  
Winnet Student Life Building, Courtyard

Diagnostic Medical Imaging Pinning Ceremony  
5:00 PM-7:00 PM  
Bonnell Building, Auditorium

Respiratory Program Graduation  
5:00 PM- 7:30 PM  
Pavilion Building, Klein Cube

### **June 30**

Summer ACE Student Orientation  
9:30 AM- 11:30 AM  
Bonnell Building, Auditorium

2025 CME Summer Program begins  
9:00 AM – 3:00 PM  
Various Locations on Campus