



Meeting of the Board of Trustees, Thursday, February 5, 2026, 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 February meeting in addition to routine matters are:

- Enrollment Update
- Programmatic Updates

(3) Public Comment

(4) Report of the President

- (a) Update on Enrollment
- (b) Programmatic Updates
- (c) Advancing Our Mission: Success Highlights
- (d) 60th Anniversary Update (Dr. Shannon Rooney) and Foundation Report (Dr. Mellissia Zanjani and Mr. Tim Spreitzer)

(5) Extension of Strategic Plan through 2026 (Action)

(6) Report of the Student Representative

(7) Student Outcomes Committee, January 8, 2026

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(8) Combined Meeting of the Business Affairs and Executive Committees, January 14, 2026

- 1.14.26 Business Affairs & Executive Committee Minutes 12
- (a) Change Order: CBI Pipe Project with DeWitt Heating, Air Conditioning, and Mechanical Services (Ratify)
- (b) Resolution for a One-Time Retirement Incentive (Ratify)
- (c) Solar Project GESA Contractor: Ameresco (Ratify)

(9) Consent Agenda

(a) Proceedings and Minutes of Decisions and Resolutions, Meeting of January 8, 2026	
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(b) Grants and Gifts	
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(c) Music Performance A.A. Academic Program Review	
(d) Sound Recording and Music Technology A.A.S. Academic Program Review	
(e) Black Studies A.A. Academic Program Review	

(10) Report of the Chair

(a) ACCT National Legislative Summit, February 8-11, 2026 Marriott Marquis, Washington, DC

(b) Acknowledgement

(11) Old Business

(12) New Business

(13) Next Meeting:

The next meeting of the Board of Trustees is scheduled for Thursday, March 12, 2026, 2:30 p.m., in the Isadore A. Shrager Boardroom, M2-1/Hybrid

Committee Meetings

- Student Outcomes Committee, Thursday, February 5, 2026, and Thursday, March 12, 2026, 12:30 p.m. – Library & Learning Commons, L1-13/Hybrid
- Business Affairs Committee, Wednesday, February 18, 2026, 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid
- Audit Committee, Wednesday, March 25, 2026, 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

Upcoming Events

- Black History Luncheon and Trivia & Walking Museum, Tuesday, February 3, 2026, 11:30 a.m. – 1:30 p.m., Northeast Regional Center, 12901 Townsend Road, Community Room 124

- Black History Month Luncheon, Wednesday, February 5, 2026, 11:30 a.m. – 1:00 p.m., Winnet Student Life Building, Great Hall, S2-19
- 2026 ACCT Community College National Legislative Summit, February 8-11, 2026, Marriott Marquis, Washington, DC
- Sophomore Night, Thursday, February 12, 2026, Athletics Center, NOTE: Games are subject to change based on winter weather advisories

5:00 p.m. Women's Basketball: CCP vs. Rowan College of South Jersey-Gloucester

7:00 p.m. Men's Basketball: CCP vs. Delaware County Community College

- Black History Luncheon and Trivia & Walking Museum, Tuesday, February 17, 2026, 11:30 a.m. – 1:30 p.m., Career and Advanced Technology Center, 4750 Market Street, Room 341
- Black Voices in Leadership and Entrepreneurship Event, Tuesday, February 17, 2026, 1:30 p.m. – 2:45 p.m., Winnet Student Life Building, S1-16
- Student Panel: Black History in the Making, Thursday, February 19, 2026, 12:00 p.m. – 2:00 p.m., Winnet Student Life Building, Lobby
- Law and Society Week, February 23-25, 2026

Kick Off: Monday, February 23, 2026 - 9:40 a.m., Center for Business and Industry, Room C2-28

- Octavius Catto Legacy Awards, Tuesday, February 24, 2026, 11:00 a.m. – 1:00 p.m., Winnet Student Life Building, Great Hall, S2-19
- Board of Trustees Dinner, Thursday, February 26, 2026, 6:45 p.m. – Details to Follow
- Board of Trustees Retreat, Friday, February 27, 2026, 8:30 a.m. – 5:00 p.m., Fitler Club, 24 South 24th Street
- Spring Break – College Closed, March 2-6, 2026
- Commencement Ceremony, Saturday, May 2, 2026, 10:00 a.m., Temple Liacouras Center, 1776 North Broad Street
- Rhythm and Rise 60th Anniversary Celebration, Tuesday, June 9, 2026, 6:00 p.m. – 9:00 p.m., Athletics Center

(14) Executive Session II

The Board will reconvene in Executive Session to discuss personnel matters. The Board will not return.

STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES
MEETING MINUTES

Thursday, January 8, 2026
12:30 p.m.
Hybrid
&
Community College of Philadelphia
Library Commons Conference Room L1-13

- **Presiding:** Ms. Chekemma Fulmore-Townsend
- **Committee Members Present:** Mr. Patrick Clancy, Ms. Roz McPherson, Dr. Carol Jenkins
- **Board Participants:** Mr. Harold Epps and Ms. Mindy Posoff
- **College Members:** Dr. Alycia Marshall, Dr. Linda Powell, Dr. Lisa Sanders, Dr. Danielle Liautaud-Watkins, Dr. Davido Dupree, Dr. Amy Birge-Caracappa, Mr. Paul Geisinger, Ms. Diael Thomas, Vittoria Russo
- **Guests:** Dr. Judith Gay, Consultant to the Board of Trustees

I. Public Session

(a) Approval of the Minutes of the November 6, 2025 Meeting

The first meeting of the Student Outcomes Committee for 2026 was called to order. Trustee Fulmore-Townsend motioned to approve the minutes of the November 6 meeting with a minor typographical error noted regarding the meeting time, which incorrectly stated 12:30 a.m. instead of 12:30 p.m. With that correction noted, a motion to approve the minutes was made by Trustee Jenkins and seconded by Trustee Clancy. The motion was passed unanimously.

(b) Music Performance A.A. APR (A)
(c) Sound Recording and Music Technology A.A.S. APR

Trustee Fulmore-Townsend introduced Dr. Amy Birge-Caracappa to present the key findings for the Sound Recording and Music Technology (SRMT) program, covering data from Fall 2020 through Spring 2025. Dr. Birge-Caracappa reported that the average enrollment was 94.3 students, noting that while COVID-19 impacted numbers, the program is currently seeing a recovery. Demographic data revealed a significant gender gap, with 18.9% female enrollment compared to the college average of 66.8%. Specifically, the program showed lower proportions of Black, Hispanic, and White females, while maintaining a significantly higher proportion of Black males (35.4%) compared to the college overall (11.7%).

Retention rates for SRMT students returning to the same program were similar to the college average at 30.2%. Between 2020 and 2024, the program awarded 29 AAS degrees and 51 proficiency certificates. Action items for the program include focusing on retention through an equity lens to increase female enrollment and implementing the new "Insights by eLumen" assessment system.

Following the presentation by Dr. Birge-Caracappa and the subsequent discussion led by Trustee Fulmore-Townsend, the committee established several critical action items for the Sound Recording and Music Technology program. These items are designed to bridge demographic gaps, modernize administrative processes, and leverage the program's elite industry connections.

- **Addressing Enrollment and Retention Disparities**

The foremost priority for the SRMT program is a renewed focus on retention and academic performance through an equity-focused lens. Dr. Birge-Caracappa highlighted a stark gender gap within the program, where female enrollment stands at 18.9% compared to the College average of 66.8%. To address this, the program will implement strategies specifically aimed at increasing the enrollment and success of female students, with a particular emphasis on supporting females of color. This initiative aims to align the program's diversity more closely with the broader student body at the college.

- **Modernizing Assessment Systems**

To streamline the evaluation of student progress, Paul Geisinger and the department will work toward the full implementation of the "Insights by eLumen" management system. This action item involves moving all Program Learning Outcome (PLO) and Course Learning Outcome (CLO) assessments into this new platform. The transition is intended to eliminate the manual burden of using "fake" Canvas shells and manually averaging performance scores, allowing faculty to spend more time on instruction and direct student engagement.

Building on the program's existing reputation as a premier destination for recording arts in Philadelphia, the department will pursue several strategic objectives which include building on the program's existing reputation and maximizing institutional value and student opportunity. A primary focus involves the monetization of facilities, where the committee discussed exploring various methods to utilize the program's state-of-the-art recording studios—recognized as being among the best in the city—to generate new revenue streams while providing professional-grade environments for community partners.

Additionally, the program will work toward strengthening industry ties by fostering high-level connections with major venues such as the Mann Center and maintaining active engagement with industry professionals. These relationships are viewed as vital components for providing students with high-impact internships and clear career pathways as engineers and producers for touring artists and celebrities. Finally, to encourage entrepreneurial synergy, Mr. Geisinger will explore potential collaborations with the "Power Up" program, ensuring that students who wish to launch their own businesses in the music industry have the foundational support and resources necessary to succeed as independent professionals.

Trustee Fulmore-Townsend steered the discussion toward the strategic expansion of the music department's facilities and public profile. The committee reviewed a formal proposal detailing rental costs for the recording studio, which has already undergone cabinet review. This proposal is slated to return to the cabinet within the next few weeks for a final review before being presented to the Board. In tandem with these monetization efforts, Paul Geisinger noted ongoing conversations with Pastor Mason regarding interfaith community workshops, which are being planned in conjunction with the city's 250th-anniversary celebrations.

The committee discussed the department's significant industry footprint, specifically through its three-year artist-in-residence program. Mr. Geisinger reported that high-profile artists, including Patti LaBelle and Ledisi, have utilized the campus recording studio. He emphasized that the

studio's professional output is evidenced by the 79 releases currently on the Spring Garden Records label, which signs not only students but also independent Philadelphia artists.

Mr. Geisinger highlighted the unique educational value of these sessions, noting that students serve as assistant engineers, gaining direct experience with top-tier talent. He further described the facility as a professional-level classroom which is a vibrant and well-lit, moving away from the dark and dingy aesthetic of traditional studios while maintaining an effective learning environment.

Trustee Fulmore-Townsend and the committee established several critical action items for the Sound Recording and Music Technology (SRMT) program. These items are designed to bridge demographic gaps, modernize administrative processes, and leverage the program's elite industry connections.

- Trustee McPherson inquired regarding the financial sustainability of the program and the potential for philanthropic support from the professional artists utilizing the space. Trustee McPherson suggested that the high quality of the experience provided to these artists creates a natural opening for structured fundraising and requested information on how the college follows up with these individuals to secure financial contributions.
- Dr. Marshall responded by confirming that Spring Garden Records is being integrated more closely into the college's donor-supported programming. It was noted that the upcoming 60th-anniversary "Rhythm and Rise" celebrations would serve as a primary vehicle for showcasing the studio to the broader community and potential donors. The administration concluded the discussion by outlining a plan to finalize the studio's cost and rental structures while simultaneously developing a formal strategy to engage community partners and users of the facility in long-term fundraising efforts.

The committee explored aggressive fundraising and naming rights opportunities. Mr. Paul Geisinger noted the College's connection to world-renowned alumni and guests, including Questlove, who attended the College for a period, Tariq "Black Thought" Trotter, who recently visited to mentor students and observe them performing a song by The Roots, who previously engaged with the studio. A comment was made that the Philadelphia Eagles should consider recording their Christmas album at the studio every year.

- Trustee McPherson recommended exploring a formal partnership with the Mann Center for the Performing Arts. She noted the Mann Center's evolution and its existing connection to the college through events like the HBCU Festival. The committee suggested that exploratory conversations with Catherine Cahill, President and CEO and Toby Blumenthal, Vice President of Programming and Chief Innovation Officer at the Mann Center could yield high-value tie-ins for celebrity performances and student placements, further solidifying the college's role as a cornerstone of the Philadelphia music scene.

Paul Geisinger addressed the ongoing efforts to formalize the relationship between the College and the Mann Center. He clarified that he has held eight documented meetings with the Mann Center over the past two years, specifically focusing on building a pipeline from Overbrook High School to the College's Sound Recording and Music Technology (SRMT) program. While the articulation of high school courses is in progress, Mr. Geisinger noted that the finalization of these agreements requires higher-level administrative action from both the College and the

School District of Philadelphia. He highlighted that the Mann Center had already publicly discussed this transfer pathway on local news, indicating significant external momentum for a tangible, codified agreement.

Trustee McPherson emphasized that the complexity of these high-level partnerships, specifically those driven by external politics and philanthropic board dynamics, now requires the direct involvement of senior College leadership. Trustee Fulmore-Townsend asserted that for the partnership with Catherine Cahill, President and CEO and the Mann Center to be taken seriously and structured effectively, it must be affirmed as an institutional priority by the Board of Trustees.

- Dr. Marshall asked Trustee McPherson for help to get a meeting with the Mann Center.
- Trustee Epps suggested it would need to happen by February.

Mr. Geisinger transitioned to discussing the Philadelphia's 250th anniversary celebrations, detailing a major collaboration with Bear House Media on a documentary titled "Becoming American". The film, which explores the history of the Black community in Philadelphia, features a score by former artist-in-residence, Christopher Michael Stevens and sound design by current students. The project is expected to gain significant visibility through PBS and international airline distribution. Mr. Geisinger noted that the College and its music department are prominently showcased in the film, providing a high level of national exposure for the program's quality and student talent.

- Trustee Fulmore-Townsend expressed concern that many of these high-value activities currently function as "one-off" events rather than parts of a unified strategy. Trustee Fulmore-Townsend strongly encouraged the immediate creation of a written strategic plan that ties together partnerships, fund development, and public visibility. Pointing out that the 250th anniversary plans have been in development for years, Trustee Fulmore-Townsend urged senior leadership to act now to ensure the College is not an afterthought. It was noted that Katherine Ott Lovell, who leads Philadelphia250, should be contacted. Trustee Fulmore-Townsend noted that while international visibility is positive, the local and national 250th celebrations represent a "train leaving the station" that the College must board immediately to leverage its 60th-anniversary momentum.

In response to Trustee Fulmore-Townsend's urgency, it was noted that the College is currently in a 30-day inventory and assessment phase regarding partnerships. Dr. Liautaud-Watkins stated she will be conducting listening sessions, both internal and external, to identify where internal resources overlap and where the Board can provide affirmation for new initiatives. This phase includes a specific focus on naming opportunities for the music facilities and the development of a policy-driven approach to community engagement. Administration acknowledged the need to move aggressively, confirming that discussions regarding the monetization of the studio and naming rights were initiated earlier in the week.

- Trustee Fulmore-Townsend reiterated the need for a direct meeting between the College's senior staff and the leadership at the Mann Center, including Catherine Cahill and Senior Vice President Joan Roebuck-Carter as well. Trustee McPherson pointed out that the Mann Center has become a leader in diverse community engagement, providing a valuable blueprint for the College.

- Trustee McPherson stated that the Mann Center has a strategy plan for 2026 and asked how does the College fit in. Trustee McPherson also said that the Mann Center's board members have students from Clef Club perform at their homes and meetings and the College should be on that list.
- Trustee Jenkins stated that Mann is in the implementation stage of 2026 and that we need to see their existing plan for implementation to best determine the opportunities of the College.
- Trustee Fulmore-Townsend said they will have community events already planned that we can join for 2026.
- Board Chair Epps identified Larry Skinner, the Vice Chair of the Mann Center Board, as a critical ally. As a graduate of the state system and a current board member of the Pennsylvania State System of Higher Education (PASSHE), Mr. Skinner is viewed as being fully committed to the College's mission. Trustee Epps suggested that the College must use its 60th anniversary to shift from an inwardly focused institution to a top-of-mind strategic partner for the city's wealthiest and most influential boards.

Trustee Fulmore-Townsend turned the discussion to the viability of niche programs like the Piano Technician and Video Game Audio certificates. Board Chair Epps raised a four-word test for partnerships: time, talent, tithes, and jobs. If a partnership does not result in industry-provided jobs, funding, or instructional resources, Trustee Fulmore-Townsend questioned whether the College should continue to allocate resources to those areas. Trustee Fulmore-Townsend specifically asked why the Video Game Audio certificate had seen low enrollment (leading to a class cancellation) if the industry is truly demand-driven.

Mr. Geisinger explained that while the Piano Technician program is a niche market, the need for trained professionals is high following the retirement of long-time technicians in the School District. However, he noted that industry shifts have changed the landscape, with Steinway's acquisition of local partner Jacobs Music disrupting previous scholarship pipelines.

Regarding Video Game Audio, Mr. Geisinger argued that the certificate is resource neutral because it uses free software and existing SRMT workstations, meaning the only cost to the College is faculty pay. He emphasized that in the modern music economy, students often find work through entrepreneurial "Game Jams" rather than traditional corporate hiring, making a formal credential highly valuable for their professional standing.

Mr. Geisinger concluded by reflecting on the department's financial health over the last nine years. He reported that the department has proactively reduced the number of course sections while increasing student density per section and creating new fee structures to make applied instruction more affordable. He expressed a commitment to ensuring that the department does not create new unnecessary expenses and that every purchase directly impacts student education in the classroom. Trustee Fulmore-Townsend noted the importance of this fiscal responsibility while maintaining the brand of the College through student performances and public presence throughout the city.

- Trustee Fulmore-Townsend initiated a discussion on the APR for the music department, noting that while the data regarding student involvement, transfers, and degrees awarded are currently strong, there is a distinct need for a more comprehensive vision to maximize the program's value to the College. Trustee Fulmore-Townsend proposed that the committee approve the program with a specific requirement that a formal strategic plan be completed within one year.
- Trustee Posoff concurred, describing the music department as an underutilized and under-resourced asset that could achieve a "higher gear" with proper leverage. Representatives from the administration suggested that a shorter timeline might be possible for "short-term wins," but Trustee Fulmore-Townsend emphasized that the one-year window was intended to allow for a comprehensive, long-term vision rather than just low-hanging fruit.

A point of clarification was raised by the administration regarding the distinction between the music department's curriculum and Spring Garden Records, which operates as a separate nonprofit entity. Trustee Fulmore-Townsend clarified that while the internal organizational structure is an administrative matter, the resulting strategic plan must maximize all related assets, including potential revenue generation in coordination with the Division of Business and Finance.

Trustee Fulmore-Townsend moved to approve the Sound Recording and Music Technology Program and the Music Performance Program for a five-year renewal, with the requirement that a strategic plan be submitted within one year and a progress update be provided within six months. The motion was seconded by Trustee Clancy and carried unanimously.

The Board further required that the strategic plan address the assets of the Music Department, including partnerships, revenue streams for Spring Garden Records, strategic direction, and emerging opportunities integrated into the curricular programming.

(d) Black Studies A.A. APR (A)

Dr. Dupree opened his report by outlining the "marching orders" previously received, which focused on developing a specific outcome-based plan for the upcoming year, deepening the interdisciplinary nature of Black Studies, and piloting the Academic Program Review (APR) rubric. He reported on a recent meeting involving program leadership and the Dean of Business and Technology, noting that a primary challenge identified was a "messaging problem." Dr. Dupree clarified that while the term minor had been used previously, the College does not offer minors; consequently, the program is proposing a Black Studies Proficiency Certificate designed for students seeking specific professional complements to their primary fields. He detailed several interdisciplinary collaborations already underway, specifically in Education, including establishing directed electives, developing a specialized capstone track through BLAS 290 and ED 295, and providing intentional academic advising. Furthermore, the program is formalizing partnerships with the Haverford and Bryn Mawr College Teacher Certification Programs and incorporating Black Studies into existing Memorandums of Understanding between the CCP Honors Program and Denmark College.

Regarding marketing and the messaging problem, Dr. Dupree emphasized the need to articulate the transferable skills gained through the degree, such as critical thinking, cultural competence, and interdisciplinary analysis. He cited a Stanford University study demonstrating that ethnic studies programs improve high school student engagement and critical thinking, arguing that these benefits are equally applicable at the community college level. He also noted that transfer experts have identified various programs at four-year institutions—ranging from leadership to communication—

that are suitable for Black Studies graduates. To bolster the program's profile, the existing speaker series will be expanded to include non-academic professionals, and the program will deepen ties with local partners like the Center for Black Educator Development.

- Trustee McPherson led a discussion on the importance of marketing the program by highlighting high-profile success stories outside of the K-12 education sector, emphasizing that a degree in Black Studies provides a foundational advantage in various prestigious fields. To illustrate this potential to prospective students, Trustee McPherson and the committee discussed the careers of several big names who hold degrees or backgrounds in the field, ranging from public service and law to science and the arts. These examples included notable figures such as the current Mayor of New York City and former First Lady Michelle Obama, as well as NASA astronaut Mae Jemison, award-winning actress Angela Bassett, and The Boondocks creator Aaron McGruder. Specialized professions were also highlighted through figures like Dr. Claudia Thomas, the first Black female orthopedic surgeon in the US. Trustee McPherson recommended that the College's marketing strategy and speaker series specifically feature such individuals to combat the narrow perception that the degree is only for future educators. She also suggested expanding transfer targets to include premier institutions like the University of Pennsylvania, which offers internationally renowned programs in history and archaeology.

Dr. Dupree presented proposed benchmarks for the program, including a target to increase program enrollment by 50% to reach 15 majors, justifying this number via a 2024 American Academy of Arts and Sciences report which noted a median of 10 and an average of 15 majors for similar programs nationally. The pilot of the APR rubric revealed that while the program performs well in several areas, challenges remain in retention, transfer rates (currently 50%), and enrollment. Trustee Fulmore-Townsend observed that the rubric's results validated the committee's prior concerns, confirming that the tool has strong validity and accurately reflects the areas requiring focused attention.

In conclusion, Trustee Fulmore-Townsend moved to renew the Black Studies program for a period of three years, contingent upon the program providing an annual update to the committee to report on the progress of its partnerships, marketing strategies including the integration of high-profile professionals, and enrollment growth. The motion was seconded by Trustee McPherson and the motion was unanimously approved.

Meeting was adjourned at 2:11 p.m.

**COMBINED/HYBRID MEETING OF THE BUSINESS AFFAIRS AND
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES**
Community College of Philadelphia
Wednesday, January 14, 2026

Present for the Business Affairs Committee: Ms. Mindy Posoff (presiding), Mr. Timothy Ford, Mr. Rob Dubow (via zoom), Pastor Jonathon Mason (via zoom), Mr. Cooper (via zoom), and Ms. Harrington (via zoom)

Present for the Executive Committee: Ms. Mindy Posoff (presiding); Ms. Ajeenah Amir (via zoom)

Present for the Administration: Dr. Alycia Marshall, Mr. Jacob Eapen, Mr. Derrick Sawyer, Mr. Moe Rahman, Dr. Lisa Sanders, Dr. Danielle Liautaud-Watkins, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Mr. Gim Lim, Mr. John Wiggins, Ms. Carolyn Flynn, Ms. Marsia Henley, Ms. Lisa Hutcherson, Mr. Seth Jacobson, and Ms. Koi Stevens

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

Please see Attachment A that 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).

Ms. Posoff called the Business Affairs Committee meeting to order at 9:20 am. Ms. Posoff highlighted the agenda items, and asked Mr. Eapen to proceed with the first agenda item.

Ms. Posoff stated that the agenda items in the Public Session would be re-numbered. The Artificial Intelligence (AI) presentation would follow agenda items 2, 3, and 4. The meeting would conclude with the AI presentation to ensure sufficient time.

Mr. Ford moved to table the discussion regarding the first action item on the agenda, the Commercial Broker Real Estate Services presentation, until the February 2026 meeting, with instructions to rebid the services and present the recommended bid for consideration of the contract at the next Business Affairs Committee meeting scheduled for February 18, 2026. Mr. Dubow seconded the motion. The motion passed unanimously.

(1) Change Order: CBI Pipe Project with Dewitt Heating, Air Conditioning, and Mechanical Services (Action Item)

Mr. Eapen stated that the Board of Trustees approved the original contract at \$531,000. The Facilities Department requested the Approval of Change Order #1 to add necessary scope to the CBI Pipe project.

Ms. Posoff referred to the attachment, stating that there is a new column on the budget. Mr. Eapen stated that the budget was for \$750,000, with this change order we are using \$700,000.

Mr. Wiggins stated that during construction, existing isolation valves serving the hot and cold-water HVAC piping were found to be past their useful life and no longer holding. These valves are required for proper system isolation, maintenance and emergency response.

Change Order Additions:

- Seven (7) new isolation valves
- Additional labor for weekend work and weekday overtime to minimize operational disruption.
- Payment and Performance (P & P) bonds associated with the added scope

Justification

Existing valves are failing and cannot be reused. Replacement is required to ensure system reliability and safe operation. Completing this work as part of the current project avoids future shutdowns and higher costs. Overtime and weekend work are necessary to maintain building operations. Bonding is required per contract and policy.

Final Impact

Change Order #1 includes material, labor, and bonding costs. This charge order is in the amount of \$168,931 (See attachment B).

Staff requests that the Business Affairs Committee recommend to the full board to approve a change order of \$168,931 with Dewitt Heating and Air Conditioning Mechanical Services to add necessary scope to the CBI Pipe project in the amount of \$168,931. These funds will come from the capital budget. (See Attachment C): Capital Spending Spreadsheet).

Action: Mr. Ford motioned and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Executive Committee to approve a change order of \$168,931 for the CBI Pipe Project. The funds for this project will come from the capital budget. The motion passed unanimously.

Executive Session Announcement: Ms. Posoff stated that prior to the Business Affairs Committee meeting, there was an Executive Session that referred to both personnel/labor negotiations, and real estate matters.

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

Ms. Flynn stated that the College administration would like to offer a one-time retirement incentive for full-time employees who are sixty-five (65) years of age with fifteen (15) years of full-time continuous

service at the College. Full-time faculty members who meet these criteria by August 31, 2026 are eligible for the incentive. Full-time administrators, classified, and confidential staff who meet these criteria by June 30, 2026 are eligible for the incentive.

Ms. Flynn stated there are different dates as it relates to retirement for full-time faculty versus administrators, classified staff, and confidential staff. Ms. Flynn stated that employees who elect the incentive would receive 25% of their full annualized base salary. The retirement incentive proposal was presented to the Federation and the Federation requested to increase the initial bonus that would be offered to employees who elected the incentive by February 15, 2026. The College seeks to modify the bonus amount that is currently on the agenda and resolution from \$2,000 to \$2,500 based on negotiations with the Federation. Ms. Flynn stated that the College is still in the process of negotiating, and we are seeking a resolution that would be subject to a side agreement with the full-time faculty bargaining agreement, and a side agreement with the classified unit. The College may request a postponement of the employee's retirement if the retirement would unreasonably interfere with a specific College program.

Ms. Flynn stated there are some amendments to the resolution that she would like to review with the Committee and then have the Committee vote on. Ms. Flynn stated that based on prior discussions with the Federation, we are seeking to amend the resolution that is attached to the agenda to state in the 4th paragraph, that the incentive will be 25%, with an additional bonus of \$2,500 if the option is elected by February 15, 2026.

Also, Ms. Flynn requested to amend the resolution so that the applicability of the retirement incentive to all eligible full-time employees is subject to the execution of a side-agreement between the Faculty & Staff Federation of the College approving the same. Additional details about the one-time retirement incentive are included in the Resolution for a One-Time Retirement Incentive, which is attached as Attachment D.

Mr. Ford motioned, and Mr. Dubow seconded the motion to amend the Resolution for a One-time Retirement Incentive as requested by Ms. Flynn. The motioned passed unanimously.

Next, the College administration requested that the Business Affairs Committee recommend to the Executive Committee to approve the amended Resolution for a One-Time Retirement Incentive. Mr. Ford motioned, and Mr. Cooper seconded the motion to recommend to the full Board to approve the amended Resolution for the One-Time Retirement Incentive. The motioned passed unanimously.

(4) Artificial Intelligence (AI) Presentation – (Information Item)

The presentation explores how Community College of Philadelphia (CCP) is using AI today, emerging trends, and discusses the emerging needs and possible strategies to become AI-ready while addressing ethical and operational concerns (See attachment E).

Dr. Marshall stated that she wanted to credit Trustee White for requesting this presentation. She noted that she is aware that the world is rapidly changing and that AI is having a significant impact on both how businesses operate and how institutions prepare students for the workforce. She explained that this presentation is critically important for assessing where the College currently stands with respect to AI, particularly in highlighting that AI is already being integrated into various aspects of the College's work. Most importantly, in the classroom—especially in teaching and learning—there is a tremendous opportunity to leverage AI to streamline business practices, save time, and potentially realign or reduce human resource needs. Dr. Marshall emphasized that this intentional approach can help identify areas for cost savings and allow the College to reinvest resources in support of long-term financial sustainability.

Dr. Marshall stated that what is most exciting is the opportunity to reexamine how the College provides services to students in order to

be more responsive, noting that the work of the institution is fundamentally centered on students. She emphasized that with every step forward, the College can consider how AI may help improve responsiveness and expand the ability to serve more students effectively. Dr. Marshall also noted that faculty are already engaging with AI in the classroom, using it as a teaching and learning tool to support students. She identified this as an area with strong potential for continued expansion and development.

Dr. Marshall stated that it is particularly important to recognize that many employers now require AI skills for the positions they are hiring, and in some cases, AI competencies are considered even more valuable than traditional technical skills, depending on the industry or company. She emphasized that the College has an institutional responsibility to respond to this shift by ensuring that students are equipped to enter a workforce where understanding and effectively using AI is increasingly expected.

Dr. Marshall stated that this presentation is intended to evaluate where the College currently stands, outline plans for moving forward, and explore how AI can be integrated into operations, daily work, and future teaching and learning. She noted that it also offers insight into what lies ahead as the College navigates the rapidly evolving AI landscape.

Dr. Marshall expressed her excitement in introducing the leaders of this work: Dr. Karen Rege, Dean of Online Learning and Multimedia Services, and Mr. Moe Rahman, Chief Information Officer. She noted that they have taken key leadership roles in charting the College's course, gathering information from across the institution, and preparing this presentation. Dr. Marshall acknowledged that this presentation has been a long time in the making, having been postponed a few times, and emphasized that the College is excited to share it today.

Mr. Rahman and Dr. Rege did the presentation on AI (See Attachment B).

Ms. Posoff asked if there is a timeline on when the college will have certain KPI's or movements, or if the staff could come back to the Business Affairs Committee and give complete updates. Ms. Posoff stated that she encourages this presentation to be done at Student Outcomes and have it integrated into the Student Outcomes discussion, as AI gets built into different parts of the conversation. Ms. Posoff suggested to have an information session for the entire Board on an update on how the College is building it out, not just the ChatGPT, but through the curriculum.

Mr. Ford echoed Ms. Posoff's comments, noting that curriculum integration presents significant opportunities for students to develop AI skills and enhance their career placement after CCP. He added that integrating AI into the curriculum may lead some faculty to revise their syllabi and course content quickly and enthusiastically.

Mr. Ford stated that the Board could provide valuable oversight through the Student Outcomes Committee, as noted by Ms. Posoff. He observed that many Board members serve on either the Business Affairs or Student Outcomes Committees and, given that this presentation was to Business Affairs, he wanted to highlight this point for Board members and others who participate in the Student Outcomes Committee.

Mr. Ford stated that program reviews provide a valuable opportunity for Board oversight, including asking how AI is being integrated into the curriculum. He added that as the College forms an AI Committee, it will be important to ensure the Committee can take actionable steps, potentially including the establishment of key performance indicators (KPIs).

Mr. Ford emphasized that the AI Committee should not simply be a forum for discussion where ideas go unimplemented. He stated that there should be a clear path for integrating and executing good ideas, and he added that he will continue to consider ways for the Board to monitor progress.

Dr. Marshall agreed that integrating AI oversight into the other sub-committees is beneficial. She also suggested including Workforce Development, noting that some AI initiatives have already been piloted in non-credit courses, making it another valuable venue for implementation and oversight.

Dr. Marshall added that while there are many steps ahead, the College will work to integrate AI initiatives across all areas of its operations, and the impact will be reflected in various aspects of the College's work.

Trustee Harrington asked whether external firms will be used to develop AI initiatives, specifically for tools such as ChatBots or other AI efforts, rather than relying on CoPilot, and if so, whether the firms could be identified. Mr. Rahman responded that the LEO system was developed with IVY.AI and that no outside firms are currently being used; future engagement of external firms will be determined after the AI Committee is formed. He also noted that Microsoft CoPilot, along with ChatBots and Retrieval-Augmented Generations (RAG) agents, is making it increasingly easier to deploy many front-end AI agents locally.

Mr. Rahman stated that, from his perspective as CIO, Microsoft provides a significant advantage by offering integrated solutions that are ready to use, while also allowing the College to scale and maintain data security.

Ms. Posoff suggested that, as discussed in previous Board meetings, it would be helpful to share tools or resources with Trustees—such as books or courses—so they can better understand how to implement AI. Ms. Posoff noted that while the presentation was informative, there is still a need for guidance on practical application beyond ChatBots. Mr. Rahman responded that the College maintains an AI adoption site with a wealth of information, particularly targeted for staff. He also noted that a recent professional development workshop was held during PD Week on using CoPilot is also available to all, providing real-life examples of problem-solving. Mr. Rahman stated that he would

be happy to share the site with everyone. Ms. Posoff stated that perhaps it could be placed on BoardEffect to be used as a resource.

Pastor Mason stated that this was a good presentation and referenced Dr. Marshall's earlier comments about the potential for AI to reduce expenses. He noted that, as AI continues to evolve, many jobs may be eliminated in the future and asked whether the College is helping students understand what the future job market will look like and how they should focus their efforts in light of emerging technologies.

Pastor Mason stated that, in his experience teaching at another institution, AI has been a major topic of discussion and asked whether the College might be training students for jobs that may soon disappear. Mr. Rahman responded that, based on reports such as the World Economic Forum and the Work Trend Index, while many jobs will be lost or displaced due to AI, a significant number of new jobs will also be created.

Mr. Rahman stated that, according to the World Economic Forum, there is a projected net gain of 2m jobs involving AI in the United States by 2030. He noted that while some jobs will be displaced, they are not necessarily lost, and emphasized that the College's role is to address these changes by providing retraining and the necessary skills so that displaced workers can adapt to the evolving job market.

Dr. Marshall stated that she sees two ways ahead of that, which we've talked about a little bit in the presentation. One way is to organically integrate AI skills into our curriculum. The students that are already in whatever program to study, we should ensure that as part of that learning experience, they are also pick up AI skills and specifically, how to apply the AI skills into their particular field. The other pieces talked about, developing full forces around AI skill development, which has already been started by Dr. Babic. It is also a way for someone to take non-credit course and quickly upscale and learn about AI and augment their learning experience.

Dr. Marshall noted that the point was well taken during our discussion on Workforce, particularly as we consider which jobs to prioritize for

future program development. This includes evaluating which programs are currently relevant and which ones we should continue to invest in and grow.

Dr. Marshall stated that we need to take a look at what our program offers and what we want to do moving into the future.

Ms. Posoff clarified that the presentation will be put on BoardEffect/Diligent.

Mr. Ford motion to adjourn the Business Affairs Committee meeting, and Mr. Dubow seconded the motion. The motion passed unanimously.

AGENDA EXECUTIVE COMMITTEE PUBLIC SESSION

Ms. Posoff opened the Executive Committee meeting at 10:20 am.

Based upon the Business Affairs Committee's decision to table the Commercial Broker Real Estate Services action item, Ms. Flynn requested that the Executive Committee moves to amend the Executive Committee's agenda to remove the Commercial Broker Real Estate Services reference in action item#1 of the Executive Committee agenda. Ms. Amir moved and Ms. Posoff seconded the motion to amend the Executive Committee's agenda to remove the Commercial Broker Real Estate Services from the list below action item #1 of the Executive Committee's agenda. The motion passed unanimously.

- (1)** Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following items:

Action: Ms. Amir motioned and Ms. Posoff seconded the motion to approve the change order for necessary scope to the CBI Pipe project with Dewitt Heating & Air Conditional Mechanical Services.

Action: Ms. Amir motioned and Ms. Posoff seconded the motion to approve Resolution (as amended) for a One-Time Retirement Incentive.

Ms. Posoff announced that the Executive Committee would be meeting in an Executive Session on February 12, 2026.

The meeting adjourned at 10:40am.

ATTACHMENT A
FUNDING FOR ACTION ITEMS
MEETING OF THE BUSINESS AFFAIRS
COMMITTEE OF THE BOARD OF TRUSTEES
AGENDA: January 14, 2026

Agenda No.	Vendor/Consultant	Amount	Source
1	Change Order – CBI Piping with Dewitt Heating, Air Conditioning, and Mechanical Services	\$168,931	Capital Budget

ATTACHMENT B

DeWitt Heating, Air Conditioning, and
Mechanical Services

INVOICE

Bill To



Community College of Philadelphia Attn: Mark
 Brown/Main Campus CBI Building
 1700 Spring Garden Street
 Philadelphia, PA
 (267) 216-7667

DeWitt HVAC

8325 Stenton Avenue, Ste 2A
 Philadelphia, Pa 19150
 Phone: (267) 228-7355
 Email: dewitthvac@gmail.com
 Web: www.dewitthvac.com

Payment terms 30 Days
 Invoice # 1485
 Date 01/07/2026
 PO # Change Order / CBI Piping

Description	Total
Change Order / CBI Piping / Added Scope Materials	\$58,900.00
Scope	
-- Replace piping on 2nd floor risers with new shut off valve for both supply & return	
-- Valve placement are installed downstream from existing shut off / balancing valve	
-- Replace piping on 3rd floor riser with new shut off valve for both supply & return	
-- Replace shut off valve on 1st floor for both supply & return	
-- Purchase 8 shut off valves & 4 balancing valves	
Shut off Valves \$1750 per valve X 8 = 14,000	
Balancing Valves \$1400 per valve X 4 = 5,600	
Schedule 40 Piping (4 inch) & Clamps / Fittings	
Insulation	
Mark-up 15%	

Additional Labor hours per floor	Weekend / Weekday	Rate	\$98,900.00
Hourly Rate is \$220.00			

	QTY	Rate	Total
Foreman			
Regular hours	40	220	8800
Overtime hours	36	330	11880
Double time hours	8	440	3520
			=24,200

J Journeyman

Regular hours	40	220	8800
Overtime hours	36	330	11880
Double time hours	8	440	3520
			=24,200

J journeyman

Regular hours	40	220	8800
Overtime hours	36	330	11880
Double time hours	8	440	3520
			=24,200

A pprentice

Regular hours	40	150	6000
Overtime hours	36	225	8100
Double time hours	8	300	2400
			=16,500

C arpentry

Lump sum =9,800

Bonds 4% of project	\$20,130.51
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Performance & Payment Bonds with 2 year warranty (4%)

Discount to %3.75



Subtotal	\$177,930.51
Discount	\$9,000.00
Total	\$168,930.51

Scan to Pay Online

By signing this document, the customer agrees to the services and conditions outlined in this document.

Community College of Philadelphia Attn: Mark
Brown/Main Campus CBI Building

ATTACHMENT C

Capital Budget

Building Group	New or C/O	Facility Projects	Initial Spending	Revised	Actual	Available budget
Bonnell	New	Bonnell HVAC Replacements	120,320	120,320	120,320	0
Bonnell	C/O	Enrollment Center- Enhancement	1,442,153	1,442,153	1,523,007	(80,853)
Bonnell	New	Roof Replacement	1,498,823	1,498,823	0	1,498,823
Bonnell	New	Xerox Digital Press Install	30,000	30,000	20,984	9,016
Total Bonnell			3,091,296	3,091,296	1,664,311	1,426,986
CBI	New	CBI BAS Replacements	115,000	115,000	262,858	(147,858)
CBI	New	Replace HVAC Piping	750,000	750,000	0	750,000
Total CBI			865,000	865,000	262,858	602,143
Mint	C/O	Mint Building Front Doors	953,250	953,250	1,003,150	(49,900)
Mint	New	Office upgrades	14,713	14,713	14,713	0
Mint	C/O	Mint Lighting		982,100	0	982,100
Mint	C/O	Office upgrades/relocations from 1500 Spring Garden	1,144,216	1,144,216	1,103,933	40,283
Total Mint			2,112,178	3,094,278	2,121,796	972,483
NERC	New	HVAC Upgrade	607,384	1,000,000	205,289	794,711
NERC	C/O	Bridge repairs	300,000	300,000	296,305	3,695
Total NERC			907,384	1,300,000	501,594	798,406
Parking		Main garage -Phase IV & V	0	225,160	89,900	135,260
Total Parking			0	225,160	89,900	135,260
West	New	Intraoral xray unit	0	0	4,835	(4,835)
West	Complete	Simulation Lab for Nursing & Allied Health; Renovation of respiratory care Lab	396,020	396,020	572,704	(176,684)
Total West			396,020	396,020	577,539	(181,519)
WRC	C/O	CATC Parking Lot	600,000	367,600	0	367,600
WRC	New	CATC welding lab and WRC space - NWI Welding program	500,000	250,000	648,514	(398,514)
Total West Regional Center			1,100,000	617,600	648,514	(30,914)
Winnet	C/O	Old Cafeteria renovation to single stop office space, Keys, etc.,	1,417,280	1,242,080	879,080	363,000
Winnet	New	Technology upgrades in coffee house and student area	49,590	49,590	0	49,590
Winnet	New	Mechanical Systems Upgrade	33,985	33,985	0	33,985
Total Winnet			1,500,856	1,325,656	879,080	446,576
Various	C/O	Divisional Priorities	355,000	355,000	28,548	326,452
Various	New	Computers	2,500,000	2,500,000	0	2,500,000
Various	New	Emergency Repairs	0	95,145	95,145	0
Various	C/O	Miscellaneous (Contingencies)	256,326	318,905	532,170	(213,265)
Various	C/O	Multi Media auditorium	300,000	300,000	386,886	(86,886)
Various	C/O	Rebranding	247,952	247,952	87,616	160,336
Various	C/O	Furniture & Fittings	50,000	50,000	23,331	26,669
Various (N	New	Solar Panels (College portion)	500,000	500,000	0	500,000
Pavilion	New	CULA Classroom Technology Update	87,500	87,500	87,500	0
Pavilion	New	Install 2 hot water circuit pumps	11,338	11,338	11,338	0
Pavilion	New	Install Elevator Rm Heat Pump Condenser	14,943	14,943	14,943	0
Total Various			4,323,059	4,480,782	1,267,476	3,213,306
GRAND TOTAL			14,295,793	15,395,793	8,013,067	7,382,726

Report as of 12/19/2025

ATTACHMENT D

Resolution for a One-Time Retirement Incentive

Resolution for a One-Time Retirement Incentive

WHEREAS, the College administration recommends that the College offer on a one-time basis a retirement incentive to Full-time Faculty employees who as of August 31, 2026, will have attained fifteen (15) years of continuous full-time service and sixty-five (65) years of age, and to administrators, classified and confidential staff who as of June 30, 2026 will have attained fifteen (15) years of continuous full-time service and sixty-five (65) years of age;

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

NOW THEREFORE, on this 14th day of January, 2026, the Business Affairs Committee and Executive Committee of the Board of Trustees hereby resolves and approves the college offering the following one-time retirement incentive:

The College will offer the following, on a one-time basis, separate and distinct from the retirement incentive provided in Article XIII, A., 11(a) in the Full-time Faculty Collective Bargaining Agreement: (a) full-time faculty member who, by the end of the 2025-2026 academic year (i.e. August 31, 2026), will reach sixty-five (65) years of age, with fifteen (15) years of full-time continuous service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on unpaid leave or on long-term disability), may give notice by March 15, 2026 to retire effective August 31, 2026; (b) the Board agrees to pay a retirement incentive to all such full-time faculty who elect this option; (c) the incentive will be 25% of the faculty member's full annual base salary, with an additional bonus of \$2,000 if the option is selected by February 15, 2026; (d) the College may request a postponement of a full-time faculty's retirement under the terms of this provision until after the end of the Fall 2026 semester if the retirement would unreasonably interfere with a specific College program; and

The College will offer the following, on a one-time basis, separate and distinct from the retirement incentive provided in Article XV, 5(a) in the Classified Collective Bargaining Agreement and/or any other retirement incentive available to administrators and confidential employees: (a) a full-time administrator, full-time confidential employee, or full-time classified employee who, by June 30, 2026 will reach sixty-five (65) years of age, with fifteen (15) years of full-time continuous service at the College (as a full-time faculty member, visiting lecturer, or as a classified, confidential, or administrative employee, including years on an approved unpaid leave or on long-term disability), may give notice by March 15, 2026 to retire no later than June 30, 2026 (provided however, the employee must attain sixty-five (65) years of age and fifteen (15) years of full-time service by his/her effective retirement date); (b) the Board agrees to pay a retirement incentive to all such employees who elect the option; (c) the incentive will be 25% of the Employee's full annualized base compensation, with an additional bonus of \$2,000 if the option is selected by February 15, 2026; (d) the College may request a postponement of an employee's retirement under the terms of this provision until December 31, 2026 if the retirement would unreasonably interfere with a specific College program.

Be it further resolved that all eligible employees are only eligible for one retirement incentive offer from the College and may not elect this One-Time Retirement Incentive if they have already elected any other retirement incentive offered by the College under the Collective Bargaining Agreement or otherwise.

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

Harold T. Epps, Chair

Ajeenah Amir, Secretary

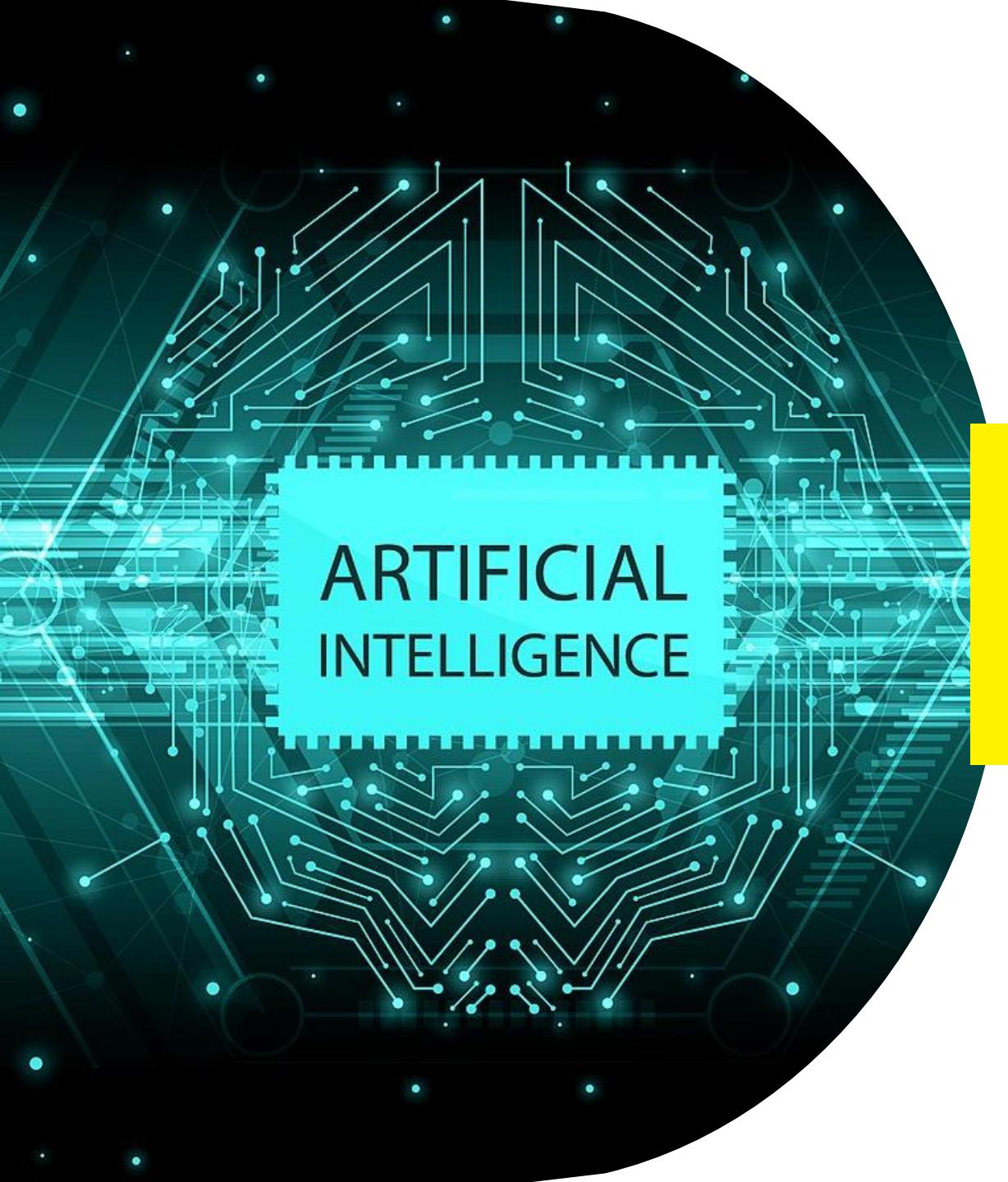
Jacob Eapen, Treasurer

Alycia Marshall, President

ATTACHMENT E

Artificial Intelligence (AI)

Presentation



ARTIFICIAL
INTELLIGENCE

Artificial Intelligence

Current landscape &
Preparing CCP for the future



Topics

AI Fundamentals

- Basic Terminology & Types of AI

Current Landscape

- How we currently use AI
- Faculty Development

AI Trends

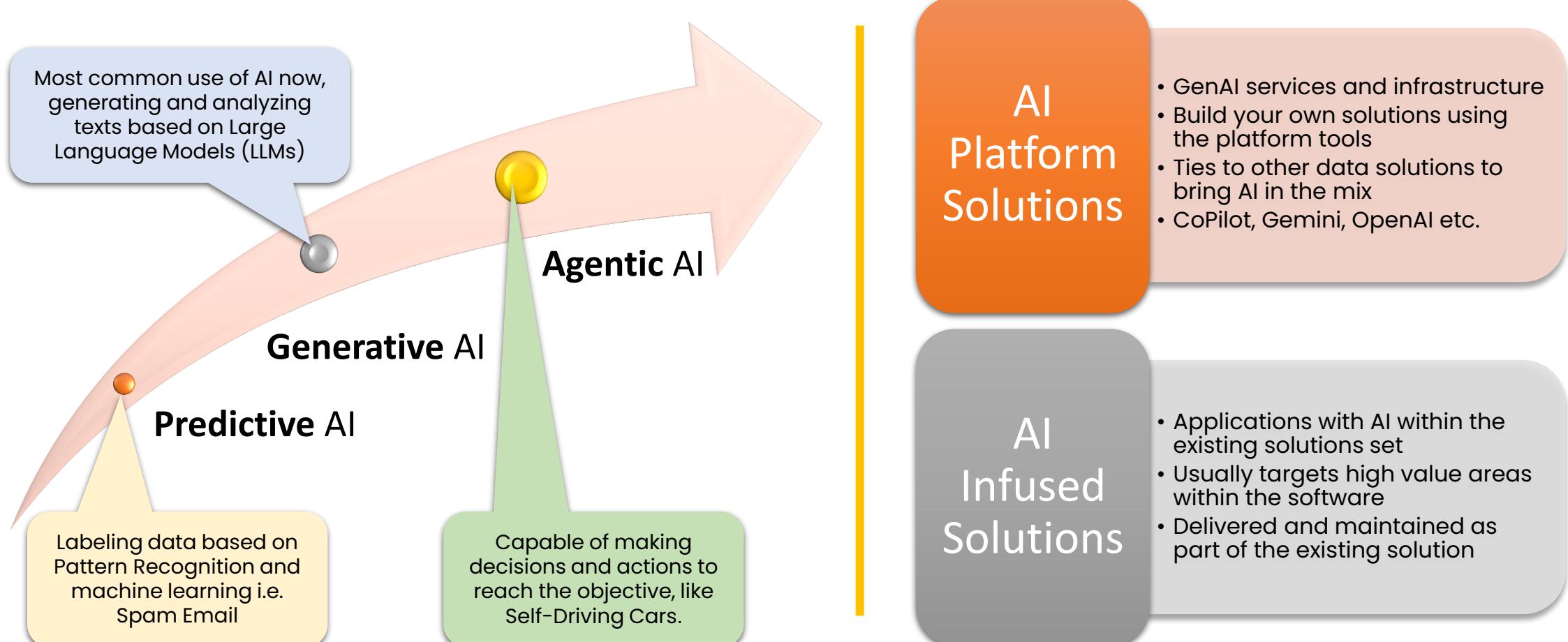
- Trends in next 12-24 months
- Job Structures for AI
- Examples of Possibilities

Forming an Actionable Plan

- Becoming AI Ready
- Setting a Vision

Q&A

Types of AI & solutions





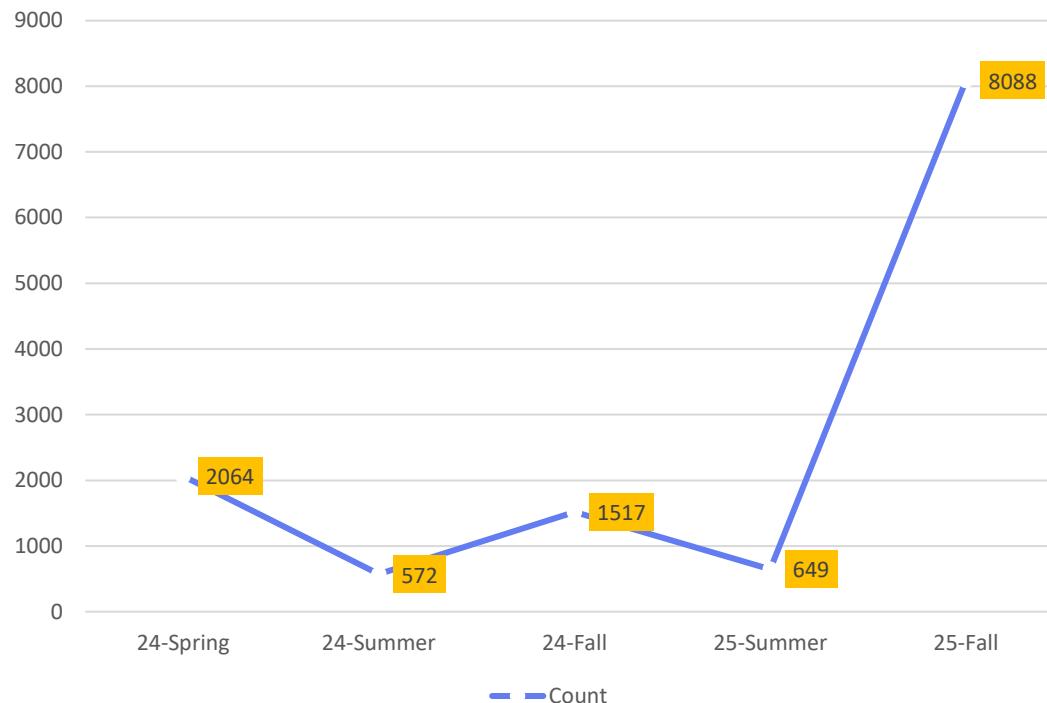
AI tools in use by type at CCP

Topics	AI Tools	Type of AI / Solution	Primary users
Student Canvas Support	LEO Chatbot by IVY.AI	AI Platform	Students
AI written text detection	CopyLeaks	Gen AI / AI Infused	Faculty
Writing coaching	Packback	Gen AI / AI Infused	Faculty/Student
Resume writing and interview prep	Big Interview	Gen AI / AI Infused	Career Services/Students
General content creation / text summarization / exam creation etc.	ChatGPT, Gemini, Copilot, Claude, Perplexity, Ideogram	Gen AI / AI Infused	Students/Faculty/Staff
Transcription, notes summary	Teams, Zoom Companion AI, Kaltura	Gen AI / AI Infused	Students/Faculty/Staff
Image & Video generation	Dall.E, Midjourney, Lumen5, Canva	Gen AI / AI Infused	Students/Faculty/Staff

Source: Teaching & Learning using AI at CCP – Summer Institute Presentation, 2025

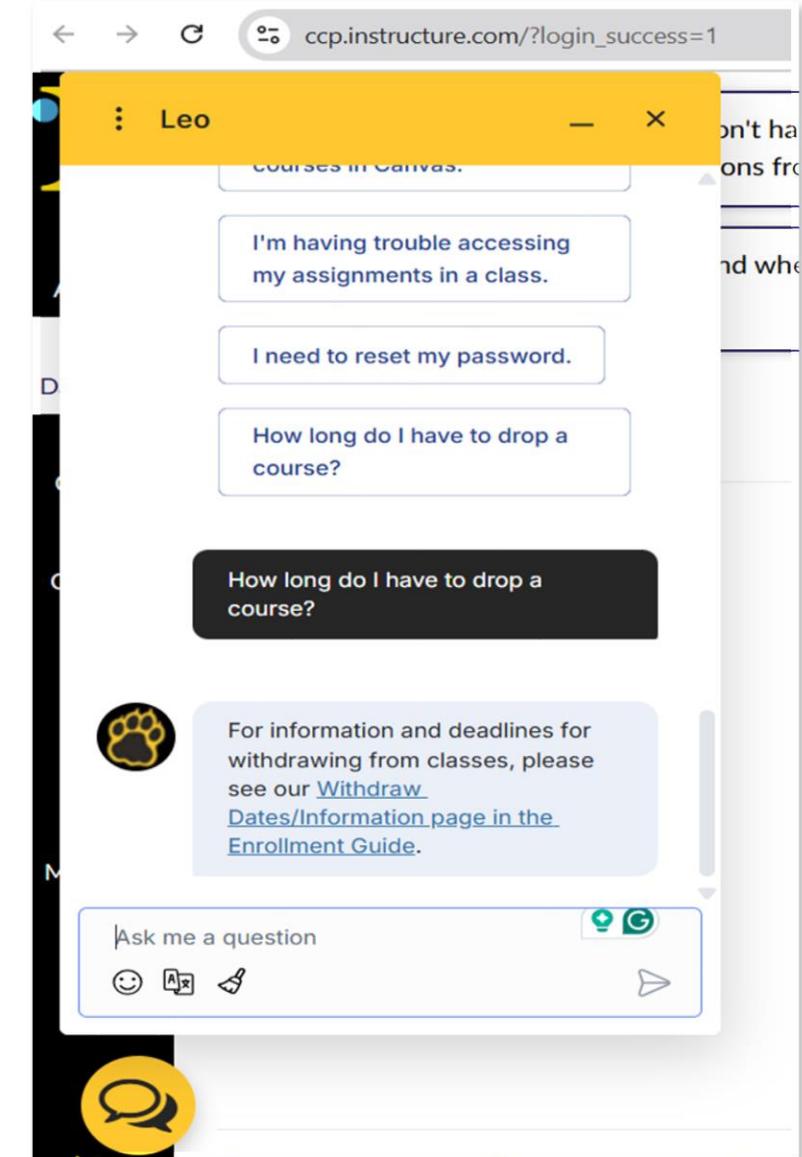


LEO's adoption



Unique interactions- Fall 2025- 8088

Unique users- Fall 2025- Students: 755, Faculty: 45





Faculty Professional Development

2023-2024--20 unique participants

- Professional & Organizational Development workshop
- Achieving the Dream workshop
- FCTL workshop – What, Why, How of AI

2024-2025-105 unique participants

- Teaching Circle (3 sessions)
- *Teaching with AI* book group (2 sessions)
- AI Playgrounds
- Summer Institute

2025-2026

- AI Assessment Summit- 25 unique participants by invitation

Other opportunities:

- Plenary session for Provost's Division meeting in Fall 2024
- Resource Guide development
- Discussions at the individual department level
- Faculty Fellows- AI (24-25) and FCTL (25-26)



Organic Adoption in Academics

Content Generation to Enhance Student Learning

- **English:** Writing support & critical analysis
- **Biology:** Visual learning tools e.g. interactive videos for concept explanation
- **Fashion Merchandising:** Market research and social media strategy development

Ethical Use

- **Social Sciences:** Discussions on bias, environmental concerns, and privacy
- **Paralegal Studies:** Teaching students legal research with AI and brief writing, as well as hallucination identification

Use in the profession

- **Allied Health:** Exploring AI's impact on healthcare roles
- **Foundational Math:** Connecting mathematical concepts to future career applications



AI Trends in next 12 – 24 months

- Computing User Agents (CUAs)
- AI Competency rose from 17% to 45% between January – July 2024.
 - Expect 100% competency by 2026 – OSWorld report
- **Paradigm Shift:**
 - Horizontal/Shallow → Deep/Vertical
 - bottom-up innovation
 - AI as an extension of yourself
 - **66%** of leaders say they wouldn't hire someone without AI skills.
 - **71%** say they'd rather hire a less experienced candidate with AI skills than a more experienced candidate without them.
 - And junior candidates may have a new edge: **77%** of leaders say, with AI, early-in-career talent will be given greater responsibilities.

Source: Citrix, *What Happens When AI Agents Score 100% in Computing Using Benchmarks?* July 24, 2025. <https://www.citrix.com/blogs/2025/07/24/what-happens-when-ai-agents-score-100-in-computing-using-benchmarks>

Source: Brian Madden, *SHI Fall Summit Keynote Address*, Vice President of Technology at Citrix, October 16, 2025.

Source: 2024 Work Trend Index Annual Report, Microsoft & LinkedIn. <https://www.microsoft.com/en-us/worklab/work-trend-index/ai-at-work-is-here-now-comes-the-hard-part>



Job Structure for AI



Job Title	Entry-Level Salary	Median Salary	Associates Degree OK?	Reason
AI Conversation Designer	\$73,959	\$80,242	Yes	With Strong UX+Writing Skills
Interaction Designer	\$73,082	\$89,777	Yes	Portfolio Matters More
Prompt Engineer	\$69,539	\$99,210	Yes	Skills > Degree, But Coding Helps
AI Architect	\$107,886	\$154,142	No	Advanced Technical Role
AI Artist Engineer	\$95,000	\$124,218	No	Requires CS/AI Background
Knowledge Architect	\$57,054	\$79,663	No	Usually Requires Bachelor's
AI Adoption Strategist	\$117,447	\$139,834	No	Business + AI Strategy Expertise
Human-AI Collaboration Lead	\$117,447	\$143,297	No	Leadership + Advanced AI Knowledge
Data Annotator	\$35,000	\$50,000	Yes	Entry-Level, Minimal Degree
Orchestration Engineer	\$69,362	\$91,420	Yes	With Strong Technical Skills
AI Engineer	\$95,000	\$134,023	No	CS/Engineering Degree Preferred
Responsible Use of AI Architect	\$107,886	\$154,142	No	Requires Ethics + Ai Architecture
Agent Operations Manager	\$90,000	\$115,000	Yes	Experience + Degree
SVP of AI Strategy	\$250,000	\$300,000	No	Executive Leadership Role
Head of AI	\$180,000	\$215,000	No	Executive Role, Advanced Education
EVP of AI	\$300,000	\$350,000	No	Top Executive Role

User experience Roles

Workforce & Business Development Roles

Technical Roles

Supervisory Roles

Source: Abril, Danielle. "As AI reshapes the job market, here are 16 roles it has created." *The Washington Post*, 31 Oct.



Examples of Possibilities



Speed up General Productivity



Agentic AI Voice Support



Text based AI Agents for HR/Finance



Report & BI



Enhanced Student Advising



Personalized Learning



Financial Aid Submission Support



Augmented Academic Support



Expense Processing



Procurement Processing



Donor Management



Room Scheduling

Better utilization of time

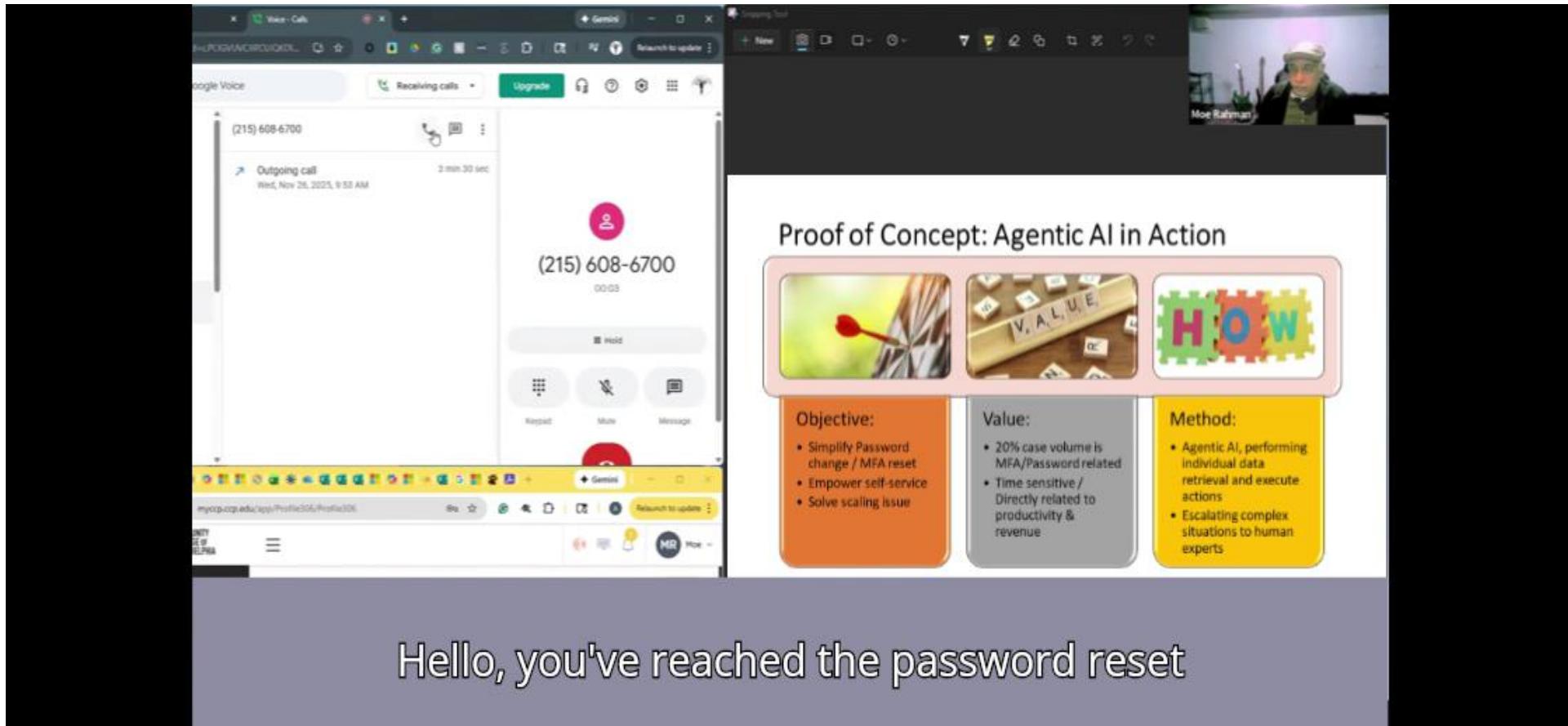
Engage in more meaningful service

Solve more complex issues

See the unseen



Demo: We all have an assistant!





What AI solutions we are exploring

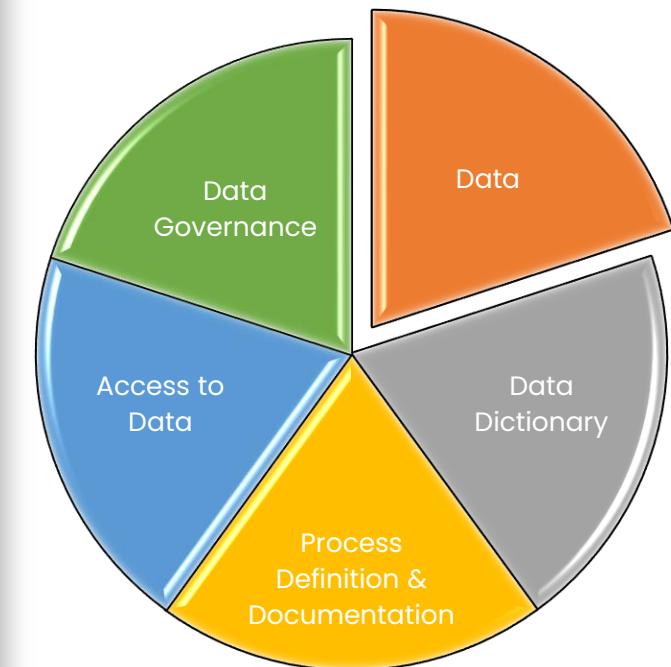
AI Tool	Capability	Type of AI / Solution
Microsoft o365 Data Classification / Retention / Data Loss Prevention Platform / Fortinet Data Loss Prevention	Data Classification, Protection and Retention	Traditional + Predictive AI / Agentic AI
Helpdesk AI Voice Agent & Chatbots for use across the campus	Assist with answering common questions, making information available through interactive experience, Password and MFA reset	Gen AI / Agentic AI
Ellucian Journey	Workforce, Continuing Ed, Non-Credit / Credential Stacking, Badges, Program Development through AI	Gen AI / AI Infused
Ellucian Intelligent Processing	Automation of forms, approvals, workflow, tasks, holds, actions in Banner ERP	Gen AI / AI Infused
Microsoft Copilot with Mail, Teams, Sharepoint, Power Automate and Agents	Leverages AI within the o365 ecosystem and AI copilot agents that are designed to solve specific problems	Gen AI / Agentic AI / AI Platform
Abnormal.AI	Email security enhancement	Agentic AI
Tableau, AWS Reporting	Gen-AI based report/dashboard generation capability	Gen AI / AI Platform
AI Policy for entire college	A broad policy that allows safe experimentation with guardrails	-

Becoming AI Ready

A Maturity Framework for Data Management

Elements of these stages include data storage, data governance, reporting and analytics, people and culture, and AI readiness

←-- We are here

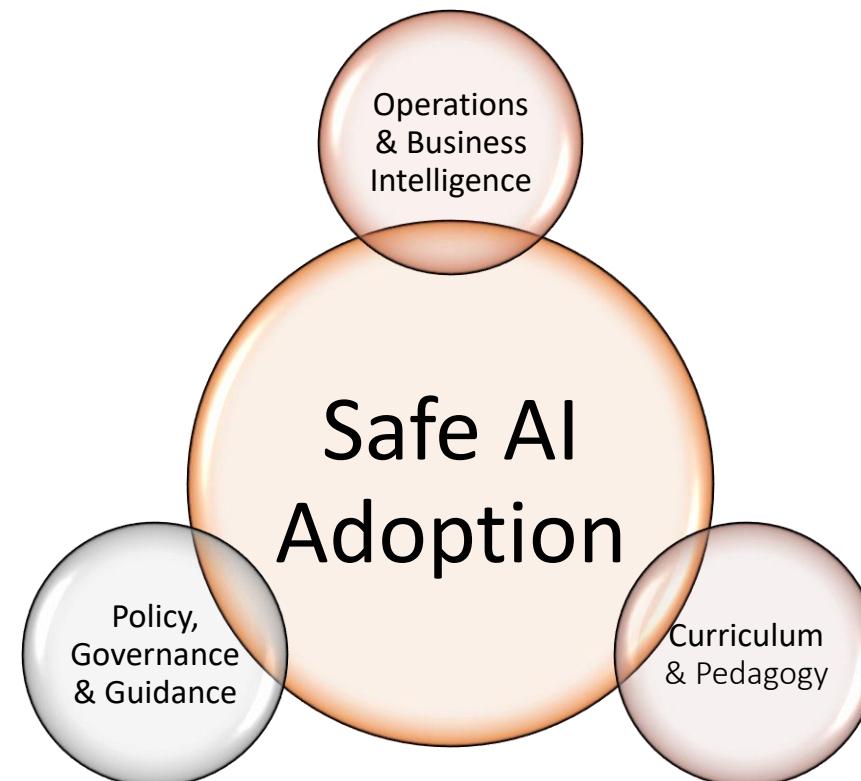


Source: "Student Success with EAB Edify AI Webinar.", October 1, 2025.



Setting a vision for AI Readiness

Responsible AI Adoption: Domains for Framework





Setting a vision for AI Readiness

Domain: Operational Efficiency

Vision

How we get there

Combine AI + Human Interaction to increase efficiency

Let staff focus more on complex issues

Utilize AI in Banner environment where available

Train and adopt Office 365 productivity tools

Explore AI agents for high volume service areas

Maximize AI infused software usage



Setting a vision for AI Readiness

Domain: Business Intelligence

Vision

How we get there

Data Democracy

**Unlock Decision
Making Insights**

Train for data and
process literacy

Explore AI Features in
Reporting

Train for AI prompting
and interactions



Setting a vision for AI Readiness

Domain: Policy, Governance & Guidance

Vision

How we get there

Develop AI policy allowing safe experiments

Organize internal Data, Process & Knowledge

Ensure data monitoring and loss prevention

Develop institution-wide policy aligned with cybersecurity framework

Develop compliance and cyber safety training

Address Culture Shift

Adopt Data Classification, Retention, Removal and Loss Prevention tools

Implement Data Literacy and Process Governance



Setting a vision for AI Readiness

Domain: Pedagogy & Curriculum

Vision

Things we can do now

Adopt a framework for AI integration in Pedagogy & Curriculum

Collaborate with industry leaders for job specific competency expectations

Explore Skills Badges and Stackable Credentials

Streamline our curriculum development process

Develop faculty and student competencies

Begin redesigning assessments

Curriculum integration

Preparing for industry jobs

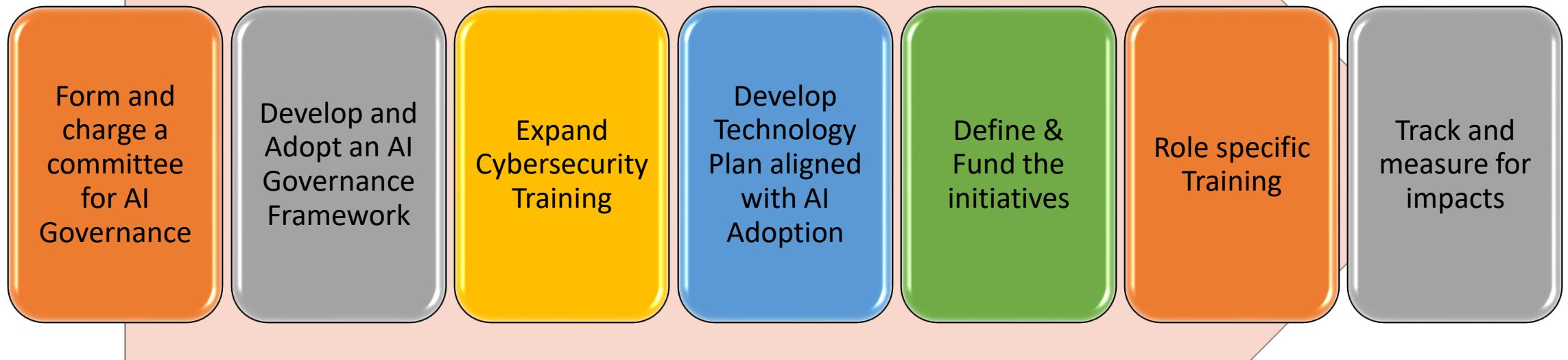
- Credit vs. Non-Credit
 - Type of credential
- Wide range of positions, including new fields
- How do we maintain relevant curriculum in rapidly changing industry?

Preparing the general workforce

- Choose delivery method
 - General education
 - At the program/course level
 - FYE courses



What's Next





Q&A



Artificial intelligence (AI) is rapidly transforming higher education by enhancing teaching, learning, and administrative efficiency. AI-powered tools can personalize learning experiences, offering adaptive content and real-time feedback tailored to each student's progress and learning style. Instructors can use AI for assessment, content creation, and identifying students who need extra support, while institutions benefit from predictive analytics to improve enrollment, retention, and resource management. Looking ahead, AI has the potential to make education more accessible, data-driven, and student-centered, empowering both educators and learners to focus on creativity, critical thinking, and collaboration.

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, January 8, 2026 - 2:30 p.m.

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Danielle Liautaud-Watkins, Dr. Mellissia Zanjani, Dr. Linda Powell, Ms. Carolyn Flynn, Dr. Seth Jacobson, Dr. Judy Gay, and Mr. Daniel Emdin, Student Representative

- (1) Executive Session I
- (2) Meeting Called to Order

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

Mr. Epps reviewed the goals for the meeting:

- Enrollment Update
- Programmatic Updates
- Business and Financial Updates

- (3) Public Comment

Mr. Epps inquired if there were any requests for public comment. Ms. Flynn reported that three requests for public comment were received, of which two individuals were present. Mr. Epps stated that the individuals will have two minutes for public comment.

- Ms. Steph Czapla, staff, graphic designer, stated concerns about the lack of transparency surrounding SEPTA TransPass allocations without the Faculty and Staff Federation input. She questioned expenditures on consultants and temporary staff and urged the administration to hire more faculty and to advocate for continued state funding to ensure student access to academic materials.
- Mr. Charles Allison, faculty, noted some improvements following last year's union contract agreement, including increased wages and space on campus for adjunct faculty, but expressed concern about the lack of progress in reducing reliance on temporary workers. He also cited slow movement on common good initiatives, including a childcare center, and stressed the need for SEPTA TransPasses for all students.

Mr. Epps thanked the presenters for their comments, acknowledged their concerns, and noted that while progress may be slower than desired, the Board remains committed to transparent communication.

Mr. Epps congratulated Dr. Lipscomb on his selection as Vice President of Student Affairs at Tri-County Technical College in South Carolina and congratulated Dr. Danielle Liautaud-Watkins on her return to the College as Chief of Staff and Vice President of Partnerships.

(4) Report of the President

(a) Update on Enrollment

Dr. Lipscomb provided an update on enrollment (**Attachment A**). He noted the following:

- Winter enrollment increased 29% in headcount and credit hours.
- Spring enrollment increased 10% in headcount and 8% in credit hours.
- Year-over-year growth by location showed increases at NERC, West, CATC, and Online in both headcount and credit hours.
- Strongest program growth was seen in Health Care Studies, Nursing, Early Childhood Education, Communication & Media Studies, and Cybersecurity and Networking, with notable percentage increases in Real Estate, Fashion Merchandising and Marketing, Alternative Fuels Electric Vehicles and Hybrid, Medium and Heavy Truck Technology I, and Business Leadership Proficiency Certificates.

Dr. Lipscomb reported that we had one of our largest new student orientations at the Career and Advanced Technology Center (CATC) with 78 students in attendance.

Programmatic Updates

City College of Municipal Employment (CCME)

Dr. Jacobson reported on CCME's five traditional pathway programs (Business and Administration, Skilled Trades, Healthcare, Technology, and Public Safety). He noted that 48 new students have been recruited to begin this semester, with continued recruitment underway for non-credit programs starting in February. Dr. Jacobson stated that CCME will offer Power Skills courses this spring to students from eight Philadelphia high schools.

Dr. Jacobson also reported on the launch of a new cybersecurity upskilling program for current City employees. He stated that CCME is partnering with the City to select 20 Community College of Philadelphia (CCP) students for the Civic Entrepreneur Internship Program, a paid work-based learning opportunity paying over \$15 per hour. Finally, he reported ongoing productive engagement with City leadership to ensure the infrastructure is in place to support graduate employment with City of Philadelphia employers.

Dr. Jacobson further reported positive feedback following the November 12, 2025, CCME Summit, which led to the development of new personnel positions within the CCME Office on campus and with the City to better align academic programming with workforce needs.

Mr. Epps asked whether CCME resource needs are being reconciled and fully covered by City allocations, and if return-on-investment analyses are being conducted.

Dr. Marshall stated that current needs remain budget-neutral based on application levels and existing allocations. She noted her regular meetings with Ms. Duchausee, Chief Administrative Officer, City of Philadelphia, and shared that leadership continues to support any future resource needs.

Mr. Clancy reported that Philadelphia Works, Inc. has added two to three full-time CareerLink staff to support job placement for earlier cohorts. He stated these positions are funded by Philadelphia Works, Inc. and reaffirmed their commitment to the project.

SEPTA

Dr. Rooney reported that the SEPTA TransPass program has been successfully launched and that students are actively participating. She noted that implementation has been complex due to the College's fluctuating student population, as SEPTA originally designed the program for four-year institutions with more stable enrollment patterns.

Dr. Rooney stated that staff regularly review and verify student eligibility, with the initial cohort drawn from credit and non-credit programs. She also reported that Jawnt, a SEPTA partner, is on-site at CATC to support student outreach and eligibility communication.

Dr. Rooney reported that approximately 240 eligible students were contacted, approximately 200 students clicked on the program email, and 33 accounts have been established to date. She added that staff are conducting classroom visits at CATC to increase awareness and participation. She also reported that SEPTA will provide monthly usage reports, and the Institutional Research team is exploring student surveys to assess program impact.

Ms. Flynn reported that additional information sessions are being planned to address student questions and provide program guidance.

Dr. Marshall thanked Dr. Rooney and Ms. Flynn and stated that, despite unforeseen challenges, she appreciates their extra efforts and the increased job duties assumed by some staff to ensure the success of the pilot program.

Navy/BlueForge

Dr. Marshall reported that students in the Navy Welding and NDT programs are on track to graduate in March. She stated that a March graduation and program launch event is planned to celebrate graduates and introduce the next cohort beginning in April, with expected attendance from the Navy, NWI, Mayor Parker, and other officials.

Dr. Marshall also reported that approximately 35 students and six staff will visit the Hanwha Shipyard on January 27, 2026.

Dr. Marshall stated that the programs received 86 applications (50 welding, 36 NDT), with additional seats added to offset attrition and reach a target of 75 graduates. She reported that December marketing included 91 TV airings reaching an estimated 621,000 viewers and one million digital impressions.

(b) Business and Financial Updates

Dr. Marshall stated that Mr. Eapen, Vice President for Business and Finance, shared that he will be resigning from the College on February 28, 2026. Dr. Marshall reported that the College is securing an Interim Vice President for Business and Finance to provide transitional leadership as VP Eapen concludes his tenure, with an overlap period over the next few weeks.

Dr. Marshall stated that the College is partnering with The Registry to secure an interim and will look to launch a national search for a permanent Vice President later this spring. Dr. Marshall reported that interviews are underway for the Interim Vice President for Business and Finance and that Board members are invited to attend interviews for the two finalists as their schedules permit on January 14 and January 16, 2026.

(c) Advancing Our Mission: Success Highlights

Professional Development Week, January 5-7, 2026

Dr. Marshall reported on the Opening Session of Professional Development Week, noting record attendance and a full auditorium. She thanked Chair Epps for his remarks and acknowledged Cabinet members for sharing institutional updates and recognizing faculty and staff. She stated that the College remains the highest-enrolled community college in the Commonwealth, closing the fall term with a 5 percent year-over-year increase in headcount. She also reported on key institutional challenges, framed as opportunities, and outlined plans for finalizing the new five-year strategic plan to guide the College's future.

Dr. Marshall reported the formal welcome of new campus members, including Dr. Danielle Liautaud-Watkins as the inaugural Chief of Staff and Vice President of Partnerships. She stated that Dr. Liautaud-Watkins will help advance institutional priorities and strengthen partnerships.

Dr. Marshall commended Dr. Linda Powell for her leadership as Interim Provost and Vice President for Academic and Student Success, as well as her service as former Interim Associate Provost. She stated that Dr. Powell stepped in during a critical time and provided strong leadership to the division. Dr. Marshall reported that Dr. Powell will retire later this semester following a distinguished 33-year career at the College. Dr. Marshall also expressed her gratitude for Dr. Powell's service and leadership over the Academic and Student Success division.

Dr. Marshall reported on the Employee Engagement Survey. She stated that a follow-up survey was conducted in 2025 after limited action was taken on the 2022 results. She reported that leadership identified recurring themes, including concerns about transparent communication, technology, and collaboration.

Dr. Marshall stated that steps are already underway to address these issues, and she reported that she will be conducting a college-wide listening tour to gather feedback from faculty and staff. The first meeting was with faculty and staff in workforce development. Dr. Marshall stated that this input will help guide development of the College's strategic plan.

Dr. Marshall reported on a student and alumni panel held following the Opening Session of Professional Development Week, facilitated by Professor Eva Blackwell. She stated that the panel, held in recognition of the College's 60th anniversary, featured current students and alumni sharing how faculty and staff impacted their personal and professional journeys. Dr. Marshall reported that the session highlighted the lasting impact of the College and stated it was a meaningful way to begin Professional Development Week.

Dr. Marshall stated that she attended the record-setting CATC orientation on January 7, 2026, and provided opening remarks. She reported that the strong turnout was encouraging and noted the event received media coverage by 6ABC. Dr. Marshall expressed her appreciation of Mr. Chris Lewis, Executive Director, CATC faculty, and the student engagement team, for their work in supporting incoming students.

Strategic Plan

Dr. Marshall reported on the timeline for developing a new Strategic Plan and stated that the previous plan, which sunset in 2025, will be formally extended through 2026 to allow time for broad internal and external engagement. She stated that stakeholder engagement will begin this spring and will include key partners such as the City of Philadelphia, the Mayor's Office, and the School District of Philadelphia.

Dr. Marshall reported that the College will maintain its focus on enrollment growth, graduation outcomes, and workforce development while conducting a comprehensive internal review to inform the new plan. Dr. Marshall stated that the goal is to finalize the Strategic Plan by fall 2026 and launch it in January 2027. She further stated that the Board will remain actively engaged and receive regular updates throughout the process.

Mr. Epps asked whether a formal process is required to extend the current Strategic Plan. Ms. Flynn stated that the administration will determine how to formally articulate the extension through a resolution. Mr. Epps authorized Ms. Flynn to research and confirm the appropriate process. Ms. Flynn reported that this item will be added to the upcoming Executive Committee agenda.

Dr. Marshall reported that Dr. Gayathri Banavara was selected for the Fulbright Specialist Roster for the next three years recognizing her leadership and work in Collaborative Online International Learning, reflecting the College's growing global engagement.

Dr. Marshall reported on faculty and student contributions to the documentary *Becoming American: Philadelphia's Story*. An Artist-in-Residence composed the original score, which was mixed by Paul Giessinger, Department Head of Music, and will be released on Spring Garden Records. Dr. Marshall stated that Instructor James Sauppe and students from the Sound Recording and Music Technology and Video Game Audio programs contributed sound design, providing experiential learning opportunities. She reported that the documentary explores Philadelphia's role in the post-American Revolution era with a focus on the City's Black community and underrepresented narratives and stated that the film is currently being shared with potential distributors, with a Philadelphia premiere planned and early interest from PBS and other platforms.

Dr. Marshall reported with sadness the passing of Dr. David F. Cattell on June 9, 2025. She stated that Dr. Cattell served as Department Chair and Associate Professor of Physics and taught at CCP for 38 years, serving as Chair from 1996 until his retirement in 2023. She reported that Dr. Cattell led significant curriculum innovations in physics instruction and was proud of his contributions at CCP and Drexel University. Dr. Marshall reported that the College received a gift of \$456,701 through Dr. Cattell's estate and expressed gratitude for his lasting impact on the College community.

(d) 60th Anniversary Update and Foundation Report

Dr. Rooney reported that the 60th Anniversary landing page has been launched and includes live sponsorship opportunities. She stated that the following 60th Anniversary events are scheduled: the Octavius Catto Legacy Awards on February 24, 2026; the Women's History Month Luncheon on March 18, 2026; and the April is Art Opening on April 2, 2026. Dr. Rooney further reported that the 60th Anniversary Celebration is scheduled for June 9, 2026, in the evening, in the College's gymnasium, and that the theme is Rhythm + Rise. She noted that additional details will be shared in the coming months.

Dr. Zanjani reported that the Grants and Gifts report is included in the Board meeting materials. Dr. Zanjani reported on fundraising efforts related to the College's 60th Anniversary, noting that information is available on the website and that the celebration will be a year-long fundraising initiative. She stated that Trustees received promotional cards in their packets to share with potential donors and that tabletop displays will be placed across campus. She encouraged Trustees to request additional materials as needed.

Dr. Zanjani reported that marketing efforts are underway to promote signature events and stated that one major sponsor has been secured, with another potential diamond-level sponsor under consideration. Dr. Zanjani noted that a digital sponsorship commitment process is in place and that printed and digital fundraising materials, including a PowerPoint pitch deck, are being developed to support outreach efforts.

Dr. Zanjani encouraged Trustees to share donor leads and stated that she will follow up individually. She further reported that fundraising activities are connected to Dr. Marshall's investiture and the *Dr. Alycia Marshall 7th Presidential Fund*.

Mr. Cooper encouraged Trustees to share both known and aspirational donor leads to leverage collective networks in support of the College's mission.

(5) Report of the Student Representative

Mr. Daniel Emdin, Student Government Association (SGA) and Phi Theta Kappa (PTK) President, and Student Representative for the Board of Trustees, thanked Mr. Derrick Sawyer, Associate Vice President, Budgets and Business Services, for providing 100, \$5 food vouchers for the campus cafeteria, which SGA distributed to new students during orientation.

Mr. Emdin reported that his primary focus remained stabilizing SGA's internal structure and shared four operational updates.

- Campus Dining: Students preferred the college cafeteria over Saxby's, but limited hours (closing at 2:00 PM) restricted access for afternoon students.
- Safety: Following last semester's parking lot incident, security presence has increased and students generally felt safe.
- SGA Budget: SGA was seeking clarification on whether funds were pre-allocated or first-come-first serve to support a shift toward fewer, scalable events. He also shared plans to work with the Assistant Dean of Students to establish a Scholarship Fund.
- SEPTA Pilot Program: Mr. Emdin commended the administration and shared plans to host an informational session at the Main Campus to mitigate misinformation spreading among students regarding eligibility.

Mr. Emdin reported that the Phi Theta Kappa board had submitted two projects to headquarters highlighting CCP's diversity and strengths and hoped for publication in their research journal.

(6) Student Outcomes Committee, November 6, 2025

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on November 6, 2025. Ms. Fulmore-Townsend echoed Dr. Marshall's remarks and, on behalf of the Board, offered congratulations and wished Dr. Powell success in her next steps.

Ms. Fulmore-Townsend reported strong enrollment, completion rates, and employment outcomes in the Liberal Arts-Social and Behavioral Science program and recommended its renewal for five years. The academic program review is part of the Consent Agenda for Board approval.

Ms. Fulmore-Townsend reported on the Black Studies program, noting high course enrollment but fewer program completers, and requested an action plan to support program viability and marketing. The discussions regarding the Black Studies program will be pushed to the next Student Outcomes Committee meeting.

(7) Combined Meetings of the Business Affairs and Executive Committees, November 19, and December 17, 2025

Ms. Posoff reported that the Combined Meetings of the Business Affairs and Executive Committees were held on November 19, and December 17, 2025. She stated that the minutes are included in the Board meeting materials and that all Business Affairs action items were approved by the Executive Committee.

Ms. Posoff reported that the College submitted a \$20 million application to the Pennsylvania Department of Education for Mechanical, Electrical, and Plumbing infrastructure upgrades, with plans to raise a 50% match if awarded. Ms. Posoff reported that Mr. Andre Allen of Phoenix Capital Partners provided a high-level overview of potential bond financing, as included in the Board materials.

Mr. Epps called for a motion to ratify the following items that were reviewed by the Business Affairs Committee and approved by the Executive Committee:

(a) CATC/WRC Parking Lot General Construction: Gessler Construction Co. (Ratify)

- (b) Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) (Ratify)
- (c) Contract with Quinn Construction for Expansion Joints – Main Garage (Ratify)
- (d) Follett Contract Extension (Ratify)

Mr. Dubow moved, with Ms. Posoff seconding, that the Board ratify the actions taken by the Executive Committee. The motion carried unanimously.

(8) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions, Meetings of November 6, and December 19, 2025
- (b) Grants and Gifts
- (c) Liberal Arts-Social and Behavioral Science Academic Program Review

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

(9) Report of the Chair

Mr. Epps reported that a Resolution of Appreciation from the Board of Trustees and Dr. Marshall (**Attachment B**) and a Citation from City Council, signed by Council President Kenyatta Johnson and Councilmember Jeffrey Young (**Attachment C**), will be entered into the record and presented to Ms. Josephine DiGregorio, former Executive Assistant to the President, who retired on October 31, 2025.

Mr. Epps acknowledged Ms. DiGregorio's years of service and expressed appreciation for her many contributions to the College.

(a) Association of Community College Trustees (ACCT) Community College National Legislative Summit, February 8-11, 2026, Marriott Marquis, Washington, DC

Mr. Epps reported that the ACCT Community College National Legislative Summit is scheduled for February 8-11, 2026, at the Marriott Marquis in Washington, DC. He stated that Sheila Ireland, Roz McPherson, Mr. Cooper, and Dr. Marshall will be attending.

(b) 60th Anniversary

Mr. Epps encouraged the Board of Trustees to deepen their support of the 60th Anniversary campaign and stated his goal of achieving 100% Board participation.

Mr. Epps reported that the College's Commencement Ceremony is scheduled for Saturday, May 2, 2026, at the Liacouras Center at 10:00 a.m. He stated that Mayor Parker will be the speaker for Commencement and he encouraged the entire Board to attend.

Mr. Epps encouraged the entire Board to attend the Board of Trustees Retreat scheduled for Friday, February 27, 2026, from 8:30 a.m. to 5:00 p.m. at the Fitler Club located at 24 South 24th Street.

(10) Old Business

There was no old business discussed.

(11) New Business

There was no new business discussed.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, February 5, 2026, at 2:30 p.m., in the Isadore A. Shrager Boardroom, M2-1. The meeting will be hybrid.

The meeting adjourned at 4:02 p.m.

(13) Executive Session II

The Board reconvened in Executive Session to discuss personnel matters. The Board will not return following the Executive Session.



Enrollment Update-Spring highlights

- **Winter Enrollment:** Headcount up 29% (888 v. 686) | Credit count up 29% (2,920 v. 2,260)
- **Spring Enrollment**
 - Headcount up 10% (12,016 v. 10,945)
 - Credit count up 8% (107,133 v. 99,030)
- **By location (YoY)**
 - Headcount
 - NERC is up 24% (1,609 v. 1,300)
 - West is up 153% (86 v. 34)
 - CATC is up 115% (271 v. 126)
 - Online is up 6% (7,041 v. 6,651)
 - Credit count
 - NERC is up 28% (9,661 v. 7,552)
 - West is up 192% (415 v. 142)
 - CATC is up 89% (1,522 v. 806)
 - Online is up 4% (43,252 v. 41,433)
- **Biggest program increases (YoY)**
 - **By raw number increase in headcount**
 - Health Care Studies (+466 students)
 - Nursing (+72 students)
 - Ed. Early Child-birth-4th grade (+53 students)
 - Communication & Media Studies (+51 students)
 - Cybersecurity and Networking (+50 students)
 - **By percentage increase in headcount**
 - Real Estate Prof. Cert. (725%)
 - Fashion Merch. and Mktg. PC (300%);
 - Alt Fuels Elec Veh and Hybr PC (200%)
 - Med and Heavy Truck Tech I PC (200%)
 - Business Leadership PC (175%)

Resolution of Appreciation

COMMUNITY COLLEGE OF PHILADELPHIA
PHILADELPHIA, PENNSYLVANIA

This is to certify that the following Resolution was adopted by the Board of Trustees of Community College of Philadelphia on January 8, 2026:

WHEREAS, Josie DiGregorio served Community College of Philadelphia as the executive assistant to the President for 46 years, providing support to every one of the College's presidents and interim presidents;

WHEREAS, Ms. DiGregorio provided unmatched care, guidance and advice to all CCP leaders;

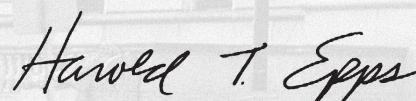
WHEREAS, Ms. DiGregorio established excellent relationships internally and externally while at CCP, demonstrating her care and commitment to her role and the College community, and served as a member of Cabinet for many years;

WHEREAS, Ms. DiGregorio is highly valued for her work communicating to the College's board members and supporting the needs of the trustees, implementing new ideas as part of the President's Office, brainstorming solutions to critical problems, assisting students with questions, and possessing exceptional knowledge of CCP and its history;

WHEREAS, Ms. DiGregorio, a leader known as the College's problem-solver, demonstrated unwavering dedication, attention to detail and professionalism in representing the President's Office, exhibiting an unparalleled work ethic and ability to accomplish her responsibilities;

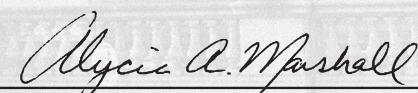
WHEREAS, as a CCP graduate, Ms. DiGregorio promoted the College and its benefits throughout the community with firsthand knowledge as a student and employee;

BE IT RESOLVED, that the President and the Board of Trustees express their deepest respect, admiration, and appreciation to Josephine DiGregorio for her numerous contributions that strengthened and guided the institution, and benefitted generations of Philadelphians. The Board of Trustees thanks Ms. DiGregorio for her decades of outstanding service in the President's Office and extends best wishes as she embarks on the next chapter in her life.



HAROLD T. EPPS, CHAIR





DR. ALYCIA MARSHALL, PRESIDENT

CITY COUNCIL

CITY OF PHILADELPHIA

CITATION

Recognizing Josephine DiGregorio

The Council of the City of Philadelphia recognizes Josephine DiGregorio for 46 years of service to Community College of Philadelphia.

WHEREAS, Josephine DiGregorio served the Community College of Philadelphia for over 40 years as Executive Assistant to the President, supporting every president and interim president during her tenure.

WHEREAS, She provided trusted guidance, institutional knowledge, and steadfast support to College leadership while serving as a valued member of the Cabinet.

WHEREAS, Josephine built strong internal and external relationships, supported the Board of Trustees, assisted students, and contributed innovative ideas and solutions to the President's Office.

WHEREAS, Known as the College's problem-solver, Ms. DiGregorio demonstrated exceptional professionalism, dedication, attention to detail, and an unparalleled work ethic.

WHEREAS, As a proud CCP graduate and longtime employee, Ms. DiGregorio consistently promoted the College and its mission throughout the community.

Therefore, by virtue of this citation, the Council of the City of Philadelphia does hereby, recognize Josephine DiGregorio for 46 years of service to Community College of Philadelphia.



Jeffrey Young

JEFFERY YOUNG, JR.
Councilmember, 5th District

Kenyatta Johnson

KENYATTA JOHNSON, President

January 8, 2026

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, January 8, 2026 - 2:30 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Danielle Liautaud-Watkins, Dr. Mellissia Zanjani, Dr. Linda Powell, Ms. Carolyn Flynn, Dr. Seth Jacobson, Dr. Judy Gay, and Mr. Daniel Emdin, Student Representative

(1) Executive Session I

Executive Session I was devoted to a discussion of real estate and legal issues.

(2) Meeting Called to Order

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

(3) Public Comment

Two individuals provided Public Comment at the meeting.

(4) Report of the President

(a) Update on Enrollment

The Board was provided with an update on enrollment for winter 2025 and spring 2026.

Programmatic Updates

City College of Municipal Employment (CCME)

The Board was provided with an update on CCME, including pathway programs, current enrollment and recruitment efforts, the launch of a cybersecurity upskilling program, partnerships supporting paid internships for CCP students, and confirmation that current resource needs remain budget-neutral and supported through existing City allocations.

SEPTA

The Board was provided with an update on the SEPTA TransPass pilot program, including implementation progress, student eligibility verification, outreach and engagement efforts, participation to date, planned assessment of program impact, and appreciation for staff efforts supporting the success of the pilot.

Navy/BlueForge

The Board was provided with an update on the Navy Welding and NDT programs, including student progress toward graduation, a planned graduation and program launch event, industry and civic engagement activities, application volume, and recent marketing efforts.

Business and Financial Updates

The Board was informed of the resignation of Mr. Jacob Eapen, Vice President for Business and Finance, and the College's plans to secure interim leadership through The Registry, as well as the initiation of a national search for a permanent appointment scheduled for the spring.

(b) Advancing Our Mission: Success Highlights

Professional Development Week, January 5-7, 2026

The Board was provided with updates highlighting Professional Development Week, held January 5–7, 2026, under the theme “Rooted in Purpose, Roaring with Possibility: 60 Years of Students First,” along with leadership appointments, employee engagement efforts, and institutional highlights.

Strategic Plan

The Board was provided with an update on the timeline for developing a new Strategic Plan, including the formal extension of the previous plan through 2026, planned stakeholder engagement, and the anticipated launch of the new plan in January 2027. The Board authorized administration to research and confirm the appropriate process to formally document the extension.

(c) 60th Anniversary Update and Foundation Report

The Board was provided with updates on the College's 60th Anniversary activities, fundraising efforts, sponsorship opportunities, marketing initiatives, and upcoming signature events. Trustees were encouraged to share donor leads and support anniversary-related outreach.

(5) Report of the Student Representative

The Board was provided with an update from Mr. Emdin, Student Representative, including student engagement initiatives, operational priorities of the Student Government Association, and Phi Theta Kappa activities.

(6) Student Outcomes Committee, November 6, 2025

The Student Outcomes Committee met on November 6, 2025. The Committee reviewed the Liberal Arts-Social and Behavioral Science program and approved its renewal for five years. The academic program review is part of the Consent Agenda for Board approval. The discussions regarding the Black Studies program was deferred to the next Student Outcomes Committee meeting.

(7) Combined Meetings of the Business Affairs and Executive Committees, November 19, and December 17, 2025

The Combined Meetings of the Business Affairs and Executive Committees met on November 19, and December 17, 2025.

The Board ratified the following following items that were reviewed by the Business Affairs Committee and approved by the Executive Committee:

- (a) CATC/WRC Parking Lot General Construction: Gessler Construction Co. (Ratify)
- (b) Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) (Ratify)
- (c) Contract with Quinn Construction for Expansion Joints – Main Garage (Ratify)
- (d) Follett Contract Extension (Ratify)

(8) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions, Meetings of November 6, and December 19, 2025
- (b) Grants and Gifts
- (c) Liberal Arts-Social and Behavioral Science Academic Program Review

(9) Report of the Chair

The Board was informed of a resolution and citation recognizing the retirement of Ms. Josephine DiGregorio.

(a) Association of Community College Trustees (ACCT) Community College National Legislative Summit, February 8-11, 2026, Marriott Marquis, Washington, DC

The ACCT Community College National Legislative Summit is scheduled for February 8-11, 2026, at the Marriott Marquis in Washington, DC.

(b) 60th Anniversary

The Board was encouraged to support the College's 60th Anniversary campaign.

The College's Commencement Ceremony is scheduled for Saturday, May 2, 2026, at the Liacouras Center at 10:00 a.m.

The Board of Trustees Retreat is scheduled for Friday, February 28, 2026, from 8:30 a.m. to 5:00 p.m. at the Fitler Club located at 24 South 24th Street.

(10) Old Business

There was no old business discussed.

(11) New Business

There was no new business discussed.

(12) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, February 5, 2026, at 2:30 p.m., in the Isadore A. Shrager Boardroom, M2-1. The meeting will be hybrid.

The meeting adjourned at 4:02 p.m.

(13) Executive Session II

The Board reconvened in Executive Session to discuss personnel matters. The Board will not return following the Executive Session.

Community College of Philadelphia Meeting of the Board of Trustees
Office of College Institutional Advancement and Foundation
Record of Grants and Gifts FY26 as of 11/30/25 (Trustees Meeting: February 5, 2026)

Summary by Source:

	FY2026		FY2025	FY2026 and FY2025
Held by College	<i>since last report</i> 11/1/25 - 11/30/25	Fiscal Year To Date 7/1/25 -11/30/25	Fiscal Year To Date 7/1/24 - 11/30/24	Variance 7/1 -11/30
Federal	\$ 116,131	\$ 116,131	\$ 750,000	\$ (633,869)
State	\$ 999,982	\$ 999,982	\$ -	\$ 999,982
Local / City	\$ -	\$ -	\$ 329,143	\$ (329,143)
Total	\$ 1,116,113	\$ 1,116,113	\$ 1,079,143	\$ 36,970
Held by Foundation (Cash-in-Hand)	<i>since last report</i> 11/1/25 - 11/30/25	Fiscal Year To Date 7/1/25 - 11/30/25	Fiscal Year To Date 7/1/24 - 11/30/24	Variance 7/1 -11/30
Corporations	\$ -	\$ 104,470	\$ 105,575	\$ (1,105)
External Foundations	\$ 19,058	\$ 929,731	\$ 984,515	\$ (54,784)
Individuals	\$ 617,151	\$ 685,475	\$ 188,352	\$ 497,123
Organizations	\$ 17,461	\$ 58,913	\$ 204,376	\$ (145,463)
Total	\$ 653,670	\$ 1,778,589	\$ 1,482,818	\$ 295,771
TOTAL	\$ 1,769,783	\$ 2,894,702	\$ 2,561,961	\$ 332,741

Gifts In-Kind	<i>since last report</i> 11/1/25 - 11/30/25	Fiscal Year To Date 7/1/25 -11/30/25	Fiscal Year To Date 7/1/24 - 11/30/24	Variance 7/1 -11/30
TOTAL	\$ -	\$ -	\$ -	\$ -

PUBLIC / GOVERNMENT SUMMARY (posted 11/1/25 – 11/30/25)

- The National Science Foundation via a subaward with Pasadena City College awarded \$116,131 to recruit, retain and train URM (Underrepresented Minority) students in STEM through experiential learning and exposure to STEM fields.

PRIVATE / PHILANTHROPIC SUMMARY (posted 11/1/25 – 11/30/25)

- The Foundation received a \$456,701.87 planned gift from the Estate of David Cantrell to support the R.D. Robertson Award for Excellence in Engineering or Science.
- A private donor awarded \$83,119.73 via their individual retirement account to support the Boo & Loo Scholarship Fund.
- A private donor awarded \$40,641.97 in cash and stock as part of a \$100,000 pledge to support the Peter and Marjorie Grebow Scholarship.
- Swarthmore College via subcontract with Mellon Foundation awarded \$11,500 to support the Swarthmore College Humanities Faculty Leadership Program.

GIFTS IN-KIND SUMMARY (posted 11/1/25 – 11/30/25)

- No In-kind gifts were reported for this period.

Community College of Philadelphia Meeting of the Board of Trustees
Office of College Institutional Advancement and Foundation
Record of Grants and Gifts FY26 as of 12/31/25 (Trustees Meeting: February 5, 2026)

Summary by Source:

	FY2026		FY2025	FY2026 and FY2025
Held by College	<i>since last report</i> 12/1/25 - 12/31/25	Fiscal Year To Date 7/1/25 -12/31/25	Fiscal Year To Date 7/1/24 - 12/31/24	Variance 7/1 -12/31
Federal	\$ -	\$ 116,131	\$ 3,544,986	\$ (3,428,855)
State	\$ -	\$ 999,982	\$ -	\$ 999,982
Local / City	\$ -	\$ -	\$ 329,143	\$ (329,143)
Total	\$ -	\$ 1,116,113	\$ 3,874,129	\$ (2,758,016)
Held by Foundation (Cash-in-Hand)	<i>since last report</i> 12/1/25 - 12/31/25	Fiscal Year To Date 7/1/25 -12/31/25	Fiscal Year To Date 7/1/24 - 12/31/24	Variance 7/1 -12/31
Corporations	\$ 131,300	\$ 235,770	\$ 248,775	\$ (13,005)
External Foundations	\$ 189,718	\$ 1,119,449	\$ 1,716,188	\$ (596,739)
Individuals	\$ 135,899	\$ 821,373	\$ 385,459	\$ 435,914
Organizations	\$ -	\$ 58,913	\$ 218,120	\$ (159,207)
Total	\$ 456,917	\$ 2,235,506	\$ 2,568,543	\$ (333,037)
TOTAL	\$ 1,573,030	\$ 3,351,619	\$ 6,442,672	\$ (3,091,053)

Gifts In-Kind	<i>since last report</i> 12/1/25 - 12/31/25	Fiscal Year To Date 7/1/25 -12/31/25	Fiscal Year To Date 7/1/24 - 12/31/24	Variance 7/1 -12/31
TOTAL	\$ 435	\$ 435	\$ 1,000	\$ (565)

PUBLIC / GOVERNMENT SUMMARY (posted 12/1/25 – 12/31/25)

- No public grants were reported during this period.

PRIVATE / PHILANTHROPIC SUMMARY (posted 12/1/25 – 12/31/25)

- Comcast NBCUniversal awarded \$100,000 to support Dual Enrollment or approved facets of Jr. STEM Academy, the College's approved Pennsylvania Educational Improvement Tax Credit (EITC) programs.
- The Ambrose Monell Foundation awarded \$75,000 to support the Student-Faculty International Study Abroad Program.
- The Sam and Kate Sidewater Foundation awarded \$50,000 to support the Sidewater Scholarship Fund.
- A private donor awarded \$59,537.13 in cash and stock as final payments on a \$100,000 pledge to support the Peter and Marjorie Grebow Scholarship.
- The Independence Foundation awarded \$25,000 to support the 19130 Zip Code Project.
- A private donor awarded \$19,886.90 in stock to support the Shay Emergency Fund.

- A private donor awarded \$15,000 to support the Goldschlager Future Teacher Award.
- The Helen Frankenthaler Foundation awarded \$15,000 to support visual arts programming and general operations in the College's Art department.
- MOSI Foundation awarded \$10,533.25 in stock to support the MOSI Foundation Endowed Scholarship Fund.
- An anonymous donor awarded \$10,000 to support the Food Insecurity Fund.

GIFTS IN-KIND SUMMARY (posted 12/1/25 – 12/31/25)

- A private donor provided an in-kind gift of an electric guitar, amp, and gig bag for the College's Music Department.

February 2026 Internal Events

All Month

ADC Department Student Art Show
Mint Building, Rotunda

February 03

Dual Admissions Transfer Fair
10:30AM-1:00PM
Bonnell Building, Lobby

February 04

Black History Month Luncheon
11:30AM-1:00PM
Winnet Student Life Building, The Great Hall

February 09

Guided Convo's: From Access to Opportunity
12:00PM-1:00PM
Pavilion Building, Klein Cube

Overdose Reversal (Narcan) Training
1:30PM-3:00PM
Winnet Student Life Building, S2-03

February 11

Saxby's Student CEO Takeover (Catto)
12:00PM-2:00PM
Center for Business & Industry, C2-05

Library Pop Up
12:00PM-3:00PM
Winnet Student Life Building, Lobby

Uno Tournament
3:00PM-5:00PM
Career and Advanced Technology Center, 341

February 16-19

Dream to Reality Summit
9:00AM-2:00PM
Various Locations

February 16

Nursing and Health Care Alumni Panel
1:00PM-3:00PM
Pavilion Building, Klein Cube

February 17

Power Hour: Sharp Minds Start Here
11:30AM-1:00PM
Pavilion Building, Klein Cube

February 18

General Transfer Fair
10:30AM-1:00PM
Bonnell Building, Lobby

Workout Wednesdays

11:30AM-12:30PM
Northeast Regional Center, Room 124

February 19

Dual Admissions Transfer Fair
10:30AM-1:00PM
Northeast Regional Center, Room 124 & Lobby

February 20

Simulation Lab Ribbon Cutting
10:00AM-12:00PM
West Regional Center, W1-01

February 24 - 26

27th Annual Law and Society Week
10:00 AM-1:00 PM
Center for Business & Industry, C2-28

February 24-26

Annual Spring Career Fair
11:00AM-3:00PM
Bonnell Building, Lobby

February 24

Immigration Resources Day
11:00AM-2:00PM
Northeast Regional Center, Room 124 & Lobby

Octavius Catto Legacy Awards
11:30AM-2:00PM

Winnet Student Life Building, The Great Hall