Meeting of the Board of Trustees, Thursday, September 3, 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 September meeting in addition to routine matters are:

- Election of Board Officers
- Enrollment Update
- Programmatic Updates

(3) Public Comment

(4) Board Elections (A)

(5) 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)

(e) Introduction of the Student Representative to the Board of Trustees/Student Government Association (SGA) President

(6) Report of the Student Representative

(7) Student Outcomes Committee, June 4, 2026

6.4.26 Student Outcomes Committee Minutes 4

(8) Audit Committee Meeting, June 24, 2026

6.24.26 Audit Committee Meeting Minutes 13

(9) Combined Meetings of the Business Affairs and Executive Committees, July 15 and August 19, 2026

7.15.26 Business Affairs Committee Minutes 108
8.19.26 Business Affairs Committee Minutes 113

(a) Renewal of Contract with Comcast Business Enterprise Services (Ratify)

(b) Contract to Green Ridge for Landscaping and Snow Removal Services (Ratify)

(c) Contract to Independence Fire Sprinkler Company LLC for Fire and Life Safety Inspections (Ratify)

(d) Contract to Allstates Mechanical, Ltd. for HVAC System Replacement and Upgrade at NERC (Ratify)

(e) Contract to Flanagan Mechanical Services for

HVAC System Replacement and Upgrade at CBI (Ratify)

(f) Renewal of Contract with Thomson Reuters for Paralegal Studies (Ratify)

(g) Contract to Sun Life for Stop Loss Coverage (Ratify)

(h) Contract to MayoSeitz Media for Media Buying Services (Ratify)

(i) Payment to Harmelin Media (Ratify)

(j) Contract to SEPTA for New Pilot Program (Ratify)

(k) Contact to U3 Advisors for Strategic Advisory Services (Ratify)

(l) Contract to Mattison Advisors for Strategic Advisory Services (Ratify)

(m) Contract to FirstLight Fiber for Internet Connectivity Services (Ratify)

(10) Resolution for Salary Increases for Administrators, Grant Administrators, and Confidential Employees (A)

9.3.26_Resolution for Salary Increases 135

(11) Resolution on College Officers Designated to Sign City Contracts

9.3.26_Resolution for Officers Designation for Contracts 136

(12) Consent Agenda

(a) Board of Trustees Proceedings and Minutes of Decisions and Resolutions, Meetings of June 4, and June 22, 2026

6.4.26 Board of Trustees Meeting Minutes, Proceedings and Attachments 137

6.22.26 Special Meeting of the Board of Trustees Proceedings 158

(b) Grants and Gifts

Record of Grants & Gifts FY26 (9.3.26) 161

(13) Report of the Chair

(a) Board Committee Assignments

(b) ACCT Leadership Congress, October 21-24, 2026, Chicago, IL

(c) Joint Board of Trustees & Foundation Board of Directors Meeting & Dinner September 30, 2026, Main Campus, Pavilion, Klein Cube

(14) Old Business

(15) New Business

(16) Next Meeting

The next regular meeting of the Board of Trustees (In Person Committee of the Whole) is scheduled for Thursday, October 1, 2026, 2:30 p.m. at the Career and Advanced Technology Center, 4750 Market Street, Room 341. No Zoom option available.

Wednesday, September 30, 2026 – In-Person. The Joint Board of Trustees and the Foundation's Board of Directors Meeting & Dinner is scheduled for 5:00 p.m., Main Campus, Pavilion, Klein Cube. No Zoom option available.

Committee Meetings

• Student Outcomes Committee

Thursday, September 3, 2026, 12:30 p.m., Library & Learning Commons, L1-13/Hybrid

Thursday, October 1, 2026, 12:30 p.m., Library & Learning Commons, L1-13/Hybrid

• Business Affairs Committee, Wednesday, September 16, 2026, 9:00 a.m., Isadore A. Shrager Boardroom, M2-1/Hybrid

Upcoming Events

September 2026 Events 163

• CCP Welcome Week, Tuesday, September 8, 2026, 9:00 AM – 2:00 PM, Bonnell Building Lobby

• Penn-CCP Entrepreneurship Academy, Thursday, September 10, 2026, 5:00 PM, CATC Room 243

• 60th Anniversary Creative Alumni Showcase, Thursday, September 17, 2026 (VIP Reception: 5:00 p.m. – 5:30 p.m.; Showcase: 5:30 p.m. - 7:30 p.m.), Mint Building Rotunda and LLC Exhibit Hall

•Joint Board of Trustees & Foundation Board of Directors Meeting & Dinner, Wednesday, September 30, 2026, 5:00 PM – 7:30 PM, Main Campus, Pavilion, Klein Cube

• Investiture of Dr. Alycia Marshall & Reception, Friday, October 9, 2026, 10:00 AM – 1:00 PM, Highmark Mann Center for the Performing Arts

• Octavius Catto Legacy Conference, Saturday, October 10, 2026, 9:00 AM – 2:00 PM, Bonnell Building

• Association of Community College Trustees, October 21-24, 2026, Leadership Congress, Hyatt Regency Chicago, 151 East Wacker Drive

(17) Adjourn

Executive Session II

The Board will reconvene in Executive Session. The Board will not return.

STUDENT OUTCOMES COMMITTEE OF THE BOARD OF TRUSTEES

MEETING MINUTES

Thursday, June 4, 2026
12:30 p.m.
Hybrid

Zoom
&
Library Learning Commons, L1-13
1700 Spring Garden Street
Philadelphia, PA 19130

Presiding:	Ms. Chekemma Fulmore-Townsend
Committee Members:	Sheila Ireland, Roz McPherson, Carol Jenkins
Board Participants:	
College Members:	Dr. Lisa Sanders, Dr. Danielle Liautaud-Watkins, Dr. Shannon Rooney, Ron Perri, Dr. Seth Jacobson
Guests:	Dr. Judith Gay, Consultant to the Board of Trustees Dr. Amy Birge-Caracappa, Director of Assessment Dr. Vishal Shah, Curriculum Subcommittee, Dean of Math, Health and Science Careers Dr. Brenton Webber, Curriculum Subcommittee, Department Head of Math

I. Public Session

(a) Approval of the Minutes May 7, 2026 (A)

Trustee Fulmore-Townsend moved to approve the minutes of the May 7th meeting. Trustee Jenkins made the first motion, and Trustee McPherson seconded. All members unanimously approved the motion.

(b) APR Rubric Update Discussion (A)

Dr. Shah opened the presentation, explaining to the Board the Curriculum Committee's journey over the previous five to six months. He informed the Board that the presentation would provide an overview of what was learned and where things currently stand in the process.

Dr. Brenton Webber introduced himself as the department head of Mathematics and co-chair of the Curriculum Committee, which had been tasked with reviewing and presenting the APR rubric. The committee consisted of faculty members Ilze Nix Faucette and Dr. Beena Patel from Biology, who worked alongside Lizzie Gordon, Dr. Amy Birge Caracappa, and Diale Thomas from the Office of Institutional Effectiveness. He explained that the group assessed how information already collected through the APR process could inform the rubric and how best to organize it. He handed out the current prototype to the Board and requested feedback that would help shape the final APR rubric.

Dr. Webber elaborated that the most significant victory of the effort was shared governance. Dr. Webber and Dr. Shah described consensus and contributions at every stakeholder level. They regarded it as an exemplary model of how the College can collaboratively develop something with broad support, allowing everyone a genuine opportunity to provide input. It was clarified that academic work requires time precisely because it aims to secure buy-in from multiple entities and involves continuous refinement and reevaluation. This iterative process of securing consensus, though slow, represented the greatest achievement thus far; shared governance demonstrates effectiveness.

Dr. Shah informed the Board that feedback was collected from the Curriculum Committee, department heads, and the Academic Council. The goal is to approve the final version at the fall meeting for implementation in October, aligning with Fall 2026. Dr. Sanders asked Dr. Shah to explain its significance for Middle States accreditation and shared governance. Dr. Shah stated that the initiative aims to align with revised standards emphasizing shared governance and to demonstrate effective governance with concrete evidence. With assessment standards integrated, the College must clearly define its assessment processes. Using the rubric as a review tool enhances the quality of the self-study.

Dr. Shah emphasized that the APR process workflow can improve and suggested the committee review the entire APR workflow, rubric, and ecosystem flow.

- Trustee Fulmore-Townsend inquired whether the completion of that work would require a year. She also questioned the timeline for the committee update should they be tasked with managing the full APR process. Dr. Shah responded that the targeted feedback timeline was March. He emphasized that the APR modifications cannot be implemented instantaneously, as some initiatives are already in progress, and the Assessment Office is collaborating with various departments. The implementation will be gradual, extending over approximately four years, since new processes generally require two to three years for full integration.

Dr. Webber explained that the rubric's categories are based on the underlying APR document. The rubric evaluates a program's performance in each category using a rating from zero to four, with the rubric language guiding how to choose the correct number. Each program's results are shown in two graphical formats: a bar graph displaying ratings from 0 to 4 across about ten categories, and a spider-web (radar) chart where distance from the center indicates the rating, offering a visual overview of the program's assessment. He mentioned the subcommittee received mixed opinions on which visualization is more informative, as well as requests to keep both, and they are open to suggestions. A categorization located in the corner that listed rating options such as: healthy, needs mediation, or needs support is designed to assist in guiding the review of the program.

To evaluate reliability, the Curriculum Committee reviewed several prior programs utilizing the rubric and compared its assessments with the feedback provided by the board. The Biological Sciences programs, both Associate and Applied Associate levels, received consistent ratings of three and four over a five-year period. The Religious Studies program, which was discontinued, demonstrated lower metrics aligned with the rubric. The Black Studies program required additional information; its rubric indicated mixed scores of two and three, consistent with previous feedback. Another program received approval contingent upon a future update; its rubric showed varied scores of two and three, centered around the midpoint. Dr. Webber concluded that the current draft of the rubric appears to be fairly consistent with historical decisions made by the board and expressed confidence that this consistency will be maintained in future evaluations.

- Trustee Fulmore-Townsend asked for clarification on the chart's colors and how they relate to decisions. Dr. Shah explained that the current document assigns equal weight to all sections and is unweighted. If weighting is introduced, it would affect departmental actions, which the group was hesitant to do without a full discussion. This issue could be revisited if the committee reviews the process. For now, the rubric only shows information without suggesting specific weights.

- Trustee Ireland inquired whether the committee had established the optimal target score. Dr. Webber clarified that, ideally, the presentation would serve as the basis for seeking guidance from the board.

Dr. Shah presented four key questions, derived from comprehensive faculty stakeholders' feedback, for the committee to consider as the rubric is being finalized. The first question addressed the issue of weighting: when a decision is made, what are the primary factors that the board examines, and which aspects are considered more auxiliary and therefore not weighted as heavily? The remaining questions, explored throughout the subsequent discussion, focused on how to differentiate between qualitative and quantitative measures and how to manage information that is subjective or relies on expert judgment.

- Trustee Fulmore-Townsend shared an initial perspective and invited the Board to respond. She pointed out that certain factors are given more importance and frequently come up in the Student Outcome Committee's (SOC) discussions: graduation and transfer rates; enrollment levels and their consistency over time (not just a bad semester, but whether there is a trend, since that indicates demand); and cost. Among the more qualitative aspects, the Chair emphasized faculty engagement, special opportunities for students, and employment outcomes as key considerations the SOC committee regularly evaluates.

- Trustee Ireland inquired whether the core issue pertains to the evolving context over a period of five years, which may lead to a different perception of the situation compared to previous assessments. She questioned the practicality of establishing fixed regulations in the face of changing circumstances. Dr. Webber clarified the development process of the rubric categories. Since the Office of Assessment and Evaluation collaborates closely with the Academic Program Review (APR) process and maintains a comprehensive understanding of its requirements, staff from that office convened to address the primary challenge of differentiation, specifically, how reviewers can reliably distinguish between scores, such as a two and a three. This collaborative effort resulted in the formulation of questions and criteria, which were subsequently compiled into the document. The workgroup reviewed and refined the language of the document based on their collective feedback. Dr. Webber noted that the group identified a viable model, recognizing that it would require further review, critique, and modifications by other stakeholders and users of the document. It was emphasized that the rubric remains a preliminary framework and is open to additional input.

- Trustee Fulmore-Townsend inquired of the Curriculum Committee regarding its viewpoint on whether the College should give precedence to one comparator over another. Trustee Ireland indicated that the Board is seeking to evaluate the overarching strategy, with graduation and transfer rates serving as illustrative examples. Although the number of graduates appears reasonable, the term "reasonable" holds different implications for different individuals, thereby complicating its interpretation. Dr. Marshall clarified that the College typically compares graduation rates to the College average, which raises the initial concern about whether this standard is appropriate. Trustee Ireland inquired whether it is possible to define what “reasonable” means based on historical data and what it will signify moving forward. Dr. Shah explained that when equity or equitable outcomes are the goal, there is no single definition; it varies by program and workforce. For many, graduating the needed workforce is the main achievement, and breaking this down can be counterproductive. Programs differ: some never have high transfer rates because graduates go straight to work, and enrollment varies greatly; mathematics may enroll 500 students, and healthcare studies around 4,000. Capturing this range in one document is challenging. The proposal allows each department to set and justify its goals, approved by this body. For example, if nursing aims to increase male enrollment, and it is approved, that becomes the measure.

- Trustee Fulmore-Townsend expressed persistent challenges with demographic trend data. She noted that two issues have consistently been difficult for her. First, she asked about the benchmark: while the common practice is to report a program's performance relative to the College's average, it is unclear whether this is the actual standard or just a legacy practice. Second, she questioned whether there is a clearly defined goal related to equity. Relying on the College average assumes that the College's current state aligns with our goals, but she does not always find this assumption accurate. Dr. Marshall clarified that we are increasingly using insights from the field, including representation within it, and assessing whether we are at least keeping pace with current trends, in addition to analyzing data from Philadelphia and its population. The appropriateness of continuing to compare against the College average remains uncertain. Several factors should be considered when evaluating enrollment, such as the nursing program, which takes pride in enrolling more male nurses than many peer programs, despite men being underrepresented in nursing.

– Trustee Fulmore-Townsend asked Trustee Ireland whether defining "reasonable" as having the number of graduates equal to or greater than the College's average would alter her perspective. Trustee Ireland replied that standards vary by program. She suggested that each program establish its own standard, such as 2, 3, or 5 percent above a baseline, offering a clear measure instead of the vague term "reasonable," which means different things to everyone.

– Dr. Sanders referenced themes that the Mayor has raised concerning economic mobility and inquired whether the College is making progress and contributing significantly to economic mobility where applicable.

– Trustee Ireland underscored the importance of implementing more rigorous and quantitative measures, warning that the College risks criticism as decision-makers regarding fund allocation unless such measures are adopted. External observers may interpret statements such as "our graduation rate is three or five percent higher" differently from assertions such as "we consider it reasonable." Although a vague standard may lack specificity, it could nonetheless be useful for capturing substantive differences between academic programs.

– Trustee Jenkins suggested the measured data be divided into two categories instead of one. She distinguished between pathways: workforce outcomes, including training and employment prep in Philadelphia, and transfer outcomes, where students move to four-year programs and graduate studies. She noted that graduation rates for two-year programs are affected by external factors, like students recruited by institutions such as Temple University before completing their CCP credential, impacting CCP statistics. The trustee suggested combining these pathways might obscure aims and questioned whether the goal is to prepare students for the workforce or for transfer and further education. She recommended separate categories for workforce and transfer students to evaluate each pathway's success and asked that this approach be considered, despite uncertainties about its feasibility

- Dr. Rooney stated there is a supplementary document with definitions and notes about what constitutes reasonableness. Because programs are diverse, terminology must be precise, and placeholders should be used when needed, since standards differ across fields like mathematics and photography. Standards will be set at the program level, with relevant documents distributed by Dr. Birge-Caracappa. The rubric will not replace the APR document, which provides detailed qualitative analyses of a program's importance, workforce contribution, and role within liberal studies. The group should understand that the rubric is not a substitute for the actual document. Dr. Birge-Caracappa emphasized following the five-year schedule for the APR.

Dr. Shah continued the presentation by highlighting the rapid pace of technological change, citing artificial intelligence as an illustrative example. He discussed the development of a rating within a department to quantify aspects such as AI readiness and what the appropriate scoring thresholds should be. He noted that current standards reflect existing technology, yet the APR operates on a five-year cycle; therefore, assessments made now may be obsolete by the second year. Dr. Shah referenced a widely circulated example in which an organization invested approximately $18 billion in artificial intelligence but subsequently removed it from its system, emphasizing that substantial investment does not necessarily guarantee success. Dr. Shah underscored the importance of considering how qualitative, expert-driven, and rapidly evolving information can be effectively incorporated into the rubric, and invited feedback on strategies to address this challenge. Dr. Rooney remarked that a category labeled "employment outcomes" is misleading, as it more accurately measures the relevance of the field rather than actual employment results, and suggested that it be renamed accordingly.

- Trustee Ireland asked whether to convert qualitative information into numbers or keep it as text for the board to interpret, avoiding over-quantifying. Trustee McPherson suggested keeping both, allowing them to support each other without forcing a merge. Critical quantitative data are necessary, but the qualitative narrative offers essential context. If something can be objectively quantified, it's worth exploring; if not, retaining it as qualitative is acceptable.

Dr. Shah explained that the College will maintain both quantitative indicators and qualitative narratives, explore methods for supplementing qualitative data with quantitative where feasible, recognizing that some variables can never be quantified, and postpone the more complex question of weighting programs to a review of the full document, if the committee approves. The committee also supported breaking down graduation, transfer, and related figures further and renaming certain categories, such as employment.

Trustee Fulmore-Townsend emphasized the objective of the APR rubric discussion: to provide the board with recommendations regarding which programs should be invested in, expanded, discontinued, or enhanced to maintain or improve investment. She explained that this process extends beyond merely providing information or satisfying Middle States requirements; its core purpose is to facilitate informed decision-making, with a particular emphasis on outcomes. She accentuated the necessity for the process to also promote continuous improvement and the effective allocation of the College's limited resources. She observed that programs that are well-informed and face unresolved issues often undergo substantial enhancements. She advocated for proactive, ongoing improvements grounded in this data. An illustrative example was discussed concerning under-enrollment, demographics, and retention, demonstrating how a program with “explanations and a plan for change” should be assessed, with consensus among members that such a program likely belongs in the two category rather than being classified as healthy. Trustee Fulmore-Townsend stated that this perspective influences the interpretation of the data. Articulating the value of all programs would assist in achieving this goal. Dr. Shah indicated that all feedback would be communicated to the Curriculum Committee, that members would see improved wording rather than identical language, and that the committee was asked to accommodate the team through multiple cycles of improvement, since each change prompts further feedback.

Trustee Fulmore-Townsend commended both Dr. Shah and Dr. Webber on two key points. Firstly, after several years of discussion, she observed that the collaboration between the Assessment Office and the faculty had significantly improved, which had not consistently been the case in the past. She praised the team for becoming more effective and efficient. Secondly, she recognized the progress made in advancing the work at a more expedited pace; after years of deliberation, the College was now actively engaged in, and even debating, a superior version of it. Trustee Fulmore-Townsend characterized the conversation as feeling different, more strategic, intentional, and aligned than in previous instances, and extended her commendations to both leaders and the broader leadership team for their thorough engagement.

Trustee Fulmore-Townsend inquired about the review process of the complete APR documentation, emphasizing its significance as a critical step and questioning why it was regarded as a natural and essential component of this process. Dr. Webber responded that, while it might be tempting to alter the process, such as redefining categories or terms to enhance clarity, such changes would require modifying the APR process itself. However, the current charge mandated that the process remain unchanged; the group was only tasked with adding a rubric on top. In numerous instances, the group identified elements that ideally should be adjusted but fell outside its scope, leading to the designation of these issues as areas for potential future revision. Dr. Shah noted that this timing is particularly advantageous, as the strategic plan is presently under development. This scenario presents a rare opportunity in higher education for the strategic plan and program review to be developed concurrently, ensuring that definitions are harmonized across all documents and systems. Such alignment guarantees that when a term is used, its meaning is consistent and universally understood.

Trustee Fulmore Townsend inquired about the alignment with the College's broader vision and the prioritization of work. Dr. Marshall stated that the timeline to gather all feedback by March is appropriately coordinated, as a new strategic plan is scheduled to be launched in January. By that time, the College is expected to have a clear understanding of its strategic direction, including areas for expansion, development, and potential discontinuation. The external review will include an evaluation of the academic program inventory: assessing existing offerings and identifying gaps in market demand where the College should consider entering. When this information is available alongside the ongoing process, the two can be effectively aligned. The extension available until March for final feedback is deemed ideal; the team will continue to incorporate feedback received online.

- Trustee McPherson, reflecting on the significance of the College within the regional context, emphasized the necessity for the institution to remain informed about projections from organizations such as the Chamber of Commerce and the Federal Reserve concerning future trends. This ensures that the College remains competitive and adequately prepares its students. Members concurred that the rate of change is swift and presently disorderly, with a competitive environment characterized by faster and larger rivals. In response, Dr. Sanders outlined an emerging best practice being considered with the councils: implementing more frequent, streamlined APR-type evaluations annually (less comprehensive than the full cycle) and establishing external advisory committees for each program—regardless of whether they are mandated—comprising stakeholders linked to the market and the city, capable of providing real-time insights crucial for the College.

- Trustee Jenkins outlined a significant concern regarding a federal proposal that requires institutions to compare the compensation of graduates upon graduation. The proposal links grant eligibility to such comparisons. Although the proposal has not yet been enacted, members acknowledged that its implementation could substantially influence various aspects, including the weighting of programs in evaluation rubrics. This discussion led to a philosophical debate concerning the primary purpose of education relative to earnings. Dr. Marshall emphasized that the limited financial resources present an opportunity to deliberate carefully on resource allocation, including the wages associated with different programs and whether the College should continue to prepare students for careers that may offer modest remuneration. This ongoing conversation has been developing organically within the committee.

To conclude the presentation and synthesize the key points, a speaker provided a closing metaphor: similar to the way one does not consider dinner as solely an appetizer, main course, dessert, or beverages in isolation, the College should consistently view its activities through the lens of its mission. All initiatives originate from the mission, and the values stem from it; when the College's actions are aligned with its mission, it signifies that the mission is being fulfilled. Various programs relate to the mission in different manners: some through workforce readiness, others by addressing students' needs, and for some students, the mere fact of receiving an education is more significant than its economic value. The essential message was that the College should avoid evaluating every program from a singular perspective; instead, as decisions become more detailed and tailored to specific programs, clarity is enhanced, thus ensuring a more appropriate focus.

(c) Faculty Promotion **(A)**

Trustee Fulmore-Townsend opened the discussion regarding the faculty-promotions vote, and sought procedural guidance from Judy about who needed to be present before the committee voted.

Dr. Gay stated that it depends on whether you are only going to vote. That is properly done in the public meeting, and that is where voting takes place. If candidates or the process is discussed, a separate link is needed with only board members and Dr. Marshall, or anyone who Dr. Marshall or the Chair wants in the room.

Trustee Fulmore-Townsend clarified that during a prior executive session, the work was concluded and notes were circulated. The committee believed they had acted on the recommendation, but an official vote to endorse the slate to the board had not yet taken place. Such a vote is required to be conducted at this public meeting. She observed that she and one other member attended the presentation, whereas Trustee Jenkins and McPherson did not. She inquired whether her colleagues desired a brief overview but underscored that the committee could discuss the promotion process itself, excluding discussions about individual candidates, unless additional members were excused.

Trustee Fulmore-Townsend stated she was comfortable moving to a vote, while wanting to ensure everyone had access to the information needed to vote responsibly.

- Trustee McPherson chose to abstain because he had not been closely following the matter to provide informed input. Trustee Jenkins indicated she was comfortable after reviewing the materials and saw no need for further discussion.

Trustee Fulmore-Townsend proposed a motion to approve the slate of candidates for promotion, as recommended to the board. Trustee Ireland seconded the motion, and Trustee Jenkins also seconded. The motion was unanimously approved.

The meeting adjourned.

MEETING OF AUDIT COMMITTEE (HYBRID)
Community College of Philadelphia (CCP)
Wednesday, June 24, 2026 – 3:00 p.m.

Present for the Audit Committee: Ms. Keola Harrington (*via* Zoom), Mr. Tim Ford (*via* Zoom), and Mr. Tim Spreitzer (*via* Zoom)

Present for the Administration: Dr. Danielle Liautaud-Watkins, Mr. Gim Lim, Mr. Barry Sulzberg, Mr. Robert Farrow, Ms. Carolyn Flynn, Esq., Mr. Derrick Sawyer (*via* Zoom) and Dr. Mellissia Zanjani (*via* Zoom)

Representing Grant Thornton: Ms. Elizabeth Ireland and Ms. Gabriella D'Angelo

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

AGENDA – PUBLIC SESSION

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

(1) Approve Minutes of the Audit Committee Meeting on March 25, 2026 (Action Item):

Action: Ms. Keola Harrington asked whether anybody has corrections or changes to the minutes. Hearing none, Ms. Harrington asked for a motion to accept the March 25, 2026 Audit Committee meeting minutes (Attachment A). Mr. Tim Spreitzer made the motion. Mr. Tim Ford seconded the motion. The motion passed unanimously.

(2) 2025-2026 Audit Process (Information Item):

Ms. Elizabeth Ireland stated that she serves as Grant Thornton's Partner for Community College of Philadelphia's audit engagement, and that Ms. Gabriella D'Angelo serves as the Manager.

Ms. Ireland stated that Grant Thornton's engagement letter has been signed and their fees are approximately $175,000 that includes the audit of the financial statements as well as the audit in accordance with the uniform guidance. She added that if any internal control matters or audit issues arise, Grant Thornton will communicate them to the Audit Committee. Ms. Ireland stated that Grant Thornton will maintain ongoing communication with both the Audit Committee and Management throughout the year to stay informed about developments at the College and within the industry.

Ms. Ireland stated that Grant Thornton plan on kicking off the planning and risk assessment process shortly, with field work occurring in late summer and continuing through the fall. Grant Thornton will issue its report on the financial statements in October 2026 (Attachment B). Ms. Ireland stated that Grant Thornton will then meet with the Audit Committee later in March of 2027 to discuss the Uniform Guidance Audit.

Ms. D'Angelo stated that Grant Thornton will evaluate significant risks in areas of focus with the first one being the management override of controls. She explained this is not due to anything Grant Thornton has identified at the College, but rather it is a presumed fraud risk in all audits and therefore treated as a significant risk in all audits. Ms. D'Angelo stated that Grant Thornton's procedures are focused on the segregation of duties in financial reporting. As well as detailed testing over a selection of journal entries to ensure they have a valid business purpose and then also perform a inquires of those individuals in the financial reporting role to ensure they were not requested to make any unusual or fraudulent entries during the year.

Ms. D'Angelo stated that Grant Thornton's next area of focus is tuition revenue. Ms. D'Angelo stated that Grant Thornton performs a reasonableness test over tuition and fees based on student enrollment of any changes in tuition and fees for the board approved rates and we also look at deferred revenue to ensure proper cut off for any fall amounts that are paid in advance or late summer amounts that are paid before the June 30th year end date. Ms. D'Angelo stated that Grant Thornton then looks at management allowance for doubtful accounts to ensure that that is reasonable and in line with industry standards.

Ms. D'Angelo stated that, with respect to grant revenues, Grant Thornton reviews a sample of grants and obtains the relevant grant agreements to ensure that revenue recognition is appropriate. She noted that if the grants are based on cost reimbursements, Grant Thornton will evaluate that as well. Ms. D'Angelo stated that Grant Thornton verifies whether the expenses were charged in accordance with the grant terms and conditions to ensure proper revenue recognition and also reviews the disclosure requirements to ensure that they are appropriate and complete and accurate.

Ms. D'Angelo stated with respect to investments, Grant Thornton confirms these balances directly with the Investment Managers. Ms. D'Angelo explained that Grant Thornton sends out confirms either via confirmation.com or through email for those managers that don't utilize confirmation.com. Ms. D'Angelo stated that Grant Thornton looks at the investment related income to ensure reasonableness and do a roll forward for any significant additions or withdrawals from investment as well reviewing the prioritization of the fair value hierarchy in accordance with GASB 72.

Ms. D'Angelo stated that, for State and City appropriations, Grant Thornton obtains the detailed supporting information for the amounts recognized as revenue. Ms. D'Angelo stated that Grant Thornton trace those directly to cash receipts and then ensure that those balances are appropriately disclosed in the financial statements. Ms. D'Angelo stated that Grant Thornton for the post retirement benefit obligations, Grant Thornton reviews the Sageview's analysis of those amounts. Grant Thornton also uses their internal valuation specialists to assess the reasonableness of the actuarial assumptions and also test the underlying participant data to ensure that that is complete and accurate so they can rely on that information.

Ms. D'Angelo stated with respect to estimates and disclosures, the preparation of the financial statements requires management to make certain estimates in the financial statements. Ms. D'Angelo stated the most significant of those being the alternative investments that are held as well as the post retirement benefit obligation. Grant Thornton's procedures are designed to ensure reasonableness of those estimates.

Ms. D'Angelo stated there are two new GASB implementations this year, GASB 103 and GASB 104. Ms. D'Angelo stated that Grant Thornton will work with management to ensure that all required disclosures are appropriately included and then also do their own independent financial statement disclosure checklist to ensure that the disclosures are complete and accurate.

Ms. D'Angelo stated that part of Grant Thornton's process includes their IT specialists reviewing the College's IT systems to ensure that the technology related controls are designed effectively. Ms. D'Angelo stated that Grant Thornton's IT team works directly with the IT personnel at the College to ensure that all of the segregation of duties and IT related controls are operating effectively.

Ms. D'Angelo asked if there were any questions before she proceeded. Ms. Harrington inquired whether, within the areas of focus, Grant Thornton had any concerns or any carry-forward items from last year that maybe require additional focus during the current audit. Ms. D'Angelo stated that Grant Thornton has not identified anything that would suggest a heightened risk in any of those areas of focus. She explained that these are areas that Grant Thornton devotes significant time because they represent higher balance items for both the income statement and the balance sheet.

Ms. D'Angelo stated that for the single audit, Grant Thornton has determined based on preliminary schedule of rewards that the student financial assistance cluster will be the major program this year. She noted it is subject to change once additional programs are evaluated. As of right now, this is the anticipated major program for the year.

Ms. D'Angelo stated Grant Thoron's areas of focus for the compliance audit really surround the using the compliance supplement to ensure that the College is following all those applicable compliance requirements that are outlined in the supplement. Ms. D'Angelo stated Grant Thornton looks at the internal controls surrounding each compliance requirement and test the internal controls over compliance with those compliance requirements. Ms. D'Angelo stated that Grant Thornton then looks at the schedule of expenditures of federal awards to ensure that they are in line with what we would expect and what the audited financial statements as well as communicate any compliance and control findings to management if there are any. Ms. D'Angelo stated that Grant Thornton evaluates the completeness of the disclosure surrounding the SEFA before finalizing the report. Grant Thornton will submit the federal audit clearing house data collection form by the due date of March 31, 2027.

Ms. Ireland stated that Grant Thornton will communicate to the Audit Committee at the end of the audit, so if there are any independence matters or significant deficiencies or material weaknesses, Grant Thornton would disclose that to the Committee. Ms. Ireland stated that if there were any significant issues, Grant Thornton would reach out to the Committee ahead of time and not wait until the next meeting in October 2026.

Ms. Ireland stated that Grant Thornton has members of the engagement team that are evaluation specialists that assists with some of the estimate testing. Ms. Ireland stated that Grant Thornton also uses Meridian Group, Anthony Scott's firm, as part of their engagement team. Ms. Ireland stated that Grant Thornton does use their shared services center as well as the personnel and technology of Grant Thornton Advisors LLC, which is part of the structure of the firm now.

. Ms. Ireland stated that Grant Thornton will communicate with the Audit Committee at the conclusion of the audit. Any independence matters, significant deficiencies, or material weaknesses will be disclosed to the Committee at that time. She further noted that if any significant issues arise, Grant Thornton will notify the Committee promptly rather than waiting until the next scheduled meeting in October 2026.

Ms. Ireland addressed the Firm's independence matters, noting that two years ago Grant Thornton accepted an investment from New Mountain Capital and reorganized under an alternative practice structure. She clarified that Grant Thornton LLP remains the audit firm and that she continues to serve as a Partner of Grant Thornton LLP. She further explained that Grant Thornton LLP has a management services agreement with Grant Thornton Advisors, which provides the technology and personnel to support the audit. Ms. Ireland emphasized that this structure does not change the Firm's independence or ethical requirements; rather, it adds an additional layer of oversight to help ensure independence from its clients. Ms. Ireland also stated that Grant Thornton will inquire of management regarding any business or financial relationships with New Mountain Capital. If any such relationships exist, the Firm would evaluate them from an independence perspective and obtain written representations from management at the conclusion of the audit.

Ms. Ireland discussed the Grant Thornton's system of quality management for the audit firms. Ms. Ireland noted that as an international accounting firm, Grant Thornton is required to have a system of quality management to ensure that its work product is of high quality can be relied upon. Ms. Ireland stated that Grant Thornton has an internal team that is continuously monitoring their resource allocation to make sure that resources are used appropriately and training is provided. Ms. Ireland stated they also have periodic reviews of their processes by an outside firm. Ms. Ireland stated that Grant Thornton makes these reviews available to clients.

Ms. Ireland explained Grant Thornton's commitment to promoting ethical and professional excellence. She noted that the Firm provides a hotline and website for clients to report any concerns regarding the engagement team. Ms. Ireland stated that the Audit Committee and management may use these resources to raise concerns related to Grant Thornton's team; however, they are not intended to replace the College's whistleblower procedures.

Ms. Ireland stated that the College is adopting GASB 103 and 104 this year. While these are new accounting requirements, they do not change the accounting of anything. Ms. Ireland explained that they are disclosure requirements. Ms. Ireland explained that GASB 103requires additional clarifications within the MD&A section. GASB 103 stresses that the detailed analysis within the MD&A should note what is causing the change and not just that something increased but instead of saying tuition increased year over year to say it increased because we had more students in a program. Ms. Ireland stated it is to make sure that the analysis is providing information to the readers and not simply recalculating some differences.

Ms. Ireland discussed GASB 104 which requires disclosure of certain capital assets. Ms. Ireland stated this relates mainly to leases and will be an additional disclosure within the capital asset footnote this year. However, she emphasized that it does not change how items are accounted for, just enhances the information disclosed about them.

Ms. Harrington stated that Grant Thornton has done a phenomenal job in clearly setting expectations for both the Firm and the College. Ms. Harrington noted that Grant Thornton has established a strong level of transparency, trust and partnership which she greatly appreciates. Ms. Ireland thanked her for the compliment.

(3) <u>Internal Audit Plan for 2024-2026 & Preliminary Audit Plan for 2026-2028 (Information Item)</u>:

Mr. Robert Farrow stated he will be going over the internal audit update for fiscal year 2026-2027. Mr. Farrow stated it is a combination of a discussion with the President's Cabinet and the Extended Cabinet

Mr. Farrow stated starting off first quarter with federal financial aid fraud risk. It will have a fraud focus, which is generally the same audit steps as a regular audit. Mr. Farrow stated the conclusions are a little bit more focused on the potential for fraud controls and processes surrounding financial aid. Mr. Farrow stated that part-time Faculty benefits was an unfinished audit from 2024 with about 20% of it was done after discussing with the Associate Vice President of Human Resources, it will be added in first quarter to have it completed.

Mr. Farrow stated that he went back and reconciled the plan with some of the older information dating back to 2019 and followed up on management progress on audits that have been completed dating back to 2023. Mr. Farrow stated that the timeline has new items, unfinished items, some revised the prior scopes. Mr. Farrow stated that moving forward, Internal Audit will close the books on all the old audit plans and move forward into the next fiscal year with the most current risks to the College. Mr. Farrow stated that is what he is holding himself accountable to be completed. Mr. Farrow stated that if any of them are not completed, the College is going to focus on in either revise or make sure they do get completed.

Ms. Harrington wanted to inform the Audit Committee that Mr. Farrow joined the College in March 2026 as the Internal Auditor. Ms. Harrington stated that Mr. Farrow took the plan that was established previously, but never fulfilled and then updated it to align with the College's current needs and climate. Ms. Harrington stated the items that have been identified are a starting point and it does not have to be a final list. Ms. Harrington stated if there are things that the Committee see want the priority changed or have suggestions on areas that could be examined is the end goal to make sure that the College is operated efficiently.

Mr. Farrow stated the internal auto plan for fiscal years 2027-2028 have some old times as well as new ones and expect this to change as the College updates the emerging risks that they are facing within the next fiscal year. Mr. Farrow stated as it relates to risk assessment considerations, financial materiality and compliance are biggest ones. Mr. Farrow stated the total number of dollars involved, but there is also departmental cross functioning that scope of the entire function will take a higher precedence. There are also regulatory, compliance, IT, data security, and vendor third party risks a collection of the risk assessment topics.

Mr. Farrow stated that for the prior fiscal year 2025-2026, the Catto Scholarship audit is completed, but the final audit report will be submitted within the next two weeks. Mr. Farrow stated the found it to be substantially compliant with the Philadelphia City and the Community College of Philadelphia's requirements, but there were some notable control issues. Mr. Farrow stated back in 2020 the City posted some conflicting requirements and the College does not have a Memorandum of Understanding (MOU) with the City or a written agreement to acknowledge. Mr. Farrow stated that there is an acknowledgement from the City for some of these changing requirements and Catto does work very closely with the City by email or phone call basis. Mr. Farrow stated it is a very manual intensive data entry for 1,802 students from one individual to post scholarship and basic needs reimbursements. Mr. Farrow stated the Catto Scholarship requires a last dollar calculation can get pretty intense going through the screens on the Banner system. Mr. Farrow stated with sometimes you have to export it into a spreadsheet because it could have 150 line or more with students constantly applying for classes and then dropping them. Mr. Farrow stated that it also ties into a little bit with return of Title IV calculations. Mr. Farrow stated when that happens it has to be recalculated and glitches in the system can also occur.

Mr. Farrow stated that Standard Operating Procedures (SOP) existed withing the departments. Mr. Farrow stated that some of departments were aware of them and then some of them were not. Mr. Farrow stated causes the lack of communication and accessibility of SOP's. Mr. Farrow stated discussions with the Catto leadership team was overwhelmingly supportive and concurred with the assessment and they resolved to combine the SOPs that they currently have into a program manual and are going to send it off to the City for acknowledgement and approval. Mr. Farrow stated that Catto will work with IT to try to reduce the manual errors as well.

Ms. Harrington asked if there was corrective action for the first two items for Catto and Mr. Farrow replied that Catto is going to clean up the issues and send that manual to representatives in the City so they can formally acknowledge the manual and perhaps sign it for approval. Mr. Farrow stated that the City felt that a formal written agreement or any review may not be necessary, but just to acknowledge the plan. Mr. Farrow stated for the second item, IT is aware that they are going to work with the Catto leadership team to develop screens and maybe automate the processes.

Mr. Farrow stated that IT going to fix any system glitches that have been identified and reduce those manual entries so that Catto does not have human errors. Ms. Harrington asked when will the public information be cleared up regarding the conflicting requirements on the City and College's websites. Mr. Farrow replied that Catto is looking into that as well, so when Catto gives him the official action plan it should take care of it. Mr. Farrow stated that Catto should take care of it and have a timeline.

Mr. Farrow stated that some of the cabinet members asked him to look at Single-Stop's administration. Mr. Farrow stated that the controls surrounding the administration was not written into a standard operating procedure so they did not have anything to show if anybody asked if it was under control. Mr. Farrow stated they he found their operating consistent standards at a satisfactory level. Mr. Farrow stated that most of the time if a student needed clothing, food, technology or transportation there was a consistent schedule that was handed out. Mr. Farrow stated that other times there was not as consistent, but if there was an emergency it was looked at very closely by the Director and documented. Mr. Farrow stated that Single-Stop is going to draft an SOP and the Single Stop Director will submit it to the Provost and Vice President for Academic Student Success.

Mr. Farrow stated that the P-Card Audit was completed 2025 and the finding was to create an institutional policy determining appropriate p-card usage. Mr. Farrow stated that it has been implemented and signed by p-card users and further transaction analysis will be integrated into the fiscal year 2026-2027 plan. Mr. Farrow stated that the 2024 Part-Time Faculty Benefits Audit was about 20%not completed and has been added it to the 206-2027 plan.

Mr. Farrow stated the 2024 Degrees Conferred Audit, return to Title IV, has been completed, most notably the data verification Policy #321 requires all posted educational data to go through the Institutional Research Department first to ensure consistency updates were made to guides. The federal aid program manual was strengthened by adding some oversight mechanisms. Mr. Farrow stated they do the calculations twice to double check on all of them before they are put into the Banner system for finalization.

Mr. Farrow stated the institution-wide recommendations to establish a governance framework that requires program manuals or standard operating procedures for all significant private and public funding programs. Mr. Farrow stated that Single-Stop administration was not quite as significant as Catto, but Catto is going to create a program manual and Single-Stop agreed to create a standard operating procedure that w work for the College. Mr. Farrow stated that a lot of them touch on different departments such as Accounting and Financial Aid. Mr. Farrow stated there are some need for some standards around that assigned maintenance as to who owns it, who needs to update it and accessibility to all personnel and of course include implementation reviews with IT to streamline manual processing for those types of activities. Mr. Farrow stated the standards enhanced donor regulatory confidence in internal control; support retention and continuity, and facilitate efficient third-party program reviews increasing the likelihood of favorable results.

Ms. Harrington asked what Mr. Farrow's process for tracking implementation from prior audit recommendations. Mr. Farrow replied that he went to old audit reports that were either worked on or submitted in fiscal year 2024, and that this data was now tracked on a follow-up spreadsheet that was newly created and will be used going forward.

Dr. Judith Gay asked if there was a longer-term plan for the scope of audits in terms of the Middle States standards like a five-year timeframe. Mr. Farrow stated that there is not a longer-term audit timeframe than two years. . Dr. Gay asked what would Mr. Farrow like to accomplish in a five-year timeframe and if something came up would he back to some of the ones that were not completed. Also, will of the audit be completed in some particular cycle. Mr. Farrow stated the cycle of the audits is about eight per fiscal year, which is two per quarter, risks and audit priorities will be re-assessed annually, and that audit plan changes and follow-up on management progress are tracked and documented – and if that answered her question. Ms. Flynn stated that the College traditionally worked with establishing a two-year audit plan and she was not aware that there was a plan that went beyond two years. Ms. Flynn stated that there are countless areas throughout the College that could be addressed over a five-year timeframe, but there not a rolling list. Ms. Flynn stated that a five-year timeframe at the College does not currently exist.

Ms. Harrington asked Dr. Gay is there an audit requirement for Middle States. Dr. Gay replied that she would have to go back and look because they have changed a lot of the rules recently, but she knows that Middle States likes to see that there is some plan that kind of covers the scope of audit to be accomplished and whether the plan was longer than two years.. Dr. Gay stated some things are considered high risk, some medium, and some low. Dr Gay stated that there was always particular attention to the high-risk areas. Dr, Gay stated there was an issue a few years ago with the forgivable loan with the funding that was associated it. Dr. Gay stated how is the College going to move forward with keeping the audits that are of most interest on an ongoing cycle. Ms. Harrington stated that whatever items that remained outstanding from the prior audits would go next fiscal year audit plan. Ms. Harrington stated the audits that were critical were ranked appropriately. Ms. Harrington stated that Mr. Farrow that audits that still remained outstanding and what audits he completed. Ms. Harrington stated that the College to remain compliance with Middle States as it pertains to an audit.

Dr. Danielle Liautaud-Watkins stated that the audits are helpful in the spirit of continuous improvement, which overarching is the goal of Middle States and any accrediting body. Dr. Liautaud-Watkins stated that gives the College a line of sight into areas that to ensure that the College is looking at all respected parts of the organization. Dr. Liautaud-Watkins stated that she a more expanded audit plan to ensure that the College is touching all parts of the organization.

Ms. Harrington stated the internal audit plan was put as an information item and for discussion purposes only.

(5) **<u>Next Meeting</u>**:

The next meeting of the Committee will be in October 2026 at which time Grant Thornton will discuss the results of the 2025-2026 audit.

<u>EXECUTIVE SESSION</u>

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

GSL/lmh
Attachments

cc: Dr. Alycia Marshall

Ms. Carolyn Flynn, Esq.
Mr. Derrick Sawyer
Mr. Barry Sulzberg
Representing Grant Thornton: Ms. Elizabeth Ireland
Representing Grant Thornton: Ms. Gabriella D'Angelo

ATTACHMENT A

Minutes from March 25, 2026
Audit Committee Meeting

MEETING OF AUDIT COMMITTEE (HYBRID)
Community College of Philadelphia (CCP)
Wednesday, March 25, 2026 – 10:00 a.m.

Present for the Audit Committee: Mr. Anthony Simonetta (*via* Zoom), Mr. Harold Epps (*via* Zoom) and Ms. Keola Harrington (*via* Zoom)

Present for the Administration: Dr. Alycia Marshall, Ms. Danielle Liautaud-Watkins, Mr. Gim Lim, Mr. Barry Sulzberg, Mr. Robert Farrow, Ms. Carolyn Flynn, Esq., and Mr. Tim Spreitzer

Representing Grant Thornton: Ms. Elizabeth Ireland and Ms. Gabriella D'Angelo

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

AGENDA – PUBLIC SESSION

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

(1) Approve Minutes of the Audit Committee Meeting on October 20, 2025 (Action Item):

Action: Ms. Keola Harrington asked whether anybody has corrections or changes to the minutes. Hearing none, Ms. Harrington asked for a motion to recommend acceptance of the October 25, 2025 Audit Committee meeting minutes (Attachment A). Mr. Tony Simonetta made the motion. Mr. Harold Epps seconded the motion. The motion passed unanimously.

(2) Introduction of the New Internal Audit – Robert Farrow (Information Item):

Mr. Robert Farrow stated he has over 15 years of experience in the audit and accounting world. My experience has a heavy emphasis on grant compliance and other programs for nonprofits and city regulations and those types of organizations. Mr. Farrow stated that he is happy to be at Community College of Philadelphia to serve the institution with a mission for open access to programs and resources to Philadelphia residents. Mr. Farrow stated that he is well versed in a variety of different internal controls and use data analytics frequently. Mr. Farrow stated he aims to incorporate that into the audit programs to increase the output and the confidence in the results and conclusions. Mr. Farrow stated this will happen with strong partnership with both IT and senior management.

Ms. Harrington stated Mr. Farrow has all of the credentials and certifications that Community College of Philadelphia was looking for in an Internal Auditor. Ms. Harrington stated that Mr. Farrow is a certified public accountant, certified internal auditor, certified fraud examiner, and certified construction auditor. Ms. Harrington stated that the Audit Committee and Community College of Philadelphia are grateful to have Mr. Farrow with all of his expertise.

(3) **<u>2024-2025 Uniform Guidance Report (Action Item)</u>**:

Ms. Elizabeth Ireland stated that Grant Thornton met with the Audit Committee in the fall to discuss the financial statement audit and they are here today to present the final 2025 communications for the Uniform Guidance audit for federal funds that are required to be audited under the Office of Management and Budget. Ms. Ireland stated that Grant Thornton is on track for delivery of that report for the deadline of March 31, 2026. Ms. Ireland stated that Grant Thornton is substantially complete with our audit procedures and are just awaiting the representation letter from Management, which is provided to Grant Thornton on the date of the report.

Ms. Gabriella D'Angelo stated that Grant Thornton focused on understanding the internal controls over compliance related to the student financial aid processes and then tested those compliance and internal control aspects in accordance with the 2025 Uniform Guidance Compliance Supplement. She noted that Grant Thornton also tested the schedule of expenditures of federal awards to ensure that it was complete and accurately reflected the amounts reported in the general ledger. There were no compliance or internal control findings, therefore, the Uniform Guidance procedures resulted in a clean audit. Ms. D'Angelo further stated that Grant Thornton will be ready to issue the Uniform Guidance Report this week. She added that once Grant Thornton issues the report, they will also submit the data collection form to the Federal Audit Clearing house.

Ms. Ireland stated that, under the professional standards, Grant Thornton is required to communicate certain matters to those charged with governance at the Community College of Philadelphia. She reported that, based on compliance audit, nothing came to Grant Thornton's attention that would need to be reported to the Audit Committee relating to this audit. Ms. Ireland noted, in the financial report discussed in the fall, there was a significant deficiency related to financial reporting. However, with respect to spending of the federal funds, there were no internal control matters that needed to be reported. She further stated that Grant Thornton had full access to the information they required, all questions were answered, and the audit process was relatively smooth.

Mr. Epps asked what it meant to have a significant deficiency. Ms. Ireland explained that the significant deficiency resulted from a reclassification of Net investment in capital assets and Capital projects made during the financial statement audit in the fall. Ms. Ireland stated that the College's net assets were not misstated by the classification error. Management corrected the error before finalizing the financial statements. Ms. Ireland stated that anytime there is any correction, no matter the dollar amount, it is considered a controlled deficiency and the large dollar amount made it considered a significant deficiency. Ms. Harrington asked if the same deficiency from the fall is being carried into the Uniform Guidance audit today. Ms. Ireland stated that the Uniform Guidance audit is a part of the financial statement audit even though it is separate, so it all is considered as the June 30, 2025 audit. She stated that management provided a response to the finding and it was included in the audited financial statements.

Mr. Epps asked whether the College had a corrective action plan and measures to prevent the issue from occurring. Mr. Gim Lim stated that the College has established the necessary steps and will review them again before financial statements are finalized.

On the slide about auditor independence, Ms. Ireland commented that Grant Thornton has an ongoing independence monitoring process to make sure that they remain independent and can issue the audit opinion.

Ms. Ireland stated that Grant Thornton participate in the global standards that require them to have in place a System of Quality Management (SoQM). The latest information related to Grant Thornton's SoQM is available on Grant Thornton's website.

Ms. Ireland stated that Grant Thornton has a hotline available for their clients to report any concerns related to Grant Thornton's audit or audit team. She emphasized that this is not a substitute for the College's whistleblower hotline. Ms. Harrington thanked Grant Thornton for their support and partnership, noting that achieving a clean audit represents the highest level of assurance for the College.

Action: Ms. Harrington asked for a motion to recommend to the full board acceptance of the Uniform Guidance Report (Attachment C). Mr. Simonetta made the motion. Mr. Epps seconded the motion. The motion passed unanimously.

(4) Internal Audit Plan for 2024-2026 & Preliminary Audit Plan for 2026-2028 (Information Item):

Mr. Farrow stated he wanted to give a brief update on how the College is going to close out the 2024-2026 audit plan. Mr. Farrow stated the CATTO Scholarship was started by the previous auditor and that he was going to work on getting it completed. Mr. Farrow stated that the College already has a Kick-Off Meeting already scheduled for April 1, 2026. Mr. Farrow stated that he has already received a lot of good data and good questions. Mr. Farrow stated that Single Stop Emergency Management Fund Administration was a recent Cabinet request. Mr. Farrow stated that the audits will be focused on compliance with standard operating procedures and the City of Philadelphia regulations and any private grants that are coming from the emergency funds. Mr. Farrow stated that that he would like to have this done before the next Audit Committee meeting in June 2026. Mr. Farrow stated that all of the audits will encompass evaluations of policy procedure effectiveness with internal controls over compliance, accuracy of data, general IT controls and application controls as well. Ms. Harrington asked what audit committee are you referring too and Mr. Farrow replied that it was the Board of Trustees Audit Committee. Mr. Farrow then clarified that the Internal Audit Committee was a separate group encompassing senior management to help with the plan and assess the risks to the organization so the College can prioritize properly and which audits should be completed first and how long it is likely to take to determine.

Ms. Harrington stated the two items, the CATTO scholarships and the Single Stop Emergency to be finalized around June 2026, are you going to move forward with the more extensive audit plan over the next two years and Mr. Farrow replied correct. Mr. Farrow stated he is presenting a preliminary audit plan for right now. The list can be less or more depending on the Cabinets' requests and risks identified through more interviews. Mr. Farrow stated that this will likely change by the time we have our next Audit Committee meeting.

Mr. Farrow stated there has been repeated concerns from Cabinet members for over Financial Aid fraud coming from external parties and perhaps ghost students, but this is not to duplicate any efforts with the Uniform Guidance. It will focus on utilizing data analytics more to scan the data from year to year to look for anomalies, potential ghost students and re-verify the initial eligibility requirements and the ongoing monitoring performance for those compliance points. Ms. Flynn stated that across the country there have been an increase in attempts to either create or use false information or create false identities for the purpose of potentially accessing federal financial assistance. Mr. Flynn stated the College has set up controls as it relates to the assessment testing, because there were concerns about individuals either fraudulently taking the assessment tests in order to proceed with the process. The College noticed some anomalies and has increased the monitoring in person versus having software monitoring.

Ms. Flynn stated that the College does have controls set up to reduce that certain changes related to the transcripts over COVID for transcripts not requiring be certified, but the College now requires that they are certified again from the student's prior high school. Ms. Flynn stated the second one relates to Financial Aid in changing the guidance at the College in providing identification, especially for distance learning. The College has set up new requirements related to providing identification for the purposes as part of the enrollment process.

Ms. Flynn stated the safeguards were put in place for compliance purposes, but also to address what is really a national concern. Ms. Flynn stated that the College has been compliant when reporting to the inspector general and the College to their knowledge did not provide any fraudulent funds paid to fraudulent students. Ms. Flynn stated that Dr. Shannon Rooney's team is continuing to evaluate software and different other methods that the College can put into place to safeguard, but they are sophisticated individuals so the College has to be more savvy as it relates to how the College evaluates identification, for an example a driver's license to ensure that they are not fraudulent as well. Ms. Flynn stated that the College has not paid out any money to a fraudulent student but reported concerns as required by the inspector General.

Mr. Lim stated that the College runs reports to look for multiple students with common addresses. If 20 checks are going to one single home address, the College would investigate, but the College did not see any of those instances. Mr. Lim stated that the College also run a report to look for multiple students with a common bank account for direct deposit, so if there are several checks going to one single account would be a red flag, but the College did not seem them as well. Mr. Lim stated that the College usually see siblings with a common last name sharing a bank account and that is not a red flag. Ms. Harrington asked how often does the College run the reports and Mr. Lim stated the College usually run the test just before the first two biggest refunds. Mr. Lim stated the volume goes down dramatically after attendance is taken at a 20% point and after that Financial Aid would do their disbursement. Mr. Lim stated there are multiple parts of terms in the semester, so some parts of terms are five weeks and the number of students that is part of that term is small and the refunds are small. Mr. Farrow stated that a lot of the concern and stress is likely coming from the proliferation of AI rather than significant instances discovered by the College and that the cabinet members thought it was a good idea to have another look at it

Mr. Farrow stated for the preliminary 2026-2028 audit plan, the College will be looking at the Monell Grant and Perkins Grant to go over compliance eligibility requirements, mostly in city regulations. Mr. Farrow stated the P-card reoccurring analysis and is a strong candidate to be recurring or bi-annual audit to look and scan for anomalies. Mr. Farrow stated that procurement was changed from Vendor management on the prior audit plan. Mr. Farrow stated that himself and the Budget Department revised it to procurement compliance standards.

Mr. Farrow stated that on the prior audit plan for 2018-2020 was family medical leave or 403B, which could change by May 2026.

(5) <u>**Next Meeting**</u>:

The next meeting of the Committee will be in June 2026 at which time Grant Thornton will discuss their proposed Audit Plan for the 2025-2026 Fiscal Year.

The Audit Committee would like to thank Mr. Tony Simonetta for all his years of service as the Chair since 2014. Mr. Simonetta's leadership and dedication was truly valuable and has made a lasting impact at Community College of Philadelphia.

Ms. Harrington asked for a motion to adjourn the meeting, Mr. Epps motioned and Mr. Simonetta seconded. The motion passed unanimously.

EXECUTIVE SESSION

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

GSL/lmh
Attachments

cc: Dr. Alycia Marshall
Ms. Carolyn Flynn, Esq.
Mr. Derrick Sawyer
Mr. Barry Sulzberg
Representing Grant Thornton: Ms. Elizabeth Ireland
Representing Grant Thornton: Ms. Gabriella D’Angelo

ATTACHMENT B

Grant Thornton 2026 Annual Audit Planning Presentation

2026 Annual Audit Plan Presentation

Community College of Philadelphia
June 2026

PRESENTATION TO THOSE CHARGED WITH GOVERNANCE

This communication is intended solely for the information and use of management and the Audit Committee of Community College of Philadelphia and is not intended to be and should not be used by anyone other than these specified parties.

Agenda

01 Executive summary

02 Audit scope and response

03 Required communications

04 Appendix

Grant Thornton

Executive summary

June 2026

Planning procedures are in progress as well interim testing for the Uniform Guidance audit

New accounting pronouncements

GASB 103 and 104 to be implemented this year

Industry Insights

Providing industry insights on accounting and auditing developments as well as areas of risk

Deliverables and fees

We estimate our fees to total $175,500. Our deliverables include the following.

- **Report on the June 30, 2026 financial statements, and report on June 30, 2026 financial statements in accordance with Uniform Guidance**
- **Communicate relevant technical audit, accounting, internal control, and tax-related matters**
- **Communicate periodically to understand the entity's adoption and implementation of new accounting standards**
- **Communicate, in writing, identified significant deficiencies or material weaknesses**

Audit timeline

May 2026	June 2026	June/July 2026	September 2026	October 2026
Client continuance	**Planning and risk assessment**	**Interim fieldwork**	**Final fieldwork**	**Deliverables**
• Independence • Discussions with management • Engagement letter	• Materiality determination • Significant risks identified	• Uniform Guidance testing	• Work of others • Areas of focus	• Report on the financial statements • Misstatements • Disclosures

Significant risks

The following provides an overview of significant risks based on our risk assessments.

Significant risk area	Planned audit response
Management override of internal controls Presumed fraud risk and therefore significant risk in all audits.	• Consider the design and implementation of entity-level controls, including information technology controls, designed to prevent/detect fraud. • Assess the ability of the College to segregate duties in its financial reporting, information technology, and at the activity-level. • Conduct interviews of individuals involved in the financial reporting process to understand (1) whether they were requested to make unusual entries during the period and (2) whether they are aware of the possibility of accounting misstatements resulting from adjusting or other entries made during the period. • Perform risk assessment for journal entries and detail test selected journal entries based on our risk assessments to ensure propriety of the entries.

Areas of audit focus

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

Areas of focus	Planned audit response
Tuition revenue, auxiliary enterprises and related receivables/deferred revenue	• Perform reasonableness test on tuition and fees, student aid and auxiliary revenue amounts. • Perform detailed testing of a sample of transactions, agreeing to source documentation. • Perform deferred revenue testing to determine proper cut-off. • Gain understanding of the allowance methodology and, policy governing additional charges or other steps taken (e.g., cannot register, cannot attend commencement) for lack of payment of student account. • Assess management's analysis of allowances for doubtful accounts for reasonableness, consistency with methodology and accuracy of inputs.
Grant revenue and related receivables/deferred revenue	• Obtain and document an understanding of controls surrounding the grants and sponsored activities processes. • Inspect a sample of significant grants recognized as revenue by the College, including a review of grant agreements and other relevant supporting documentation. • Ensure that the College has properly classified such grants and that revenue recognition is appropriate. • Ensure grant revenue disclosures are complete and accurate.

Areas of audit focus

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

Areas of focus	Planned audit response
Valuation of investments	• Obtain independent investment valuation and monitoring reports from investment managers. • Confirm existence of investment holdings directly with custodians. • Test reasonableness of investment-related income, including unrealized appreciation/(depreciation) in fair values. • Understand, document and test the College's pre- and post- alternative investment monitoring procedures and selection process. • Obtain fiscal 2026 roll-forwards for each of the College's significant non-marketable alternative investment positions. Test a sample of capital additions, withdrawals, fees and income. • Obtain most recent independent auditors' reports for all non-marketable alternative investment positions. Review auditors' reports to assess quality of financial reporting and type of opinion received. • Obtain SSAE16 reports from investment custodians. • Evaluate prioritization of inputs used to determine fair value investment assets is reasonable and in accordance with GASB 72, *Fair Value Measurement and Application*, and review related disclosures.

Areas of audit focus

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

Areas of focus	Planned audit response
State and City Appropriations	• Obtain detail of appropriations received from the state and city. • Confirm amounts with the state and city, agree to revenue recorded in the general ledger. • Review receivable balance, reconcile the cash received to amounts outstanding based on confirmation(s).
Accrued postretirement benefit obligations	• Review the analysis of accrued postretirement benefit obligations. • Assess the reasonableness of actuarial assumptions: discount factor, trend rates and cash flows, amongst others. • Test participant census data.

Areas of audit focus

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

Areas of focus	Planned audit response
Accounting estimates	The preparation of the College's financial statements requires management to make multiple estimates and assumptions that affect the reported amounts of assets and liabilities as well as the amounts presented in certain required disclosures in the notes to those financial statements. The most significant estimates relate to the valuation of non-exchange traded alternative investments and the determination of post-retirement benefit obligations, amongst others. Our procedures have been designed in part, to review these estimates and evaluate their reasonableness.
Financial statement disclosures	Our procedures will also include an assessment as to the adequacy of the College's financial statement disclosures to ensure they are complete, accurate and appropriately describe the significant accounting policies employed in the preparation of the financial statements and provide a detail of all significant commitments, estimates and concentrations of risk, amongst other relevant disclosures required by US GAAP. Our procedures have been designed to assess the adequacy of the University's implementation of new accounting pronouncements including GASB 103, *Financial Reporting Model Improvements*, and GASB 104, *Disclosure of Certain Capital Assets*, as applicable.

Grant Thornton

Technology support as part of the audit process

Phase 1: Understand and document business processes material to the audit

Phase 2: Assess IT risks

Phase 3: Identify IT controls that support audit objectives

Phase 4: Test design effectiveness of technology-related controls

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

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

Area of focus: Single Audit

The following provides an overview of the major programs tested this year; it has been determined based on a preliminary schedule of expenditures of federal awards prepared by management. This is subject to change after a final schedule of federal awards is provided.

Major program(s)	2026	2025	2024
Student Financial Assistance Cluster	X	X	X
Connecting Minority Communities Pilot Program			X

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Area of focus for Single Audit (continued)

Area of focus	Planned audit response

Compliance with the Uniform Guidance	• Perform compliance and controls procedures in accordance with the Uniform Guidance Requirements, including:
	  • Planning, identification of major federal program(s) and risk assessment.
	  • Review the respective federal compliance supplements and, as applicable, the specific grant/award agreements and assess and document the applicable compliance requirements.
	  • Document/update internal controls over compliance for each of the respective major federal program(s) or cluster(s).
	  • Test compliance and internal controls over compliance for each direct and material compliance requirement over each major federal program.
	    • There are 12 compliance requirements for each major program. Of these, typically 6-8 have been direct and material to each major program or cluster.
	    • Consistent with prior years, we anticipate that we will audit compliance associated with the federal Student Financial Assistance (SFA) Cluster.
	  • Test the reconciliation of the schedule of expenditures of federal awards to the respective amounts included within the financial statements.
	  • Communicate compliance/control findings, if any, to management and TCWG.
	  • Address resolution of communicated compliance/control findings and understand management's response to be included in the corrective action plan.
	  • Assess completeness of disclosures related to the federal schedule of expenditures.
	  • Prepare the appropriate sections of the federal Data Collection Form submitted to the Federal Audit Clearinghouse.

Required communications

- Independence matters
- Acceptance/retention matters
- Engagement letter
- Planning matters
- Going concern matters
- Identified or suspected fraud and noncompliance with laws and regulations
- Material weaknesses and significant deficiencies
- Report to management other internal control deficiencies
- Audit adjustments, including uncorrected misstatements
- Use of other auditors
- Use of internal audit
- Related parties and related party transactions
- Significant unusual transactions
- Disagreements with management
- Management's consultation with other accountants

- Significant issues discussed with management
- Significant difficulties encountered during the audit
- Difficult or contentious matters for which we consulted outside the engagement team and that are, in our professional judgment, significant and relevant to you and your oversight responsibilities
- Other significant findings or issues that are relevant to you and your oversight responsibilities
- Material written communications with management
- Modifications to the auditor's report
- Results of procedures performed on other information presented with the financial statements
- Written representations requested from management
- Other matters as warranted

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Use of the work of others

Other individuals or entities		Description of the use of others and relevant area(s) of audit
Specialists and those with specialized skill and knowledge	✓	• Valuation specialists from Grant Thornton Advisors LLC
Internal audit		
Other College personnel		
Third parties working at the direction of the College	✓	• Meridian Accounting Firm, at the direction of Anthony Scott
Other GTUS offices or locations	✓	• Personnel, technology, and resources of Grant Thornton Advisors LLC • Technology and resources of our shared services center located in India

Auditor independence

Our firm applies ethical requirements relevant to the engagement, including those related to independence established by the AICPA Code, the IESBA Code, and applicable regulatory and state requirements. We maintain a robust quality control system supported by comprehensive policies and procedures that meet or exceed regulatory requirements. Our system enables us to evaluate and maintain our independence and serve audit clients with requisite integrity, objectivity, and independence. As you exercise your oversight responsibilities, you should understand the more significant aspects of this system:

- Accumulating and communicating relevant information, including a restricted-entity list and use of a tracking system to monitor the financial interests of our worldwide personnel
- Obtaining annual written confirmations of compliance from personnel and member firms
- Monitoring individual compliance, including periodic audits and disciplinary mechanisms
- Conducting a domestic or international relationship check through a robust Relationship Checking System
- Evaluating relationships and circumstances that create threats to independence, including relationships identified through a domestic or international check

Monitoring independence for new opportunities

Only permitted nonaudit services or business relationships are cleared, and such services or relationships are monitored for scope creep. As necessary, our firm applies appropriate safeguards to eliminate or mitigate independence threat(s) to an acceptable level. As necessary, or as required by a regulator, the engagement partner will discuss with management and/or the audit committee any potential independence threats or where additional input is needed in relation to our firm's independence evaluation.

New Mountain Capital (NMC) investment and APS independence considerations

ALTERNATIVE PRACTICE STRUCTURE (APS)

Grant Thornton LLP

- Licensed CPA firm that provides audit and attest services

Grant Thornton Advisors LLC

- Advisory and non-attest entity, which receives NMC's investment

Independence considerations

- The APS does not change independence or ethical requirements for either firm or their professionals
- Grant Thornton LLP established ongoing monitoring procedures to protect independence of audit clients under the APS structure

COORDINATION

Relationships with NMC or GT Advisors LLC

- Identify and evaluate existing or potential business or financial relationships that the College or its affiliates may have with NMC (e.g., a lending relationship from a NMC credit fund) to allow for timely independence evaluations and discussions
- Identify and evaluate other types of relationships that the University or its affiliates may have with GT Advisors LLC (e.g., an investment or participation in the debt of GT Advisors LLC) to allow for timely independence evaluations and discussions

AUDIT PROCEDURES

The engagement team will:

- Inquire of management regarding any business or financial relationships with NMC or investments in or participation in the debt of GT Advisors LLC
- Evaluate relationships for independence purposes and discuss with national office or subject matter experts, as appropriate
- Obtain written representations from management that, to the best of their knowledge, they have disclosed any relationships with NMC or GT Advisors LLC that may exist or are being considered
- Follow applicable communication requirements for relationships that may bear on the firm's independence

Managing Audit Quality: The System of Quality Management (SoQM)

How the firm designs, manages, and continuously evaluates audit quality.

Governed by global and U.S. standards

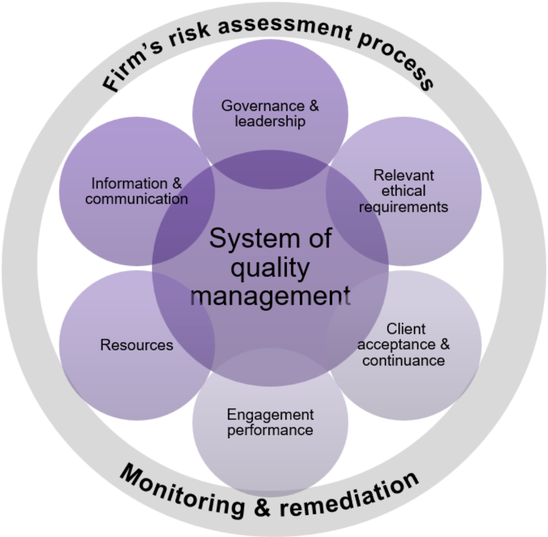
- ISQM 1 (global) and SQMS No. 1 (U.S.) frameworks are aligned
- Applicable to firms performing audits and attest engagements
- A system, not just policies, is required to manage audit quality

Designed using a risk-based approach

- Define quality objectives → identify risks → implement controls
- Create a connected system of controls across the audit practice
- Focus on preventing issues, not just detecting them

Ongoing evaluation and accountability for quality

- Continuous monitoring and inspection
- Identification of deficiencies and root cause analysis
- Timely remediation and follow-up
- Annual conclusion on system effectiveness



The SoQM spans all aspects of the audit practice—from leadership and ethics to engagement performance and resources—with monitoring embedded throughout

Grant Thornton LLP SoQM 2025 conclusion

Where to find more SoQM details

The latest information related to the firm's SoQM can be found at the Audit Quality page at GrantThornton.com.

Our most recent conclusion is provided here in a letter from the firm's Chief Executive Officer.

GrantThornton

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April 1, 2026

To whom it may concern:

Grant Thornton LLP (the "firm") has implemented a system of quality management that is designed to meet the objectives of International Standard on Quality Management 1 (ISQM 1), *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements.*

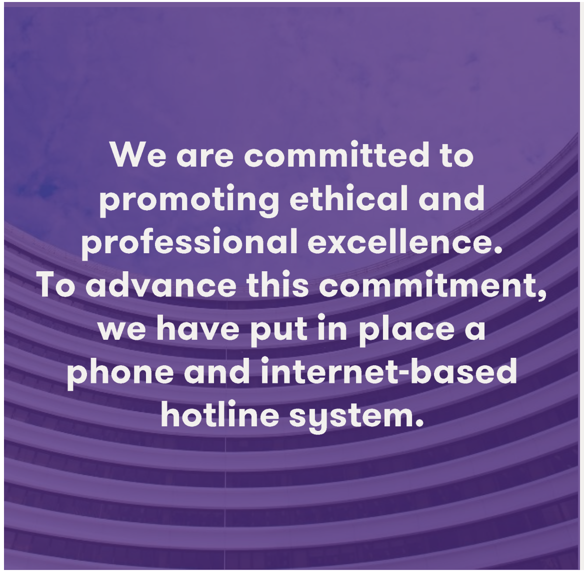
As of December 15, 2025, based on the results of the firm's monitoring and remediation activities, including the evaluation of identified deficiencies and the effectiveness of related remediation activities, the firm has concluded that the system of quality management provides the firm with reasonable assurance that the objectives of the system of quality management are being achieved.

Sincerely,

Ron Messenger
Chief Executive Officer
Grant Thornton LLP

GT.COM

Commitment to promote ethical and professional excellence



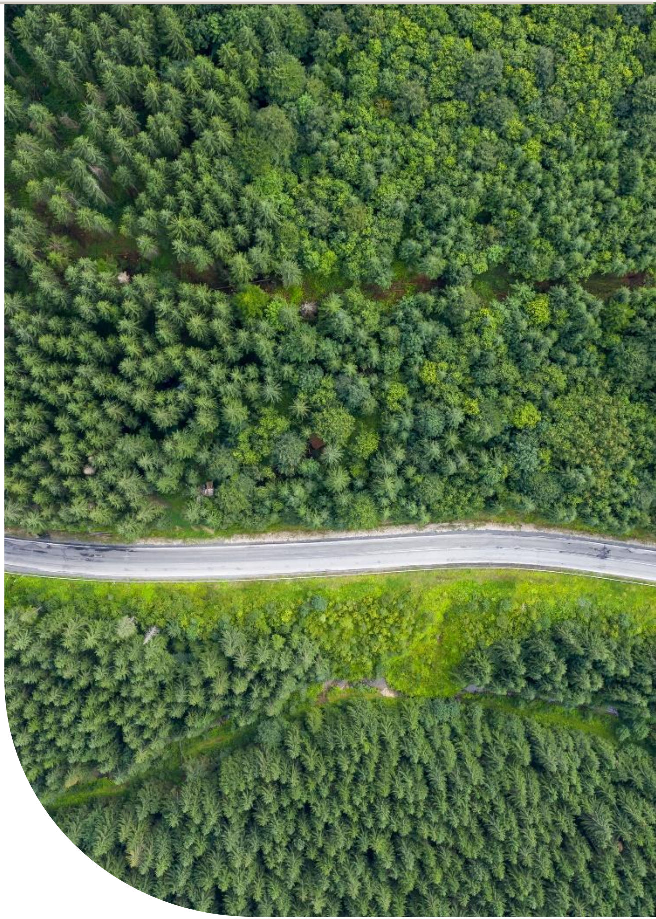
The Ethics Hotline
(1.866.739.4134) provides individuals a means to call and report ethical concerns.

The EthicsPoint URL
link can be accessed from our external website or through this link:
https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191

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

Appendix

1) Technical updates
2) Technology updates
3) Higher Education Spring 2026 Industry Updates
4) Thought leadership for Higher Education institutions



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Technical Updates - GASB

Selected pronouncements effective for the year ending June 30, 2026, or subsequent periods - GASB

Title	Effective date
GASB 103 – Financial Reporting Model Improvements	Periods beginning after June 15, 2025
GASB 104 – Disclosure of Certain Capital Assets	Periods beginning after June 15, 2025
Implementation Guide No. 2025-1 – Implementation Guidance Update - 2025	Periods beginning after June 15, 2025
GASB 105 – Subsequent Events	Periods beginning after June 15, 2026

GASB Statement 103, Financial Reporting Model Improvements

Summary

- This Statement makes certain improvements to the financial reporting model to improve certain aspects and to address certain application issues.
- Management's Discussion & Analysis –
    - clarifies topics to be included,
    - stresses that the detailed analysis should explain why balances and results of operations changed, rather than simply presenting the amounts or percentages of the change, and
    - Emphasizes analysis should avoid unnecessary duplication and boilerplate language.
- Presentation of proprietary funds statement of revenues, expenses and changes in net position – in addition to current required subtotals, a subtotal for operating income (loss) and noncapital subsidies must be presented before reporting nonoperating revenue and expenses.
- Operating and nonoperating in proprietary funds – refined definitions.
- Major component unit presentation – should be presented separately either in the basic financial statements or in combining statements presented after the fund financial statements.
- Unusual or infrequent items – to be displayed separately as the last presented flow(s) of resources prior to the net change in resource flow.
- Budgetary comparisons – required to be presented as RSI for governmental funds, with explanation of significant variances presented as notes to RSI.
- Effective for fiscal years beginning after June 15, 2025, with early application encouraged.

Potential Impact

This guidance could have a significant impact on the format and presentation of basic financial statements. Colleges should start to evaluate current presentation in comparison to the new guidance to identify needed updates to:

- MD&A
- Presentation of operating/nonoperating categories, including
    - Subsidies received and provided
    - Financing and Investment activities
    - Contributions to endowment.

These new definitions and presentation requirements should be evaluated to ensure not only that the chart of accounts is sufficiently disaggregated but any systems and automation used to generate financial reports are updated for these new formats to prevent delays upon adoption.

GASB 103- Example presentation of the updated Statement of Changes in Revenues, Expenses and Net Position (SCRENP)

Example University
Statement of Changes in Revenues, Expenses and Changes in Net Position
For the year ended June 30, 2026

		Primary Government
Operating revenues		
Tuition and fees (net of scholarship allowance of $100,000)	$	1,000,000
Pell grants		600,000
Grants and contracts		500,000
Sales and services of auxiliary enterprises		400,000
Other		100,000
Total operating revenues		2,600,000
Operating expenses		
Instruction	$	3,000,000
Research		600,000
Other		100,000
Total operating expenses		3,700,000
Operating income (loss)		(1,100,000)
Noncapital subsidies		
State appropriations		1,200,000
Other		100,000
Total noncapital subsidies		1,300,000
Operating income (loss) and noncapital subsidies		200,000
Other nonoperating revenues (expenses)		
Investment income		350,000
Capital contributions		150,000
Interest expense		(200,000)
Total other nonoperating revenues (expenses)		300,000
Increase (decrease) in net position		500,000
Net position- beginning of year		20,000,000
Net position- end of year	$	20,500,000

Subsidies (resources received (or paid) from/to another party for which the institution does not provide (other party does not provide) goods and services, and that directly or indirectly keep the institution's current or future fees lower than they would be otherwise are included in operating revenues.

New category on the SCRENP to report noncapital subsidies that will be included in another new subtotal, "Operating income

New subtotal

New caption for nonoperating

Capital appropriations and capital transfers in/(out) move to other non-operating revenues (expenses).

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GASB Statement 104, Disclosure of Certain Capital Assets

Summary

- This Statement updates the disclosure requirements for certain types of capital assets, including lease assets, intangible right-to-use assets, and capital assets held for sale.
- Within the note disclosure for capital assets, information shall be provided separately for:
  - Lease right of use assets under GASB 87, by major class of underlying asset
  - Intangible right of use assets by an operator under GASB 94, by major class of underlying asset
  - Subscription assets under GASB 96
  - Intangible assets other than those above, by major class of asset.
- With the above, intangible assets that represent right of use shall be presented separately from the same major class of owned assets.
- Capital assets held for sale shall continue to be reported within the appropriate major class of capital asset. Separate disclosure of historical cost and accumulated depreciation, by major class of asset, of assets held for sale should be provided, along with carrying amount of any debt for which these assets are pledged as collateral.

- Effective for fiscal years beginning after June 15, 2025, with early application encouraged.

Potential Impact

- This guidance clarifies the presentation of right of use assets and held for sale assets within the capital asset footnote. Colleges with leases and/or subscription-based information technology arrangements should read through the guidance to evaluate if any revisions are necessary to the tables within the footnotes.
- Colleges with assets held for sale should also evaluate the revised criteria and early identify any additional information needed for disclosure.

Implementation Guide No. 2025-1 – Implementation Guidance Update - 2025

Summary

- Implementation Guide No. 2025-1 – Implementation Guidance Update – 2025 contains new questions and answers that address application of GASB standards on leases, accounting changes and error corrections, conduit debt obligations, cash flows reporting, compensated absences, and financial reporting model improvements.
- The guide also includes amendments to previously issued implementation guidance related to ownership of an asset and governmental fund type definitions.
- The requirements in Questions 4.1–4.10, 4.15, 5.1, and 5.2 should be applied retroactively such that changes, if any, adopted at transition to conform to the provisions of those questions and answers should be reported as a change in accounting principle in accordance with Statement 100, including the display and related disclosure requirements, as applicable.
- The requirements in Questions 4.11–4.14 should be applied prospectively.
- Question 4.16 (Statement No. 103, Financial Reporting Model Improvements) is effective upon issuance. All remaining questions are effective for fiscal years beginning after June 15, 2025, and early application is encouraged if the pronouncement addressed by the question and answer has been implemented.

Potential Impact

- Colleges that have implemented GASB Statement 91, GASB Statement 100, GASB Statement 101, and/or GASB Statement 103 should review the questions and answers to determine if the topics within this guide impact their financial statements.
- The Implementation Guide provides answers to questions on lease terms, lease modifications, and other topics that may apply to Colleges that have previously adopted GASB Statement 87.

GASB Statement 105, Subsequent Events

Summary

- This Statement updates the disclosure requirements related to subsequent events, which have not been updated since the issuance of GASB 56 in 2009.
- *Subsequent events* are transactions or other events that occur after the date of the financial statements but before the date the financial statements are *available to be issued.*
- *Available to be issued* is the date at which (a) the financial statements are completed in a form and format that complies with GAAP and (b) approvals necessary for issuance have been obtained.
- The date through which subsequent events have been evaluated should be disclosed in the notes to the financial statements.
- Criteria for recognized and nonrecognized events have been specified, based on whether the event informs conditions that existed at the financial statement date or not.

- Effective for fiscal years beginning after June 15, 2026. Earlier application is encouraged.

Potential Impact

- Colleges should review all subsequent events against the criteria for recognized vs. nonrecognized events and update financial statement disclosures accordingly.
- The period through which subsequent events have ben evaluated should be added to the financial statement disclosure.

  The financial statements of the College may already include some level of subsequent event disclosure, so the above will likely be a refinement, rather than a new disclosure.

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GASB projects

Project	Timing
Revenue and Expense Recognition	Exposure draft expected Q1 2027
Going Concern Uncertainties and Severe Financial Stress	Exposure draft expected Q2 2027
Infrastructure Assets	Exposure draft expected Q1 2026
Implementation Guidance Update - 2026	Exposure draft expected Q1 2026

GASB major project – Revenue and expense recognition

Summary

- Three primary areas of focus of the project are as follows:
  1. Common exchange transactions not specifically addressed in existing GASB guidance
     - ➢ Project plans to develop guidance or improve existing guidance regarding
     1. Exchange and exchange-like transactions having single elements.
     2. Exchange and exchange-like transactions having multiple elements.
     3. The differentiation between exchange-like and non-exchange transactions.
  2. Post-implementation review of GASB 33 and 36
     - ➢ Areas to be considered include:
     1. Distinguishing between eligibility requirements and purpose restrictions.
     2. Determining when a transaction is an exchange or a non-exchange transaction.
     3. Using the availability period concept consistently across governments.
     4. Applying time and contingency requirements.
  3. Development of GASB conceptual framework
     - ➢ GASB 33 and 36 were developed prior to key parts of the conceptual framework, such as defining deferred inflows and outflows.
     - ➢ An evaluation of the recognition of non-exchange transactions against the conceptual framework is necessary.
- Currently in re-deliberations, with Exposure Draft expected in Q1 of 2027.

Potential Impact

- As it relates to recognition of exchange and non-exchange transactions such as grants vs gifts vs contracts, there continues to be an element of judgment and interpretation of existing GASB and FASB guidance. This project could impact the current practices of higher education institutions as it relates to revenue recognition.

Technology Updates

Grant Thornton's technology investment impact

Advanced audit innovation

Significant investment in technology fuels innovative audit practices, using advanced analytics and AI to transform risk identification and data analysis capabilities.

Productivity and quality gains

Technology boosts audit efficiency and reduces errors, with improvements measured by productivity metrics and higher engagement quality.

Robust data protection protocols

Strong data protection protocols designed to address privacy and security in AI-powered audit processes, safeguarding sensitive information.

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Investing in technology: audit services

Integrating technology with continuous auditor oversight and professional judgment

Administration	Execution	On the horizon
• Client collaboration portal (Convene) • Risk evaluation and automated document generation platform • Microsoft 365 Copilot • Resource management	• Methodology AI Assistant • Data analytics • Self-serve tools and automations, including industry-specific tools • Workpaper quality diagnostics	• GenAI disclosure checklist • Integrated project management dashboards • Substantive testing • Controls testing platform

Higher Education Spring 2026 Industry Updates

2026 Challenges → Opportunities

Shifting HE landscape

Institutional transformation

A divided industry

Inflection point

Case for change

Shifting HE landscape

Higher Education has shifted and will continue shifting

- Growing public skepticism about the value of a degree
- Changing undergraduate and graduate student demographics
- Enrollment cliff intensifying competition for students
- Growth of online and mega-institutions
- Federal emphasis on trade schools
- "Compact" floated; disruption to financial aid, international students, and research
- Regional shifts in demographics and enrollment
- Athletics driving material financial and governance impacts post-2025
- Loan limits and availability

Institutional transformation

After a period of significant underinvestment, institutions have enhanced their operations, technologies, and strategies; however, for many significant work remains

- Accelerating IT modernization initiatives; ERP/core systems and now AI
- Campus and civil unrest impacting operations and governance
- Shifting power dynamics between faculty and administration
- Organizational and budget redesign (away from decentralization / RCM models)
- Increased complexity in institutional decision-making
- Institutions must amplify perceived value amid declining trust in higher education
- Rising compliance pressures (DEI restrictions, academic content limitations in certain states)

A divided industry

As predicted, the industry has evolved into "the haves and have nots"; this divide will only increase in the years ahead

- 2025 policy decisions and public perceptions shaping 2026 outcomes
- Sustained enrollment growth at select institutions vs. declines at vulnerable campuses
- Federal and grant funding uncertainty increasing competitive pressure
- Statewide policy changes unevenly impact institutions
- Investments in growth vs. cost reduction
- Most institutions are still in the early stages of developing an AI strategy; financial pressures impacting divide in investment
- Uncertainty around permanence of polarization (enrollment, research, financial performance, etc.)
- Questions regarding closures vs. M&A

Inflection point

For some, there is a limited window to differentiate; for others, fast action is required to sustain/survive

- 2026 as a convergence of pre- and post-pandemic cycles, as well as 2025 policy changes
- Lagged impacts of 2020–2022 pandemic
- Temporary recovery in 2023–2024 followed by renewed pressure
- Rating agencies issued “deteriorating” financial outlooks for institutions entering 2026
- Policy changes with sector-wide impact comparable to the GI Bill era (another Compact?)
- Emergence of a new political environment for higher education
- Political shifts driving substantial volatility in Title IX, DEI policy, federal research reimbursements / indirect rates, and accreditation
- Closing window for infrastructure investments leading to sustainability

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Case for change

Many administrative/campus leaders are sold on the need for expensive transformation; however, many campuses are not transforming at the necessary speed

- Heightened urgency for institution-wide transformation
- Strategic business officers understand requirement to shift operating model
- Expanded need for program portfolio analysis
- Budget redesign aligned to structural realities
- Increased demand for cross-functional, high-impact projects
- Increasing need for coordinated, enterprise-wide strategy
- Lack of campus alignment; case for change with faculty

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Revenue levers

- Strategic direction
- Org design/model
- Asset utilization
- Partnerships and M&A
- Employee utilization
- Program / Product Enhancement & Rationalization
- Core technology (e.g., ERP)
- Marketing tech
- Stakeholder engagement / experience
- Investment strategy

Sustainable growth is a result of aligning strategy and resources

Linking growth strategy to execution success…

Resource prioritization/ deployment

Change management

Leadership communication

Organizational Enablers
Growth strategy aligned & supported by leadership

Aligned for growth

Financial Enablers
Resources & metrics to drive execution & accountability

- **Funding** ensures sufficient investment flow for strategy success
- **Multi-year financial planning, budgeting and reserves planning** are required to support on-going operations and achieve growth results
- **Change management, leadership sponsorship, clear, frequent, & consistent communication** are critical drivers of internal organizational and external stakeholder alignment towards growth execution success

Financial/ mission ROI alignment

Metrics/ balance score card

Funding strategy/ budgeting/MYFP/ reserves planning

… and delivery of results

1. **Grow revenue** with a clearly defined mission and maintaining focus on financial objectives and ROI
2. **Grow scale** by deploying funding and teams to high priority areas as defined by the growth strategy / strategic plan
3. **Sustain growth** by decreasing risk, unlocking operational efficiencies, and clearly aligning strategic and financial priorities to KPIs, accountability, and rewards

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United Educators "Top Risks" Report: Insights for Higher Education*

Top 10 Risks

1. Admissions and Retention
2. Data Security/Cybersecurity
3. Compliance (Non-Title IX/VAWA)
4. Operational Pressures
5. Facilities and Deferred Maintenance
6. Funding/Financial Stability
7. Student Mental Health
8. Recruitment and Hiring
9. Public Safety
10. Athletics

Key insights from the survey responses:

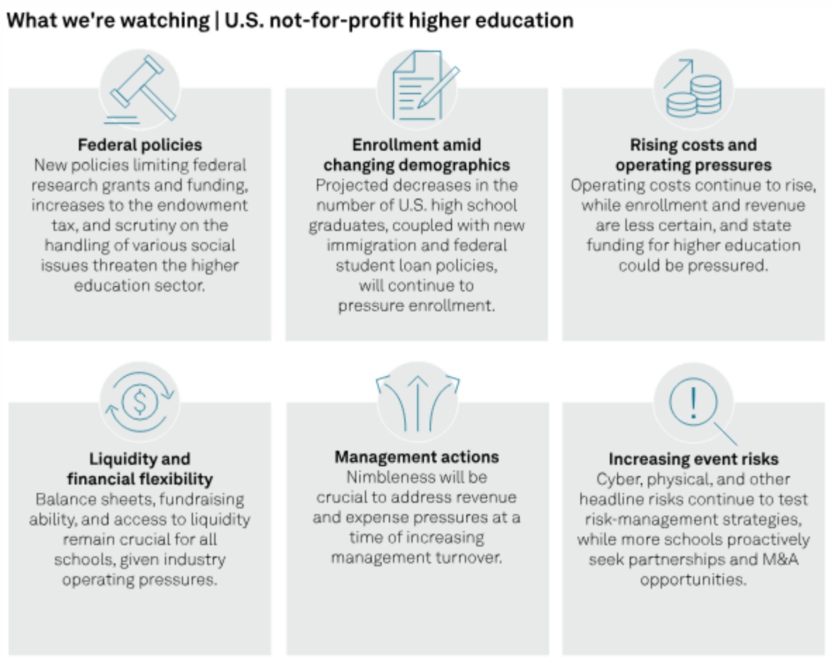
- **Student success and enrollment pressures** are the most significant theme overall and are being felt throughout higher ed, with Admissions and Retention remaining the top-ranked risk from 2024.
- **Funding/Financial Stability, Operational Pressures, and Facilities and Deferred Maintenance** ranked among the top six risks in 2025, highlighting ongoing budget instability, cost management, and resource and infrastructure concerns, in combination with declining enrollment.
- For the first time since the 2020-21 survey, **Title IX was not identified as a top-10 risk**. Although it remains highly ranked (12th) in 2025, its drop reflects educational institutions' increasing concerns in other risk areas in addition to the relative clarity regarding Title IX obligations.
- **Compliance (Non-Title IX/VAWA) concerns jumped** to the third-highest ranked risk in 2025, reflecting the complexity and pace of federal policy changes in higher ed. This category had the top 10's biggest increase two years in a row, jumping from eighth to fifth to third.
- After three years of being a top-ranked risk (third and fourth), **Recruitment and Hiring dropped to eighth**.
- **Athletics emerged as a top-10 risk for the first time**, reflecting both standard athletic risk management needs and growing name, image, and likeness (NIL) complexities.

* As of January 2026, Source: United Educators

S&P Global
U.S. Not-For-Profit Higher Education Outlook 2026*

S&P's sector outlook turns **negative** in 2026, reflecting mounting pressure across the not-for-profit higher education landscape. Institutions with strong demand, scale, and balance sheet flexibility remain better positioned, while regional and less selective schools with limited financial resources face growing credit strain.

Enrollment pressure remains persistent, driven by demographic headwinds, heightened competition, and increasing scrutiny of the value of a four-year degree. International enrollment is no longer a reliable offset, as tighter immigration policies and visa delays weigh on demand. At the same time, operating expenses continue to rise faster than revenues, led by labor, financial aid, and compliance costs. Weak operating margins are now the norm across much of the sector, with the most pronounced stress concentrated among lower-rated institutions that lack financial flexibility and face limited options to adjust.



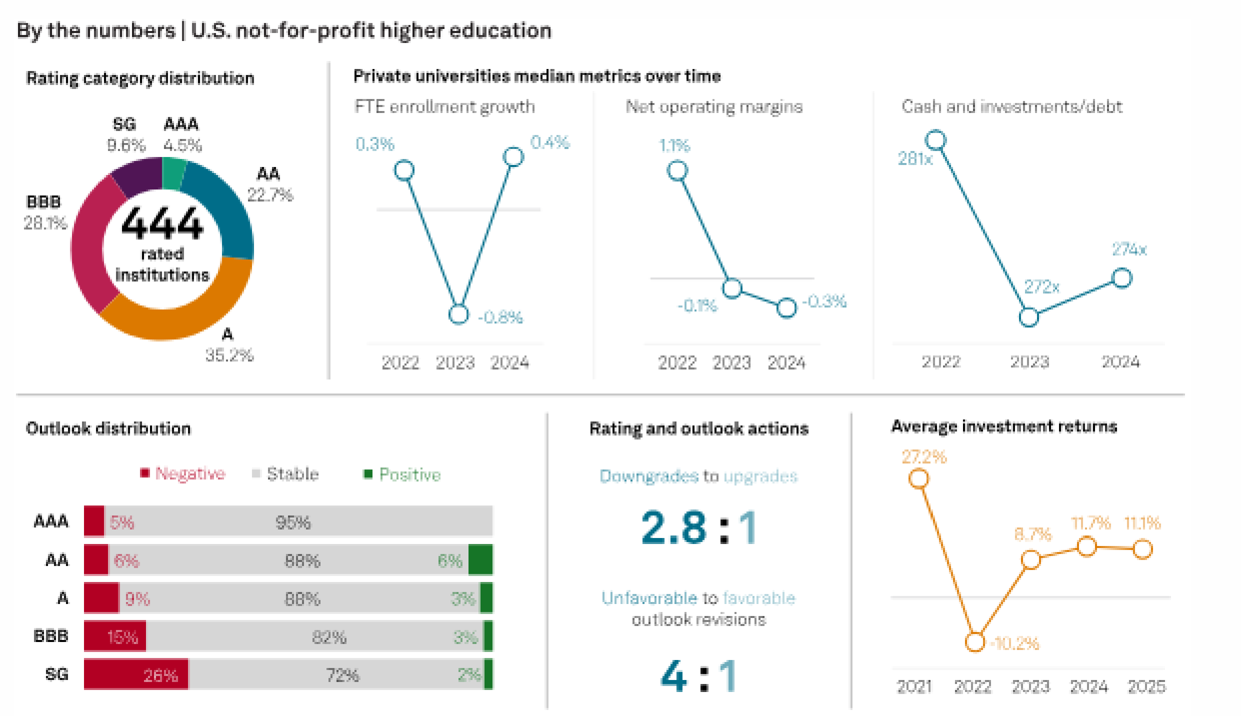
* As of December 2025, Source: U.S. Not-For-Profit Higher Education 2026 Outlook | S&P Global Ratings

S&P Global
U.S. Not-For-Profit Higher Education Outlook 2026

In fiscal 2025, balance sheets generally remained stable, supported by prior investment performance and moderated capital spending.

While most S&P-rated institutions continue to maintain credit strength and financial flexibility, schools at the lower end of the ratings scale are finding it difficult to stabilize cash flow and replace nonrecurring revenue sources amid ongoing operating pressure.

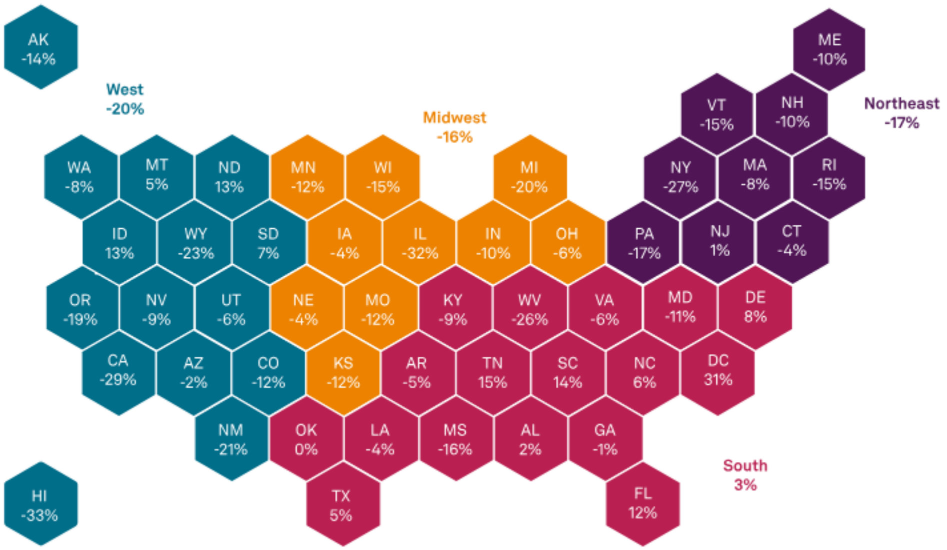
Industry headwinds, including shifting federal policy and continued enrollment declines, are expected to affect institutions unevenly across the sector.



S&P Global

S&P Global
U.S. Not-For-Profit Higher Education Outlook 2026

Projected percentage change in U.S. high school graduates 2023-2041



Source: Western Interstate Commission for Higher Education

Sustained enrollment declines and intense competition for students continue to pressure operating performance across the sector, limiting revenue growth for many institutions. At the same time, operating expenses are rising faster than revenues, contributing to ongoing budget strain and weaker operating margins, particularly for less selective and regionally focused institutions.

Mounting operating pressures and policy uncertainty are forcing institutions to make budgetary and programmatic adjustments. These challenges are weighing more heavily on lower-rated and less selective institutions, where limited financial flexibility reduces the ability to absorb continued operating stress.

S&P Global
U.S. Not-For-Profit Higher Education Outlook 2026

S&P maintains a negative sector view as colleges and universities face mounting operating pressure and uncertainty that will require budgetary and programmatic adjustments.

Federal policy shifts pressure research funding

Changes in federal policy are reducing research funding and increasing uncertainty, particularly for institutions with significant reliance on federally sponsored research, with additional cuts and constraints expected.

Enrollment weakness remains structural

Enrollment continues to decline across much of the sector due to demographic headwinds, intense competition, and skepticism around the value of higher education, with international enrollment no longer providing a meaningful offset.

Net tuition margins continue to erode

Rising institutional financial aid and limited pricing power are compressing net tuition revenue, further constraining institutions' ability to grow operating income.

Expense growth outpaces revenue

Operating costs, led by labor, insurance, and deferred maintenance, continue to rise faster than revenues, sustaining pressure on operating margins even at well-resourced institutions.

Credit stress is increasingly uneven

Institutions with strong demand and financial flexibility are better positioned to absorb ongoing pressures, while lower-rated and less selective schools face heightened credit risk and reduced capacity to adjust.

Fitch Ratings
U.S. Higher Education Outlook 2026*

Fitch Ratings

Deteriorating outlook to intensify for U.S. colleges in 2026

For the higher education sector, particularly tuition-dependent institutions, operating pressures are expected to persist as Fitch maintains a deteriorating sector outlook. These pressures are driven by sustained enrollment challenges, limited net tuition growth, and continued escalation in labor, benefits, and capital costs. Revenue growth prospects remain strained by a shrinking domestic student pipeline, policy and geopolitical headwinds affecting international enrollment, and increasing scrutiny of the value proposition of a degree. At the same time, financial flexibility is uneven across the sector, with institutions that lack scale, demand strength, or accessible liquidity facing heightened credit risk.

Core Credit Drivers: Higher Education

	Revenues			Expenditures				Financial Profile		
Sub-Sectors	Personal Income/ Affordability	Real Estate Values	Demand/ Volumes	Labor Costs	Labor Availability	Non-Labor Operating Costs	Capital Input Costs	Leverage	Cost of Debt	Financial Reserves & Liquidity
Higher Education	↔	↔	↘	↔	↔	↔	↔	↘	↗	↔

↑ Improving — High relevance. ↗ Improving — Moderate relevance. ↔ Neutral. ↘ Deteriorating — Moderate relevance.
↓ Deteriorating — High relevance. N.A. – Not a material driver of credit quality in the sector.
Source: Fitch Ratings

* As of December 2025, Source: Fitch 2026 Higher Education Outlook

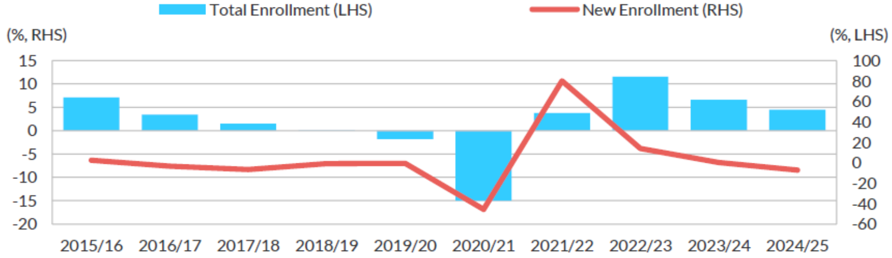
Fitch Ratings
U.S. Higher Education Outlook 2026

Fitch Ratings

Mixed enrollment dynamics

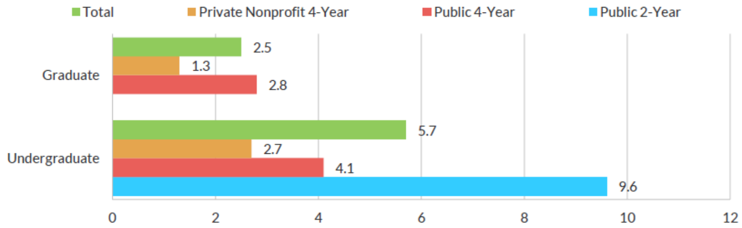
- Enrollment continues to **recover** at **two-year institutions**, which are an important pipeline for many four-year schools (see chart below)
- **International enrollment remains nebulous** and highly susceptible to changes in geopolitical sentiment and policy (see top right chart)
- **Minimal net tuition growth** is expected (2-4%) with tuition increases tempered by lower demand (see bottom right chart)

Annual Change in International Enrollment



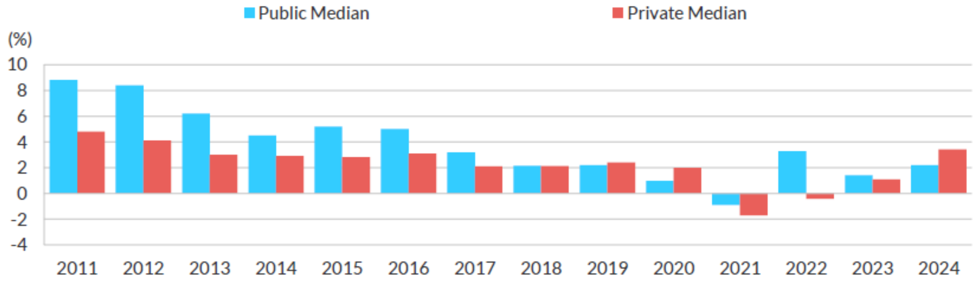
Source: Fitch Ratings, Institute of International Education (2025)

Change in Enrollment, Fall 2023–Fall 2025



Source: Fitch Ratings, National Center for Education Statistics

Median Change in Net Tuition Revenue (%)



Source: Fitch Ratings

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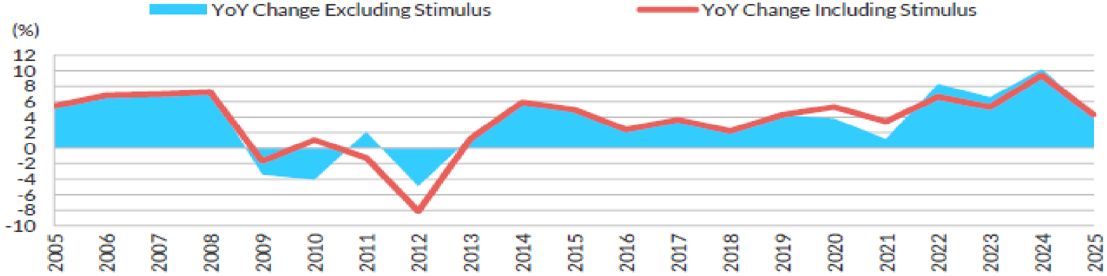
Fitch Ratings
U.S. Higher Education Outlook 2026

Macroeconomic conditions remain a factor

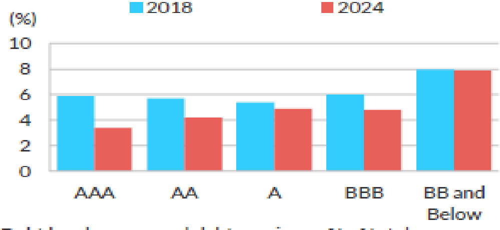
- **Macroeconomic impacts are uneven,** with cooling wage and employment growth potentially supporting countercyclical enrollment demand, particularly at two-year institutions
- **Consumer confidence and net worth declined in 2025,** sustaining pressure on the value proposition of a four-year degree relative to certificates and alternative credentials
- **Strong market performance has supported balance sheets,** but gains have not consistently translated into usable liquidity due to restricted and illiquid investment portfolios

State Funding Over Time



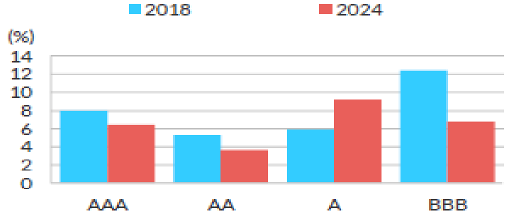
Source: Fitch Ratings, State Higher Education Executive Officers Association (SHEEOA, 2024)

Private Institutions — Median Debt Burden (%)



Debt burden = annual debt service as % of total revenue
Source: Fitch Ratings

Public Institutions — Median Debt Burden (%)



Debt burden = annual debt service as % of total revenue
Source: Fitch Ratings

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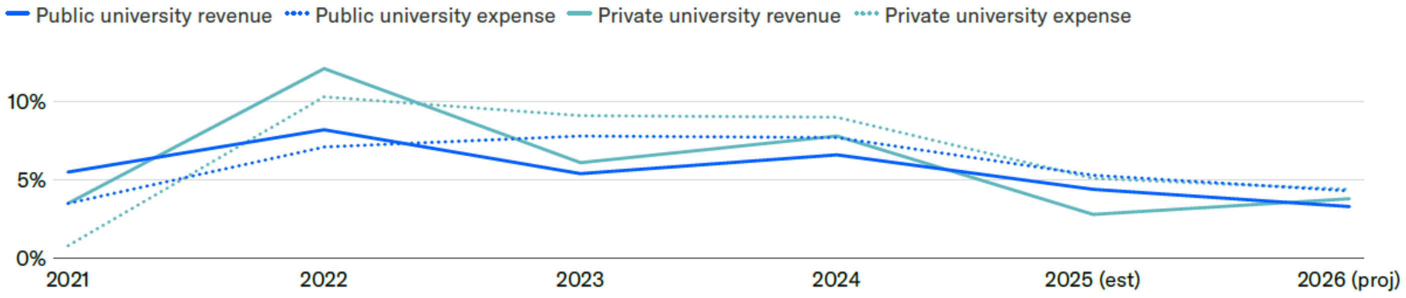
Moody’s Ratings
U.S. Higher Education Outlook 2026*

Negative outlook amid difficult policy situation and slow revenue growth, largely unchanged from 2025

Revenue growth is expected to slow to approximately 3.5% in 2026, as demographic declines and heightened competition constrain pricing power. Modest gains from state appropriations, patient care, philanthropy, and investment income will support revenue, but net tuition growth will remain weak, particularly for institutions facing enrollment pressure.

Revenue and expense growth



Source: Moody’s Ratings

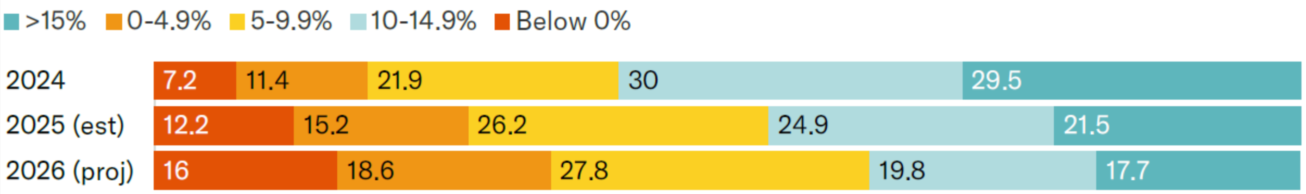
* As of December 2025 Source: [Moody's 2026 Higher Education Outlook]

Moody's Ratings
U.S. Higher Education Outlook 2026

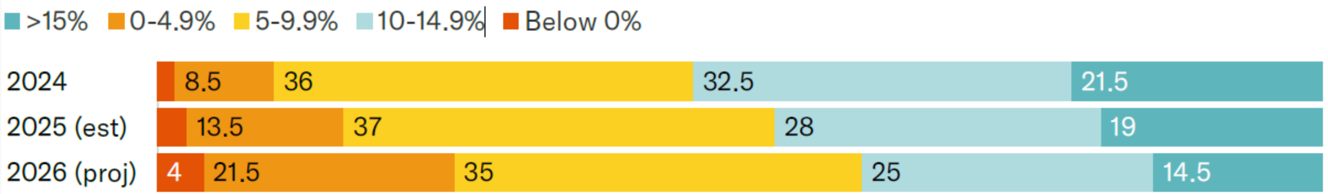
MOODY'S RATINGS

Expense growth is expected to moderate to approximately 4.4% in 2026, but will continue to outpace revenue growth, driven largely by labor, healthcare, and patient care costs. While many institutions retain solid margins, Moody's expects margin compression to intensify, with approximately 35% of private institutions and a growing share of publics operating with thin or negative margins.

Real and projected EBIDA margins by percentage for private universities, 2024-2026



Real and projected EBIDA margins by percentage for public universities, 2024-2026



Moody's Ratings
U.S. Higher Education Outlook 2026

MOODY'S RATINGS

Federal policy changes present heightened credit risk for the sector in 2026, with impacts concentrated in student lending, research funding, accreditation, and international enrollment. Caps on Parent PLUS and Graduate PLUS loans, enforcement actions related to DEI, and expanded endowment taxation will constrain revenue flexibility, particularly for institutions with large graduate programs or significant endowment reliance. Regulatory uncertainty and policy-driven oversight are expected to increase operating complexity, compliance costs, and governance risk, with effects varying widely by institution type and mission.

Major federal policies affecting higher education in 2026

Credit impact: Negative Neutral Positive | Severity: High Medium Low

Selected policy risk	Institutions affected	Credit impact	Severity
Restrictions or reductions in federal research funding	All, predominantly R1 institutions	Negative	Medium
Caps on GRAD PLUS and Professional PLUS loans	Institutions with large graduate offerings	Negative	Medium
Enforcement actions related to DEI programs	All	Negative	Low
Expanded endowment tax	Wealthy private colleges and universities	Negative	Low
Regulatory changes to the accreditation system	All	Negative	Medium
Elimination of TRIO and HSI grants	All, institutions serving low-income students	Negative	Low
Barriers to international student enrollment	Many, especially with large STEM or art and design programs	Negative	Medium

Credit impact: This refers to the magnitude or extent of the effect on creditworthiness or financial stability. It indicates how significantly a particular segment of federal policy affects the sector.
Severity: This refers to the duration or time frame over which the credit impact is felt. A high severity indicates that the impact would be prolonged, potentially leading to long-term financial challenges or difficulties in recovering creditworthiness.

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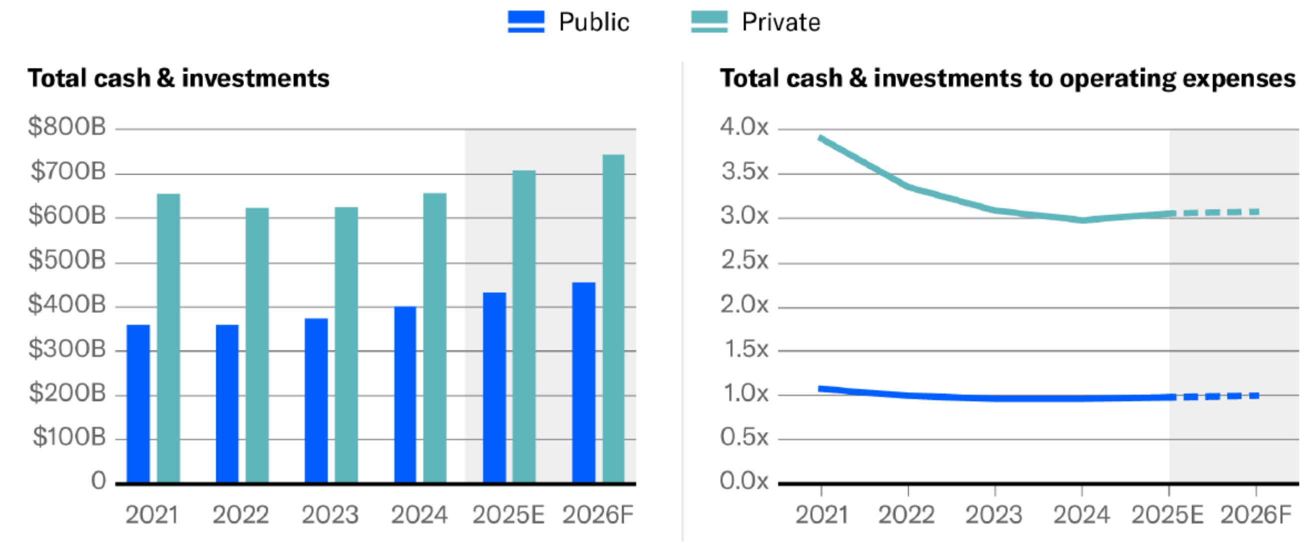
Moody's Ratings
U.S. Higher Education Outlook 2026

MOODY'S RATINGS

Strong investment performance and reserve growth continue to support sector stability, providing a buffer against operating pressure as expenses rise faster than inflation. Nontraditional cost drivers including cybersecurity, climate events, governance challenges, geopolitical risk, and shifting government policy are increasing cost volatility, particularly for institutions with thinner liquidity and limited financial flexibility.

Growing wealth across the sector is providing for stable coverage of operations, even as expenses continue to rise above inflation



Source: Moody's Ratings

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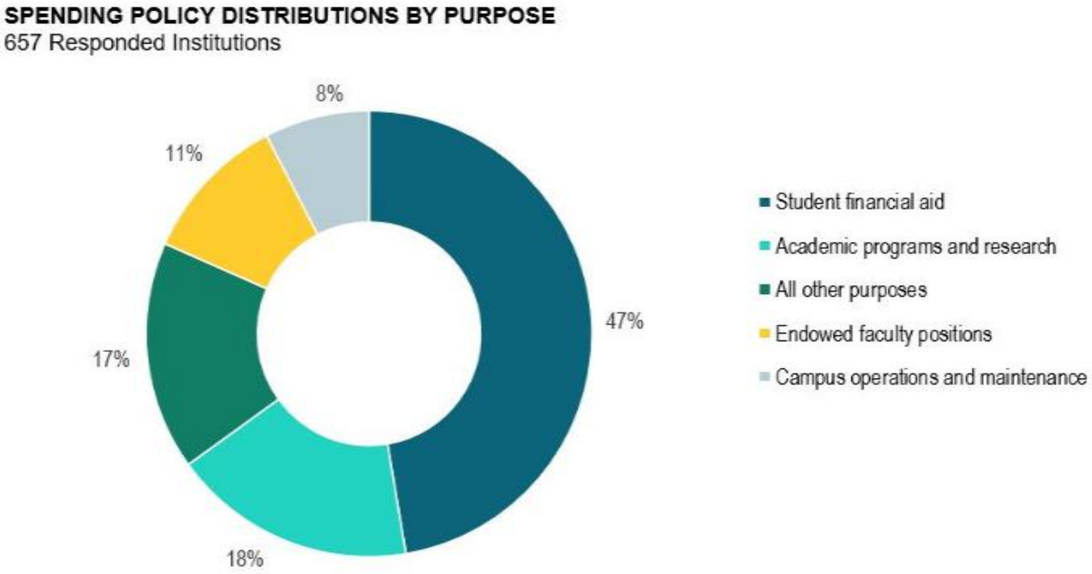
2025 Endowment performance and spending

NACUBO-Commonfund study shows 7.7% 10-year average annual return (10.9% 1-year average in 2025), increase in spending withdrawal to a collective $33.4 billion

- Endowment assets of participating institutions totaled $944 billion (median = $253.6 million). More than one-quarter of participants reported endowments of $100 million or less.
- Total endowment spending of $33.4 billion in FY25 represented an 11.0% year-over-year increase.
- Participants used endowment distributions to fund an average of 15.2% of their annual operating expenses, up from 14.0% in FY24.
- Average spending policy rate increased from 4.6% to 4.7% FY24 to FY25.



Based on *2025 NACUBO-Commonfund Study of Endowments®* (NCSE), which includes data from 657 participating U.S. colleges and universities and affiliated foundations.

*Source: [2025 NACUBO-Commonfund-Study-of-Endowments]

Annualized returns over time

AVERAGE ONE-, THREE-, FIVE-, 10-, 15-, 20-, AND 25-YEAR NET ANNUALIZED RETURNS

Numbers in percent (%)	TOTAL INSTITUTIONS
TOTAL INSTITUTIONS	**657**
1-year net annualized return	10.9
3-year net annualized return	10.0
5-year net annualized return	10.2
10 year net annualized return	7.7
15-year net annualized return	8.5
20-year net annualized return	7.3
25-year net annualized return	6.6

- In FY25, endowment investment performance was relatively consistent across institution sizes, with returns clustered within a narrow range. Institutions of all sizes benefited from broad-based market gains, reflecting strong performance across asset classes.
- Over longer time horizons, larger endowments continue to demonstrate stronger performance. The NACUBO-Commonfund study reports a 7.7% average annual return over the 10-year period, supported by diversified portfolios and greater access to private market investments.
- In FY25, smaller endowments generally maintained higher exposure to public equity investments, which performed well during the year. Larger endowments tend to hold higher allocations to alternative investments, which have historically supported stronger returns over longer time periods.

Based on *2025 NACUBO-Commonfund Study of Endowments®* (NCSE), which includes data from 657 participating U.S. colleges and universities and affiliated foundations.

Recent headlines

U.S. Higher Education Endowments Report Stable Returns, Increase Spending to $33.4 Billion in FY25

International enrollment is under pressure. How can colleges respond?

Oklahoma Is 'Phasing Out' Tenure. Will the Idea Catch On?

'We will hold institutions accountable,' top US education official vows

Trump vows executive order to 'fix' college sports NIL payments 'mess'

Links to articles included on this page (certain links may be restricted due to paywalls):

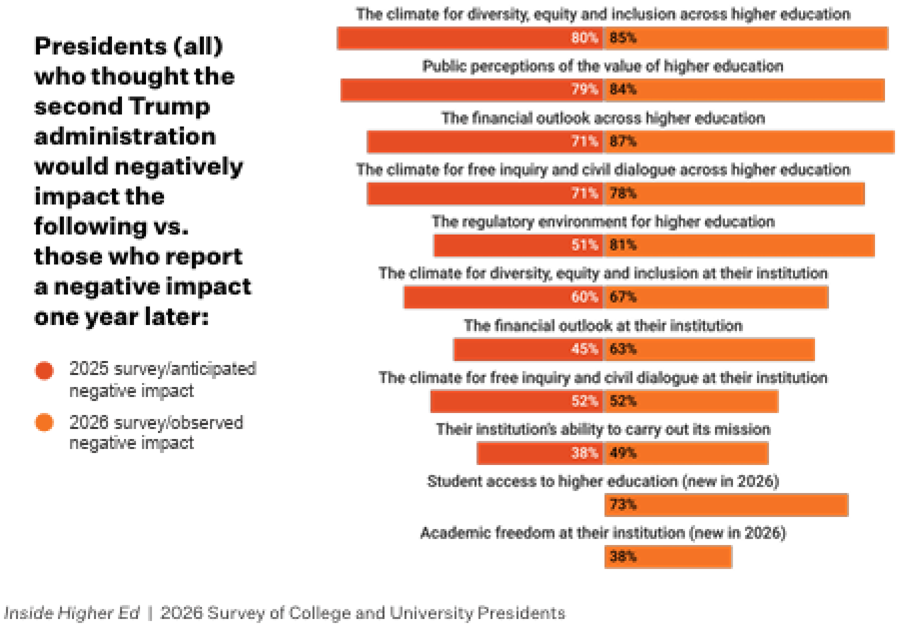
1) U.S. Higher Education Endowments Report Stable Returns, Increase Spending to $33.4 Billion in FY25 (NACUBO)
2) International enrollment is under pressure. How can colleges respond? | Higher Ed Dive (Higher Ed Dive)
3) Oklahoma Is 'Phasing Out' Tenure. Will the Idea Catch On? (The Chronicle of Higher Education)
4) 'We will hold institutions accountable,' top US education official vows | Higher Ed Dive (Higher Ed Dive)
5) Trump vows order on college sports NIL fix (CNBC)

2026 Survey of College and University Presidents

Most college presidents believe President Trump's second term has had an overall negative impact on higher education, particularly with respect to the regulatory environment and the climate for diversity, equity, and inclusion across the sector. In the 2026 Inside Higher Ed survey, 81% of respondents said the administration has negatively affected the regulatory environment for higher education, and a large majority reported a negative impact on DEI across the sector.

However, presidents' concerns remain more pronounced at the sector level than at the individual institution level. For example, 87% of respondents described the administration's impact on the financial outlook across higher education as negative, compared with 63% who reported a negative impact on their own institution's financial outlook.

Overall frustration with the federal policy environment remains elevated. Compared with expectations expressed in the prior year's survey, presidents report that the actual impact of the administration has met or exceeded their earlier concerns, reinforcing a persistent gap between sector-wide disruption and institution-specific experience.



Source: College Presidents Survey 2026 (IHE), Survey was performed in Dec 2025 - Jan 2026 and there were 2,705 respondents from Public and Private institutions

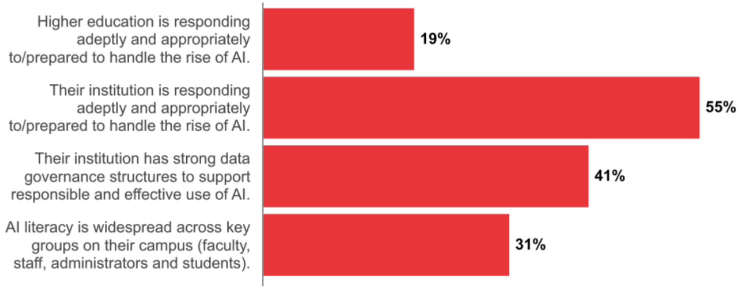
Just over half of college presidents are “somewhat” or “very optimistic” about the growing influence of AI on higher education

Presidents report moderate optimism about AI’s growing role in higher education. In 2026, 53% of respondents say they feel somewhat or very optimistic, while the remainder are either concerned or neutral. AI adoption is becoming more institutionalized. 71% of presidents indicate their institution has established an institution-wide AI task force or strategy, with most others reporting efforts are underway.

The most common AI use cases across institutions include virtual assistants and chatbots, research and data analysis, administrative processes, predictive analytics, and admissions.

Despite increased adoption, presidents remain cautious about the sector’s leadership role. Only 1% believe higher education has been highly effective in shaping national conversations on AI policy and ethics.

Presidents (all) who somewhat or strongly agree with the following statements about AI:



Presidents (all) on how effective higher education has been in shaping national conversations about AI policy and ethics:

Source: College Presidents Survey 2026 (IHE), Survey was performed in Dec 2025 - Jan 2026 and there were 2,705 respondents from Public and Private institutions

Forbes 2026 trends in higher education

Diversity and Distinctiveness	Universities protect intellectual diversity and civil discourse while clearly differentiating by mission and strengths, rejecting rankings-driven homogenization.
Kindness, Trust, and Community	Leadership and shared governance foster respectful cultures that model empathy, cohesion, and universities as modern public squares.
New Technologies and Expanded Mission	Institutions meaningfully adopt AI, flexible modalities, credentials, and new delivery models while expanding beyond traditional students and degrees.
Graduate Success Ownership	Universities commit to lifelong graduate outcomes by integrating career readiness, experiential learning, and continuous upskilling.
Community and National Impact	Institutions contribute measurably to regional needs and national priorities, reinforcing higher education as a public good and strategic asset.
Market Awareness and Financial Realism	Universities acknowledge market forces and financial realities, aligning mission, governance, and resources through transparent tradeoffs.

*Source: Six Things We Hope To See From U.S. Higher Education In 2026 (Forbes)

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Trends in Higher Education - Educause says "Making Connections"*

EDUCAUSE

The 2026 EDUCAUSE Top 10 describes how higher education technology and data leaders and professionals can help institutions navigate ongoing political, financial, and cultural uncertainty by fostering human connection, building a collective will while supporting individual capabilities, and strengthening resilience and shared purpose across the enterprise.

2026 EDUCAUSE Top 10

#1. *Collaborative Cybersecurity:* Building a cybersecurity culture of shared responsibility, end-user awareness and training, and improved access to security services and supports

#2. *The Human Edge of AI:* Empowering students, faculty, and staff to engage with artificial intelligence tools critically, creatively, and safely

#3. *Data Analytics for Operational and Financial Insights:* Leveraging data analytics to provide insights into spending patterns, enrollment trends, and areas for cost savings and operational efficiencies

#4. *Building a Data-Centric Culture Across the Institution:* Expanding and improving data access and unlocking the full potential of data as a strategic asset

#5. *Knowledge Management for Safer AI:* Mitigating the risks of artificial intelligence by integrating knowledge management into data governance, privacy, and ethics programs

#6. *Measured Approaches to New Technologies:* Making better technology investment decisions (or choosing not to invest) through clear cost, ROI, and legacy systems assessments

#7. *Technology Literacy for the Future Workforce:* Supporting discipline-specific technology training and education to enhance student success with in-demand technology skills

#8. *From Reactive to Proactive:* Using data for scenario modeling, forecasting, and prediction to strengthen institutional agility and planning

#9. *AI-Enabled Efficiencies and Growth:* Using artificial intelligence, robotic process automation, and other analytics capabilities to reduce operational costs, streamline processes, and improve strategic and business decision-making

#10. *Decision-Maker Data Skills and Literacy:* Enhancing the value of institutional data by training and equipping decision-makers to use and interpret it properly

* Source: 2026 EDUCAUSE Top 10: Making Connections

M&A Trends in Higher Education

Higher education (higher ed) has entered an era of transformation. New financial realities and evolving student expectations are opening the door for innovation and growth. Forward-thinking institutions have a unique opportunity to lead this change—leveraging strategic mergers, acquisitions, and partnerships to strengthen position, enhance resilience, and unlock new ways to thrive in a dynamic competitive landscape.

Many higher ed institutions are turning to M&A to strengthen institutional assets, while those under stress are pursuing partnerships to sustain mission. Below is a summary of the market realities facing the sector:

15%

Decline in undergraduate enrollment

Undergraduate enrollment has fallen 15% since 2010, increasing competition for fewer students.[1]

56%

Discount rate reached for undergraduates

Private colleges now discount over half of tuition revenue, straining financial sustainability.[2]

141

College closures from 2003 to 2024

Over 8% of U.S. colleges have shut down in the past decade, including 18 this year alone.[3]

1. National Center for Education Statistics. (2022). *Undergraduate enrollment* (Table 303.70). U.S. Department of Education, Institute of Education Sciences.
2. National Association of College and University Business Officers. *2024 Tuition Discounting Study*. Washington, DC: NACUBO, 2024.
3. Harper, K. (2024). *College closures accelerate as more institutions announce teach-outs and shutdowns.* Higher Ed Dive.

Key drivers of higher ed M&A

Enrollment pressures
Shrinking traditional college-aged population and post-pandemic enrollment shifts are intensifying competition.

Financial sustainability
Tuition discounting, tuition dependence, and/or funding shortfalls make mergers an alternative to insolvency or accreditation loss.

Strategic growth
Institutions use M&A to expand offerings, enter new markets, and strengthen competitiveness.

Operational efficiency
Consolidation reduces duplication, centralizes systems, and achieves economies of scale.

Higher Ed M&A momentum

M&A activity signals institutions are taking proactive steps to protect mission and strengthen long-term sustainability.

Acquirer / Surviving Institution	Target / Partner Institution	Structure	Announcement Timing
Elon University	Queens University of Charlotte	Full institutional merger	Sept 2025
Villanova University	Rosemont College	Merger / absorption	Spring 2025
Russell Sage College	Albany College of Pharmacy and Health Sciences	Merger	2025
Willamette University	Pacific University	Planned consolidation under new system	Dec 2025
Washington University in St. Louis	St. Louis College of Pharmacy	Acquisition / integration as academic school	Feb 2026
Michigan State University	Colleges of Human Medicine & Osteopathic Medicine	Internal college-level merger	Mar 2026
California College of the Arts	Vanderbilt University (campus takeover)	Asset / campus absorption	Jan 2026

Institutional readiness for strategic collaboration varies widely.

- Some institutions are managing immediate budget or enrollment challenges that require stabilization before exploring partnerships.
- Others have achieved operational stability and can strategically evaluate how collaboration might strengthen institutional assets and accelerate growth.
- The strongest candidates often possess unique assets—real estate, academic programs, research capabilities, or student populations—that create mutual value in partnership scenarios.

Alternative structures to strengthen institutions:

- **System affiliations** – Multi-campus or multi-brand systems that share resources
- **Strategic partnerships** – Research collaborations, industry partnerships, joint academic programs
- **Shared service models** – Consolidation of administration operations to reduce costs

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The Road Ahead

Risk management

Must be more than risk-aware but risk intelligent. Requires a supportive framework for active risk oversight of topics.

Committee composition

Committee composition and succession planning that includes the right skillsets to provide effective oversight over Committee scope.

Financial reporting & compliance

Build knowledge and strong understanding of financial statements, accounting and financial reporting.

Oversight of audit

Build knowledge and strong understanding of the audit process and how to effectively provide oversight.

Ethics and compliance

Define the scope of matters and responsibilities that belong to the Committee.

Technology

Build technology and information security risk knowledge into ongoing Committee education.

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for Higher Education Institutions

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ARTICLE

Seven AI questions used by leading boards

Mar 04, 2026

ARTICLE

Regulatory uncertainty is no longer a side issue for not-for-profits

Feb 09, 2026

ARTICLE

Technology as a mission enabler for not-for-profits and higher eds

Sep 29, 2025

SURVEY REPORT

CFOs' tech investments reach record levels

Mar 18, 2026

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Higher Education Board and Audit Committee Guides

GUIDEBOOK

Higher Education Board Guidebook

Gain the knowledge you need to be an effective trustee at a higher education institution.

GUIDEBOOK

Higher Education Audit Committee Guidebook

Get an overview of the structure and duties of an audit committee at a higher education institution.

Download and share at: https://www.grantthornton.com/industries/nfp-higher-education/governance-iq#guidebooks

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Webcast resources

Each year, we provide learning and CPE opportunities through our webcast series on a variety of trending topics and regulatory updates relevant to not-for-profit and higher education management and trustees.

Register for upcoming webcasts and on demand webcasts at: [Events and Webcasts | Grant Thornton]

WEBCAST

Quarterly financial reporting update – March 2026

Mar 26, 2026 | CPE : 1

WEBCAST

Governing AI with Confidence: Responsible AI and Audit-Ready Controls

Mar 31, 2026 | CPE : 1

WEBCAST

Key Insights from the Q1 2026 CFO Survey

Apr 07, 2026 | CPE : 1

WEBCAST

Anti-fraud blueprint – a foundational approach to fraud risk management

Apr 08, 2026 | CPE : 1.5

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ATTACHMENT C

Internal Audit Update

COMMUNITY COLLEGE OF PHILADELPHIA

Internal Audit Update

June 24, 2026

RISE FROM WITHIN

COMMUNITY COLLEGE OF PHILADELPHIA

Internal Audit Plan 2026-2027

Proposed Audit	New/Prior Years	Audit Risk	Fiscal Year	QTR
Federal Financial Aid - Fraud Risk	Revised Prior Scope	High	2026-2027	Q1
Part-Time Faculty Benefits	Unfinished 2024 Audit	Medium	2026-2027	Q1
Monell Grant	New	Low	2026-2027	Q2
Safety Review - Physical Access	New	Medium	2026-2027	Q2
IT User (Logical) Access Levels	New	Medium	2026-2027	Q3
Procurement	Revised Prior Scope	High	2026-2027	Q3
P-Card Recurring Analysis	New	Medium	2026-2027	Q4
Other Accounts Receivable (non-tuition and grant)	Prior Years	Low	2026-2027	Q4

RISE FROM WITHIN

Internal Audit Plan 2027-2028 (TBD)

Proposed Audit	New/Prior Years	Audit Risk	Fiscal Year	QTR
Facilities Grants	New	Medium	2027-2028	Q1
Perkins Grant	New	Low	2027-2028	Q1
Trio Upward Bound	Prior Years	Low	2027-2028	Q2
Family Medical Leave Act	Prior Years	Medium	2027-2028	Q2
403(b) Vendor Payments	Prior Years	Low	2027-2028	Q3
Employee Check Requests	Prior Years	Low	2027-2028	Q3
City College for Municipal Employment	New	Medium	2027-2028	Q4
Federal Work Study	Prior Years	Low	2027-2028	Q4

Risk Assessment Considerations

- ***Financial Materiality*** *– Total value of dollars involved*
- ***Departmental Cross-Functioning*** *– Number of key departments in a function*
- ***Regulatory and Compliance*** *– Degree of exposure to regulations and restrictions*
- ***Academic and Student Services*** *– Impact on instructional activities and enrollment*
- ***IT and Data Security*** *– Exposure to system vulnerabilities, privacy, and accurate data*
- ***Human Resources*** *– Impact on staffing, knowledge transfer, and labor relations*
- ***Safety and Facilities*** *– Risk to physical safety, hazards, and environmental health*
- ***Fraud / Reputation Risk*** *– Susceptibility to fraudulent activity or poor publicity*
- ***Vendor / Third Party Risks*** *– Dependence on external service providers*

Audit Updates 2025-2026

CATTO Scholarship Audit – Completed

- The program was found to be substantially compliant with Philadelphia (City) and Philadelphia Community College (CCP) requirements with exception to notable control issues:
    - Conflicting requirements posted on City and CCP websites necessitate official clarification and/or an MOU/Written Agreement with the City
    - Manually intensive data entry, from a single individual, for 1,802 students during four terms, risks increased disbursement errors and undetected system glitches
    - Lack of communication, accessibility, and maintenance to established and approved CCP Standard Operating Procedures (SOP) across key functional departments

COMMUNITY COLLEGE OF PHILADELPHIA

Audit Updates 2025-2026 (cont.)

Single Stop Emergency Fund Administration Audit – Completed

- The program was found to be operating with consistent standards and at a satisfactory level with exception to lack of written Standard Operating Procedures (SOP)
    - As a result, an SOP is currently being drafted by the Single Stop Director for cabinet approval

Official management responses and action plans on the two completed audits are pending.

RISE FROM WITHIN

COMMUNITY COLLEGE OF PHILADELPHIA

Follow-up on Previous Audits

P-Card Audit (2025) – Management Action Plans Completed

- An institutional policy determining appropriate P-Card usage has been implemented – further transactional analysis is integrated into the FY 2026-2027 Audit Plan

Part Time Faculty Benefits (2024) – Audit Incomplete

- The audit was not completed and added to the FY 2026-2027 Audit Plan

Follow-up on Previous Audits

Degrees Conferred Audit (2024) – Management Action Plans Completed

- Policy #321: *Data Verification Policy* requiring Institutional Research approval for all externally posted educational data has been created and implemented

- Updates were made to IPED procedural guides and website footnotes

Return to Title IV (2024) – Management Action Plans Completed

- Strengthened oversight mechanisms, reconciliations, and dual calculation controls were documented within the Federal Aid Program Manual

Institution-Wide Recommendation

Establish a governance framework requiring Program Manuals or Standard Operating Procedures for all significant private and public funding programs.

- Include inter-departmental compliance, cabinet approval and sign-off, assigned maintenance, and access to all personnel.

- Written and accessible standards enhance donor and regulatory confidence in internal control; support knowledge retention and continuity; and facilitate efficient third-party program reviews, increasing the likelihood of favorable results.

- The framework should also include implementation reviews with IT to streamline manual processing and reduce the potential for miscalculations and errors.

COMBINED HYBRID BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES MEETING MINUTES
Community College of Philadelphia
Wednesday, July 15, 2026 – 9:00 A.M.

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

Present for the Executive Committee: Mr. Harold Epps (presiding, *via* Zoom), Ms. Mindy Posoff, Ms. Ajeenah Amir (*via* Zoom), and Ms. Roslyn McPherson (*via* Zoom)

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

Guest: Dr. Judith Gay, Vice President of Emerita

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

Business Affairs Committee Meeting Minutes

Ms. Mindy Posoff called the meeting to order at 9:20 a.m. and announced that the Business Affairs Committee had an Executive Session that was held prior to the meeting to discuss contract negotiation strategies.

Dr. Alycia Marshall introduced the newest team member, Mr. Jeff Eberly, Vice President of Finance and Administration and Treasurer, who joined the Business Affairs Meeting today but does not officially start until Monday, July 20, 2026.

Dr. Marshall stated Mr. Eberly is an experienced leader with more than 25 years of experience across higher education and finance and was most recently working as the Chief Financial Officer of M100 Holdings. where he led financial strategy across multiple companies and real estate investments, including acquisitions and major transactions. Dr. Marshall stated that Mr. Eberly previously held senior leadership roles at the University of Pennsylvania and Drexel University, where he managed large institutional budgets, led significant debt refinancing and supported major capital planning initiatives.

Dr. Marshall stated Mr. Eberly has extensive experience in financial restructuring, mergers, acquisitions, and organizational growth strategy. Dr. Marshall stated that Mr. Eberly brings result-oriented approaches to growth, restructuring, and financial complex transactions. Dr. Marshall stated Mr. Eberly holds a Master's of Business Administration Degree from Drexel University and a Bachelor of Science Degree in Business Administration from Shippensburg University in Pennsylvania.

Mr. Eberly stated he is excited to be at Community College of Philadelphia and thought it would be great to see a Business Affairs Meeting before starting at the College on Monday, July 20, 2026.

(1) Renewal of Contract with Comcast Business Enterprise Services (Action Item):

Ms. Posoff stated the staff is requesting a three-year contract with Comcast Business Enterprise Services.

Mr. Moe Rahman stated the College is requesting the approval of a three-year contract with Comcast Business Enterprise Services for dual home internet service as a secondary circuit that powers the College's internet communications. Mr. Rahman stated that having a valued partnership with Comcast, the College was able to reduce the yearly cost about $14,000 in what the College paid in the past. Mr. Rahman stated through this contract there will be a total of $44,000 estimated savings over the next three (3) years. Mr. Rahman stated it is a required technology that the College needs to maintain.

Ms. Carolyn Flynn stated the staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to award a three-year contract to Comcast Business Enterprises Services with a total cost not to exceed $186,840, inclusive of recurring equipment fees and applicable charges.

Action: Ms. Posoff asked for a motion. Mr. Timothy Ford moved, and Mr. Rob Dubow seconded the motion to approve. The motion passed unanimously.

(2) Contract to Greenbridge for Landscaping and Snow Removal Services (Action Item):

Ms. Flynn stated there is one correction related to information that is reflected on the agenda and information she received after the agenda was posted. Ms. Flynn stated as a preliminary matter, the proposed Greenbridge contract is an up to five-year contract. Ms. Flynn stated that the College is asking for approval of a three-year base contract with two optional one-year renewals.

Ms. Flynn stated that the contract went through a competitive bid process. Ms. Flynn stated the estimated annual cost for the snow removal was $160,000. Ms. Flynn stated the snow removal is an estimate because there is no way to predict how many snow events will occur, so the estimate is based on the past occurrences. Ms. Flynn stated if there were up to 13 snow events with 15 hours of work per event, the expense could go up to $460,000. Ms. Flynn stated there is lot of variability depending on how light or heavy the snow season is during those periods of time.

Mr. Ford stated that in the last two years there have been a very heavy snow winters, so the College has to do this because the College does not want to be liable for anything that happens on the College's property without proper snow removal. Ms. Flynn stated there is a different approach as it relates to the weather events and the snow events that was evaluated as part of this RFP process and the evaluation of the PennBid.

Mr. John Wiggins stated his evaluation is based on a mild winter, but last year the College was at $400,000. Mr. Wiggins stated the College did go out with a competitive bid and had several bidders come out to look at the project with negotiations and de-scope and the College feels that Greenbridge was the best. Mr. Wiggins stated that last year the College had separate contracts for snow and landscaping even though it was with the same company. Mr. Wiggins stated the College combined it as one contract. Mr. Wiggins stated at first Greenbridge was a little higher under snow, but the College discussed with them to see if they had a best and final. Mr. Wiggins stated that if Greenbridge had both landscaping and snow removal, they would come down in price.

Ms. Flynn stated there was a reference as it relates to changing the winter operations to be not reactive, but proactive. Mr. Wiggins stated that Greenbridge will be pre-salting before the snow events come and priming the area so the College is ready to go. Ms. Marsia Henley stated that in the past the landscaper would come out with three inches or more, so now they will come out earlier and do pre-treatment. Mr. Tim Ford stated if the 15 labor hours of work for the pre-treatment and removal with three hours for person with five people could be low for all of the College's property.

Ms. Henley stated that the College went to the OEO (Office of Economic Opportunity) database and pulled out the classification of those contractors and invited them through PennBid. Mr. Harold Epps asked what is Greenbridge's demographics and where are they located. Ms. Henley stated that Greenbridge is located in Eagleville, which is located in the Norristown area. Mr. Henley stated Greenbridge has 38 employees and 82% are underrepresented minority groups. Mr. Epps asked does the College know how many of them live in Philadelphia and Ms. Henley replied that the College does not know. Mr. Epps asked if the College can find out if any employees live in Philadelphia. Ms. Henley replied that the College will find out and have Ms. Flynn update the Business Affairs Committee.

Ms. Rosyln McPherson asked if the College was allowed to ask the breakdown of the underrepresented and Ms. Henley replied that the College has breakdown of the demographics of the employees: Five African American, One Pacific Islander, Nineteen Hispanic, and six Multiracial. Ms. Flynn stated the College recently updated the policy to be more consistent with the City of Philadelphia's city's policy as it relates to focusing on small and local businesses. Ms. Flynn stated that with the RFP requests, the College is looking at how those have been presented. Ms. Flynn stated there has been a focus and shift in terms of the language to small and local businesses, however, there are certain demographic information that the College is still collecting for data purposes only to be able to evaluate that information to allow the College to determine whether there is a major shift between small and local businesses whether that impacts the demographics of the businesses that are applying. Ms. Flynn stated it is being used for information purposes only and there is no quota that associated with any of the contractors or requirements as it relates to minority subcontractors.

Ms. McPherson asked if the College uses the African-American Chamber when conducting outreach and Ms. Henley stated that the College is only been using the OEO database as the most reliant and reliable databases out. Ms. Henley stated the College can reach out to all the chambers. Mr. Epps confirmed the Chambers feed into OEO database. Ms. McPherson stated when it comes to landscaping it is often not dominated by African-Americans.

Mr. Dubow asked was the combined total each year of $290,000 already in the budget. And Mr. Derrick Sawyer replied yes.

Ms. Flynn stated the staff is requesting that Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to award the landscaping and snow removal contract to Greenbridge Landscaping, which includes a three-year initial term with two additional optional one-year renewal terms and the annual cost for both services is approximately $290,000.

Action: Ms. Posoff asked for a motion. Mr. Dubow moved, and Mr. Ford seconded the motion to approve. The motion passed unanimously.

(3) <u>Contract to Independence Fire Sprinkler Company LLC for Fire and Life Safety Inspections (Action Item)</u>:

Ms. Flynn stated this is a request for a five-year contract with Independence Fire Sprinkler Company LLC; however, it does not include that there is a set cost associated with each year. Ms. Flynn stated there are set costs per year, but they are variable depending if more services happening in year one as it relates to review. Ms. Flynn stated the pricing summary that was included in the agenda to give the committee a sense of what is happening over different years as it relates to certain inspections. Ms. Flynn stated the total over the five years is estimated to be $171,562.50 and the estimated cost for year one would be $82,000.

Mr. Wiggins stated it is for the fire inspection, backflow, preventer, fire extinguishers, and fire pumps. Mr. Wiggins stated that it is all life safety issues and the College has a cold compliance system. Mr. Wiggins stated that the College has three-year and five-year inspections, so that is why the College made the contract for five years so the College is covered and won't be lapsed in the middle of trying to find somebody at the last minute to make sure the College is compliant with all the State and Federal regulations. Mr. Wiggins stated that Independence Fire Sprinkler Company LLC will come out periodically do system checks, change backflow providers, so the College might see some up costs for material or product, but they have already predicted that in their number so the College should be steady.

Ms. Flynn stated the staff is requesting that Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve a five-year contract with Independence Fire Sprinkler Company LLC for the approximate cost of $171,562.50.

Action: Ms. Posoff asked for a motion, Mr. Ford moved, and Mr. Dubow seconded the motion to approve. The motion passed unanimously

Ms. Flynn stated the College will need a meeting on August 19, 2026 for some of RFPs that were not completed before today's meeting, but should be completed by the meeting in August, but if there are any updates she will update the Committee.

Pastor Johnathan Mason asked how are the RFP was going with selecting an advertising agency and Dr. Shannon Rooney replied that the College has met as a committee multiple times and the Committee expects to come to a decision within the next week or so on selecting the final vendors. Ms. Flynn stated there were more than 10 responses to the RFP. Ms. Flynn stated that the committee consists of herself, Dr. Rooney, Dr. Danielle Liaitaud-Watkins, Ms. Kris Henk as well as Dr. Mellissa Zanjani and Ms. Henley assisted, but the Committee interviewed seven firms. Ms. Flynn stated the seven came in and presented up until the end of last week, so the Committee is now in the deliberation process. Ms. Flynn stated the RFP had a lot of good responses and a lot to think about as it relates to the recommendation, which is why it will be on the next Business Affairs Committee meeting agenda.

Ms. Posoff adjourned that Business Affairs Committee at 9:46 a.m.

EXECUTIVE COMMITTEE
PUBLIC SESSION

Mr. Harold Epps opened the Executive Committee meeting at 9:47 a.m. and requested for Ms. Posoff to preside over the meeting

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

- Renewal of Contract with Comcast Business Enterprise Services
- Contract to Greenbridge for Landscaping and Snow Removal Services
- Contract to Independence Fire Sprinkler Company LLC for Fire and Life Safety Inspections

Action: Mr. Posoff asked for a motion. Mr. Epps moved and Ms. Amir seconded, to approve the above contracts. The motion passed unanimously.

The meeting adjourned at 10:22 a.m.

cc: Dr. Alycia Marshall
Mr. Gim Lim
Mr. Derrick Sawyer
Ms. Carolyn Flynn, Esq.

HYBRID BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES MEETING MINUTES
Community College of Philadelphia
Wednesday, August 19, 2026 – 9:00 A.M.

Present for the Business Affairs Committee: Ms. Mindy Posoff (presiding), Mr. Harold T. Epps, Mr. Timothy Ford, Pastor Jonathon Mason (*via* Zoom), and Mr. Michael Cooper (*via* Zoom)

Present for the Executive Committee: Mr. Harold T. Epps (presiding, via Zoom), Ms. Mindy Posoff, Ms. Chekemma Fulmore-Townsend (*via* Zoom)

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

Guest: Dr. Judith Gay, Vice President Emerita and Ms. Christina Mattison, President & CEO, Mattison Advisors

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

Business Affairs Committee Meeting Minutes

Ms. Posoff called the meeting to order at 9:05 a.m. and welcomed Mr. Jeffrey Eberly to his first Business Affairs Committee meeting. She noted that this was her final meeting as Committee Chair and that Trustee Timothy Ford would assume the role in September.

(1) Contract to Allstates Mechanical, Ltd. for HVAC System Replacement and Upgrade at NERC (Action Item):

Ms. Flynn reported that the first two agenda items addressed HVAC replacements and improvements at the Northeast Regional Center (NERC) and the Center for Business and Industry (CBI). Both projects would be funded through the College's $20 million bond-funded capital improvement project for mechanical, electrical, and plumbing (MEP) infrastructure. For the NERC project, staff requested that the Business Affairs Committee recommend awarding a contract to Allstates Mechanical, Ltd., the lowest responsible bidder, in the amount of $1,031,200.

Mr. Wiggins explained that the project includes replacing forty-four (44) heat pumps and four (4) house pumps that circulate heating and cooling water throughout the building. The improvements are expected to reduce service requests and address ongoing concerns about uncomfortable room temperatures.

Ms. Posoff noted that both HVAC projects were initially identified as Tier 3 priorities. She acknowledged that priorities may shift and requested a comprehensive list providing updates on the status and prioritization of all bond-funded projects.

Mr. Wiggins explained that the facilities assessment includes approximately six tiers and that projects may be reprioritized as equipment fails, emergencies arise, and the College's needs change. He stated that bond funding would be directed toward the College's most critical infrastructure needs.

In response to a question from Mr. Epps, Mr. Wiggins reported that a facilities assessment completed approximately three years ago identified $130 million in infrastructure needs. He estimated that the total could now approach $200 million, compared with the $20 million available through bond funding. He attributed the increase to rising post-pandemic costs, tariffs, and aging facilities and equipment.

Mr. Epps expressed concern about the funding gap and asked when the College could seek additional capital funding from the Commonwealth of Pennsylvania. Mr. Lim responded that another application may be submitted in March 2027. Ms. Posoff confirmed that the date had been documented.

Dr. Marshall stated that the College's infrastructure needs remain among its state-level advocacy priorities. She noted that representatives highlighted HVAC concerns and other facilities challenges during her listening tours across the campus community and confirmed that the College would continue advocating for additional state support.

Ms. Flynn stated the Facilities Department is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the award of a contract to Allstates Mechanical, Ltd. in the amount of $1,031,200 for the replacement and upgrade of the HVAC systems serving the Northeast Regional Center. Ms. Flynn stated the funding for the project will be provided through the College's $20 million bond-funded capital improvement MEP project.

Action: Ms. Posoff called for a motion. Mr. Ford moved, and Mr. Cooper seconded, to recommend to the Executive Committee of the Board of Trustees to approve a contract with Allstates Mechanical, Ltd. in the amount of $1,031,200 for the replacement and upgrade of the HVAC systems serving the Northeast Regional Center, funded through the capital budget. The motion passed unanimously.

(2) <u>Contract to Flanagan Mechanical Services for HVAC System Replacement and Upgrade at CBI (Action Item)</u>:

Ms. Flynn stated that agenda item two involved similar HVAC replacement and upgrade work at the Center for Business and Industry (CBI), including the replacement of thirty-two (32) heat pumps, two (2) cooling towers, and forty-six (46) electric baseboard heaters. She reported that the College conducted a competitive bidding process and received responses from four vendors.

Mr. Wiggins explained that the Facilities Department had prioritized classroom HVAC repairs during the summer to ensure that classrooms would be operational for the upcoming semester. He stated that the project would address most of the remaining HVAC issues at CBI, including the replacement of two rooftop cooling towers that had frozen and cracked. He added that the new equipment and related pipe work would significantly improve the building's heating and cooling systems. In response to Ms. Posoff, Mr. Wiggins stated that the energy-efficient equipment should help reduce utility costs, although energy prices continue to rise.

Mr. Epps requested demographic and location information for the recommended vendors. Ms. Henley reported that Allstates Mechanical, Ltd., located in Garnet Valley, Pennsylvania, has 38 employees, 13% of whom are members of underrepresented minority groups. Flanagan, located in Morrisville, Pennsylvania, has 13 employees, including one female employee.

In response to Mr. Epps' question about Philadelphia-area bidders, Ms. Henley reported that Elliott-Lewis and DeWitt had submitted bids for the CBI project, but the next-lowest bid after Flanagan's was approximately $1.8 million, about $400,000 higher.

Ms. Flynn stated that the Facilities Department requests that the Business Affairs Committee recommends to the Executive Committee of the Board of Trustees the award of a contract to Flanagan Mechanical Services in the amount of $1,432,577.00 for the replacement and upgrade of the HVAC systems serving the CBI Building. The funding for the project will be provided through the College's $20 million bond-funded capital improvement MEP infrastructure project.

Action: Ms. Posoff called for a motion, Mr. Ford moved, and Ms. Posoff seconded, to recommend to the Executive Committee of the Board of Trustees to approve a contract with Flanagan Mechanical Services in the amount of $1,432,577.00 for the replacement and upgrade of the HVAC systems serving the CBI Building, funded through the capital budget. The motion passed unanimously.

(3) **Renewal Contract with Thomson Reuters for Paralegal Studies (Action Item):**

Ms. Flynn stated that the College's Paralegal Studies Department would like to renew a contract with Thomson Reuters for a three-year subscription to West Proflex. West Proflex provides faculty and students with access to core national legal materials, including state and federal court cases, regulations, and law reviews. Ms. Flynn stated that access to the database is a critical learning resource for students in the Paralegal Studies program.

Mr. Ford emphasized that proficiency in using this resource is a critical skill for paralegal students as they seek employment after graduating from the College.

Ms. Flynn stated that the Liberal Studies Department requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the renewal of a three-year contract with Thomson Reuters for West Proflex access for faculty and students in the Paralegal Studies program, in the amount of $153,140.16. Funding for the contract will be provided through the College's operating budget.

Action: Ms. Posoff called for a motion. Mr. Ford moved, and Ms. Posoff seconded, to recommend to the Executive Committee of the Board of Trustees to approve the renewal of a 3-year contract with Thomson Reuters for West Proflex in the amount of $153,140.16, funded through the operating budget. The motion passed unanimously.

(4) **Contract with Sun Life for Stop Loss Coverage (Action Item):**

Ms. Flynn stated that, with assistance from Marsh McLennan Agency (MMA), the College's benefit consultant, the College conducted a request for proposals process and received proposals from several vendors. The College's incumbent provider is WellPoint, formerly known as Granular. Ms.

Flynn stated following a review of the proposals, staff recommends awarding the contract to Sun Life because their proposed premium increase was lower than the increase proposed by WellPoint.

Ms. Flynn stated that Sun Life proposed an 11.5% premium increase, with a 40% rate cap and no new lasers at renewal. Ms. Flynn stated under the proposed arrangement, claims exceeding the $300,000 deductible would be managed through monthly invoice credits, which would improve the College's cash flow by eliminating the need to wait for reimbursement.

Ms. Posoff asked for an update on the College's plans to issue a request for proposals for its insurance broker. Ms. Lisa Hutcherson responded that the request for proposals had been issued and that the College was currently meeting with the responding firms.

Ms. Flynn stated that staff requested that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of the contract with Sun Life for the period of September 1, 2026, through August 31, 2027, in the amount of $1,744,382. Funding for the contract will be provided through the College's operating budget.

Action: Ms. Posoff called for a motion. Mr. Ford moved, and Ms. Posoff seconded, to recommend to the Executive Committee of the Board of Trustees to approve a contract with Sun Life for the period of September 1, 2026, through August 31, 2027, in the amount of $1,744,382, funded through the operating budget. The motion passed unanimously.

(5) <u>Contract to MayoSeitz Media for Media Buying Services (Action Item):</u>

Ms. Posoff stated that the College conducted an extensive request for proposals process and interviewed seven firms. She reported that the selected firm offered a broader perspective on the media landscape, understood the College and its surrounding community, and would provide a beneficial change following the College's 35-year relationship with its current firm.

Ms. Flynn reported that staff recommended awarding the media-buying services contract to MayoSeitz Media. She explained that the original proposal included an 11% commission on net media spending and fixed fees of $11,000 per month. Based on annual media spending of $1.5 million, the estimated annual cost was $280,975, with a three-year cost of $842,925. Updated pricing was received after the agenda was prepared.

Mr. Eberly stated that the updated pricing reflected a fixed annual fee of $277,200, for an estimated three-year cost of $831,600, based on anticipated annual media spending of $1.5 million to $1.8 million.

Ms. Flynn requested that the Business Affairs Committee amend the agenda to reflect the updated fixed-fee compensation structure.

Action: Mr. Ford moved, and Ms. Posoff seconded, to amend the agenda to reflect an annual fixed fee of $277,200 and an estimated three-year cost of $831,600 related to the contract with MayoSeitz Media. The motion passed unanimously.

Mr. Epps requested demographic information regarding MayoSeitz Media. Ms. Flynn explained that the firm had designated certain information in its proposal as confidential and, because the meeting was public, she wanted to consult with the firm before disclosing it. She offered to provide the information to the Committee after receiving clarification.

Mr. Epps questioned why demographic information would be considered confidential and stated that he would not delay the vote but wanted the matter addressed. Ms. Flynn clarified that the demographic question itself was not confidential, but that she had not yet determined why the firm designated the information as such. She noted that MayoSeitz Media is a private entity, qualifies as a small business, and has approximately 33 employees.

Ms. Posoff stated that staff requested that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the awarding of a three-year contract to MayoSeitz Media for media-buying services. The contract will reflect the amended fixed-fee compensation structure, with an estimated three-year cost of $831,600, funded through the operating budget.

Action: Ms. Posoff requested a motion. Mr. Ford moved, and Ms. Posoff seconded, to recommend to the Executive Committee of the Board of Trustees to approve the amended cost and three-year contract with MayoSeitz Media for media-buying services at an estimated cost of $831,600, funded through the operating budget. The motion passed unanimously.

(6) <u>Harmelin Media Payment (Action Item):</u>

Ms. Flynn stated that the College has used Harmelin Media for media-buying services for several decades and continued to receive services before issuing the request for proposals in April 2026. She reported that staff requested approval of the outstanding fiscal year 2025–2026 advertising costs for SEPTA and Google Search advertisements and clarified that the correct amount due to Harmelin Media was $396,794.02.

Ms. Posoff stated that staff requested that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of the final payment to Harmelin Media for media-buying services in the amount of $396,794.02.

Action: Ms. Posoff requested a motion. Mr. Ford moved, and Ms. Posoff seconded, to recommend to the Executive Committee of the Board of Trustees to approve the final payment to Harmelin Media for media-buying services in the amount of $396,794.02, funded through the operating budget. The motion passed unanimously.

(7) <u>Contract to SEPTA for New Pilot Program (Action Item):</u>

Ms. Flynn provided background on the College's Spring 2026 SEPTA pilot program and reported that the administration proposes a new initiative through SEPTA's Key Advantage UPass program to include eligible students from all College locations, including the Career and Advanced Technology Center (CATC), the Regional Centers, and Main Campus.

Ms. Flynn stated to be eligible for the program, students would be required to be enrolled full-time, have a Student Aid Index of 8000 or less, and have completed at least 30 credits at the College. Ms. Flynn stated that these criteria are intended to assist students with the greatest financial need who had completed at least half of the credits required for an associate degree.

Ms. Flynn stated that the administration recommended offering the pilot program throughout the 2026–2027 academic year, covering both the Fall and Spring semesters for a total of eight months. Ms. Flynn stated that approximately 1,400 students are expected to be eligible and the monthly cost per student would depend on usage. The College would prepay $20 per eligible student each month, with additional charges based on usage, up to a maximum of $50 per student per month. Ms. Flynn stated if every eligible student participated and reached the monthly cap, the maximum estimated cost would be $560,000. After applying a $13,909 credit from the previous pilot program, the maximum estimated cost would be $546,091. Ms. Flynn stated the funding would be provided through anticipated grant funds and/or the operating budget.

Ms. Flynn stated that, upon approval, the College would begin working with SEPTA and notifying eligible students so the program could take effect at the beginning of the Fall semester.

Dr. Marshall reported that information about the program was expected to be distributed to the College community no later than September 2, 2026. Ms. Flynn stated that the program would be monitored monthly to track usage, identify changes in student eligibility, communicate updates to SEPTA, and assist students with accessing or loading their passes. Ms. Flynn stated that the budget included a staff member who would be responsible for administering and monitoring the program and that monthly updates could be provided to the Committee.

Mr. Ford asked whether using the grant funds for the pilot program would affect other purposes for which the funds had been allocated and Mr. Eberly responded that the College had received $250,000 in Community and Economic Development assistance and had requested authorization to re-budget the funds by allocating $50,000 for scholarships and $200,000 for the SEPTA pass program.

Ms. Posoff confirmed that the program would be available to eligible students at all College locations. Ms. Flynn stated that students at each of the locations identified on the agenda would be eligible, provided they met the program's established criteria.

Ms. Flynn stated that staff requested that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of a contract with SEPTA to implement the expanded Key Advantage UPass pilot program at a maximum estimated cost of $546,091.

Action: Ms. Posoff requested a motion. Mr. Cooper moved, and Mr. Ford seconded the motion, to recommend to the Executive Committee of the Board of Trustees to approve the contract with SEPTA to implement the expanded Key Advantage UPass pilot program at a maximum estimated cost of $546,091, funded through the CEAP Grant and operating budget. The motion passed unanimously.

(8) <u>Contract with U3 Advisors for Strategic Advisory Services (Action Item):</u>

Dr. Marshall reminded the Committee of previous discussions regarding the College's strategic direction and preparations to launch its new strategic plan in January 2027. She stated that, upon assuming the presidency, she identified the need for a College-wide review to provide an objective assessment of priority areas and recommendations to improve operations, long-term financial sustainability, and responsiveness to evolving workforce needs throughout the City.

Dr. Marshall stated that U3 Advisors would coordinate the work of various consultants and reviews, integrate their findings and recommendations, and conduct several reviews themselves. The scope would include assessments of students, faculty, and staff baseline scan and faculty workload; security vulnerability and operations assessment; facilities, real estate, and revenue opportunities; and a partnership and workforce development strategy.

Dr. Marshall stated that U3 Advisors would also coordinate the various workstreams and incorporate findings into the College's strategic plan and future master facilities plan. The proposed six-month contract totaled $234,000, or $39,000 per month, funded through the operating budget.

Mr. Ford asked how the College planned to maximize the value of its consultants. Dr. Marshall responded that the process involved clearly defining desired outcomes, deliverables, timelines, and institutional priorities while determining where outside expertise would provide the greatest value. She noted that the College was working within an aggressive timeline to launch the strategic plan in fewer than six months.

Ms. Posoff asked whether the appropriate internal personnel were in place to oversee the projects with the same sense of urgency. Dr. Marshall responded that a core leadership group consisting of herself, Mr. Eberly, and Dr. Liautaud-Watkins would oversee the broader review strategy and work directly with U3 Advisors, with Cabinet members participating based on their areas of responsibility.

Dr. Marshall stated that the College would begin implementing recommendations as they were received. The recommendations would be discussed with Cabinet and other appropriate stakeholders and incorporated into divisional goals to support timely implementation and accountability.

Ms. Posoff stated that staff requested that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of the contract with U3 Advisors for strategic advisory services at a total cost of $234,000. The source of funding will come from the operating budget.

Action: Ms. Posoff called for a motion. Mr. Ford moved, and Mr. Cooper seconded, to recommend to the Executive Committee of the Board of Trustees to approve a contract with U3 Advisors for strategic advisory services at a total cost of $234,000, funded through the operating budget. The motion passed unanimously.

(9) <u>Contract with Mattison Advisors for Strategic Advisory Services (Action Item):</u>

Dr. Marshall presented a request for a second engagement with Mattison Advisors. She reminded the Committee that, with support from The Pew Charitable Trust, the College completed an initial assessment of its fundraising and Foundation capacity, which resulted in recommendations to strengthen these areas and support long-term financial sustainability.

Dr. Marshall reported that Phase II would focus on implementing the recommendations, including sharing the findings with the Board of Trustees, Foundation Board, Cabinet, and Foundation team;

strengthening Foundation Board governance and engagement; refining fundraising priorities and messaging; and building a stronger culture of philanthropy. Dr. Marshall stated that Mattison Advisors would also review the proposed organizational structure for Institutional Advancement and provide guidance on staffing, leadership, workflows, data, and performance measures. The firm would develop a major gift pipeline framework and two-year fundraising roadmap to diversify revenue, strengthen donor cultivation and stewardship, and prepare the Foundation for a comprehensive future campaign.

Ms. Posoff asked how the one-year engagement would be structured, whether key activities would occur early in the process, and whether the Foundation Board and College leadership were aligned with the proposed work. Dr. Marshall responded that the Foundation Board Executive Committee, Cabinet, and Institutional Advancement supported the engagement and that most of the work was expected to be completed within the first three to six months.

Mr. Cooper expressed support for Mattison Advisors' work and asked about The Pew Charitable Trusts' role in the next phase. Dr. Marshall stated that The Pew Charitable Trust was unable to provide additional funding but offered to assist the College in identifying other funding opportunities. Mr. Cooper emphasized the importance of maintaining the College's relationship with The Pew Charitable Trust.

Mr. Epps asked whether the College had assessed the human resources needed to support the Foundation and its fundraising objectives. Dr. Marshall responded that this would be addressed during Phase II and noted that she and Dr. Mellissia Zanjani had developed a proposed reorganization of Institutional Advancement that would be reviewed by Mattison Advisors.

Ms. Posoff emphasized that the work should extend beyond Institutional Advancement to include College-wide processes and individuals involved in fundraising. Dr. Marshall agreed, stating that building fundraising and institutional capacity should be viewed as a college-wide responsibility.

Ms. Posoff also asked how Foundation Board members would be educated about their roles and responsibilities. Dr. Marshall stated that a joint Foundation Board and Board of Trustees retreat was scheduled for September 30, 2026, to review the assessment findings, recommendations, expectations, and respective responsibilities of both boards.

Pastor Mason asked whether the Phase I results had been formally shared with both boards. Dr. Marshall responded that a formal presentation had not yet occurred and was planned for the September 30 retreat. Pastor Mason expressed concern about approving an additional engagement before both boards had received and reviewed the Phase I findings, particularly given the time that had passed since the initial report was completed.

Dr. Marshall acknowledged the concern and explained that the College had initially focused on reviewing and beginning to implement the recommendations internally. She offered to distribute the findings in advance of the September 30 retreat so board members could review them beforehand.

Ms. Posoff emphasized the distinct responsibilities of the Board of Trustees and Foundation Board, the importance of timely communication, and the need to move the work forward with urgency. She also asked about the anticipated capital campaign timeline. Dr. Marshall responded that preliminary planning and messaging would begin in advance of a potential spring or summer launch, with Mattison Advisors assessing the College's readiness before determining the appropriate timing and approach.

Ms. Flynn stated that Staff requests that the Business Affairs Committee recommend that the Executive Committee of the Board of Trustees to approve the contract with Mattison Advisors for strategic advisory services related to Institutional Advancement at a total cost of $195,000. The source of funding will come from the operating budget.

Action: Ms. Posoff asked for a motion, Mr. Ford moved, and Mr. Michael Cooper seconded, to recommend to the Executive Committee of the Board of Trustees to approve a contract with Mattison Advisors for strategic advisory services related to Institutional Advancement at a total cost of $195,000, funded through the operating budget. The motion passed unanimously.

(10) **Contract with FirstLight Fiber for Internet Connectivity Services (Action Item):**

Ms. Flynn reported that staff requests that the Business Affairs Committee recommend that the Executive Committee of the Board of Trustees approves a 3-year contract with FirstLight Fiber for enterprise internet connectivity, DDoS protection, Internet2 connectivity, managed routing services, network monitoring, and related router engineering support at a total cost not to exceed approximately $141,184.08, inclusive of recurring service charges and applicable fees. The source of funding will be the operating budget. She also noted that the agreement was expected to generate savings of approximately $34,315.92 over the three-year term.

Action: Ms. Posoff asked for a motion, Mr. Cooper moved, and Mr. Ford seconded, to recommend to the Executive Committee of the Board of Trustees to approve the motion to approve a 3-year contract with FirstLight Fiber for enterprise internet connectivity, DDoS protection, Internet2 connectivity, managed routing services, network monitoring, and related router engineering support at a total cost not to exceed approximately $141,184.08, inclusive of recurring service charges and applicable fees, funded through the operating budget. The motion passed unanimously.

(11) **Resolution for Salary Increases for Administrators, Grant Administrators and Confidential Employees (Action Item):**

Ms. Flynn presented a resolution (attached as Attachment B to the agenda) for salary increases for administrators, grant administrators, and confidential employees for Fiscal Year 2026–2027. She explained that the proposed increases would align with the 5% salary increases previously approved for the College's bargaining unit employees. The College administration requested that the Business Affairs Committee recommend approval of the resolution to the Board of Trustees.

Action: Ms. Posoff called for a motion, Mr. Cooper moved, and Mr. Ford seconded, to recommend to the Board of Trustees to approve the Resolution for Salary Increases for Administrators, Grant Administrators, and Confidential Employees for Fiscal Year 2026–2027 which includes, "Subject to satisfactory evaluation and performance, Confidential Employees, College Administrators, and Grant Administrators are eligible to receive a salary increase of up to 5% effective September 1, 2026." The motion passed unanimously.

Ms. Posoff adjourned the meeting at 10:02 a.m.

EXECUTIVE COMMITTEE
PUBLIC SESSION

Mr. Epps opened the Executive Committee meeting at 10:03 a.m.

(1) Policy Review Update (Action Item)

Ms. Posoff reminded the Executive Committee that the Board is responsible for reviewing and approving new, revised, or discontinued policies under its oversight. She noted that the Policy Working Group, which she currently chairs, will be chaired by Trustee Ford beginning in September.

Ms. Posoff explained that the Working Group meets with General Counsel Flynn, Associate General Counsel Solomon, and Dr. Gay to review College policies and their respective review timelines. Updates and action items are presented to the Executive Committee in August, with final recommendations presented to the Board for approval in October.

Ms. Posoff directed the Committee's attention to Attachment C, which summarized the Policy Working Group's activities for 2025–2026 and identified policies anticipated for approval in October. She thanked General Counsel Flynn and Associate General Counsel Solomon for their work throughout the process.

Ms. Flynn stated that Trustee Jenkins is also on the Policy Working Group. Ms. Flynn reported that 21 policies had been reviewed across several areas of the College, with some still pending approval or completion of the internal approval process. She also reported that four outdated or unnecessary policies are recommended for discontinuance. The Forgivable Loan Policy, Travel Authorization and Reimbursement Policy, a new Political Activity Policy, and a few other Policies were also anticipated to be presented for approval in October.

Several policies would continue to be reviewed during 2026–2027, including the Policy Governing Use of College Facilities (#153) and Expenditure Approval Requirements Policy (#203). Future policy reviews will include: Board of Trustees Statement on Student Activities (#102), College Identification Card Policy (#160), and Expressive Demonstration: Time, Place and Manner Policy (#163). New policies may include, Acceptable Use of Artificial Intelligence, and Sponsorship Activities.

Ms. Flynn recommended that the Executive Committee recommend to the Board of Trustees approval of the Policy Update Memorandum, attached as Attachment C.

Action: Mr. Epps asked for a motion, Ms. Posoff moved, and Ms. Fulmore-Townsend seconded, that the Executive Committee of the Board of Trustees recommend to the Board of Trustees approval of the Policy Update Memorandum. The motion passed unanimously.

(2) Resolution on College Officers Designated to Sign City Contracts

Ms. Flynn presented a request to update the College's authorized signatories for contracts with the City of Philadelphia following the appointment of Mr. Jeffrey Eberly as Vice President for Finance and Administration and Treasurer. She explained that the previously approved resolution identified Mr. Lim as an authorized signatory during the interim period and that the City requires updated resolutions when there is a change in authorized signatories.

Ms. Flynn recommended that the Executive Committee recommend to the Board of Trustees approval of the resolution, attached as Attachment D, designating Dr. Marshall, President, and Mr. Jeffrey Eberly, Vice President for Finance and Administration and Treasurer, as authorized signatories for City contracts on behalf of the College.

Action: Mr. Epps asked for a motion, Ms. Posoff moved, and Ms. Fulmore-Townsend seconded, that the Executive Committee recommend to the Board of Trustees approval of the resolution, attached as Attachment D, designating Dr. Marshall, President, and Mr. Jeffrey Eberly, Vice President for Finance and Administration and Treasurer, as authorized signatories for City contracts on behalf of the College. The motion passed unanimously.

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

- Contract to Allstates Mechanical, Ltd. for HVAC System Replacement and Upgrade at NERC
- Contract to Flanagan Mechanical Services for HVAC System Replacement and Upgrade at CBI
- Renewal Contract with Thomson Reuters for Paralegal Studies
- Contract with Sun Life for Stop Loss Coverage
- Contract to MayoSeitz Media for Media Buying Services as amended
- Harmelin Media Payment
- Contract to SEPTA for New Pilot Program
- Contract with U3 Advisors for Strategic Advisory Services
- Contract with Mattison Advisors for Strategic Advisory Services
- Contract with FirstLight Fiber for Internet Connectivity Services

Action: Mr. Epps asked for a motion, Ms. Fulmore-Townsend moved and Ms. Posoff seconded, to approve the above contracts. The motion passed unanimously.

The meeting adjourned at 10:22 a.m.

cc: Dr. Alycia Marshall
Mr. Jeff Eberly
Mr. Derrick Sawyer

ATTACHMENT A

FUNDING FOR ACTION ITEMS
MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES

AGENDA: August 19, 2026

Agenda Item No.	Vendor Consultant	Amount	Source
1	Allstates Mechanical	$1,031,200.00	Bond-Funded Capital
2	Flanagan Mechanical Services	$1,432,577.00	Bond-Funded Capital
3	Thomson Reuters for West Proflex	$153,140.16	Operating
4	Sun Life	$1,744,382.00	Operating
5	MayoSeitz Media	$842,925.00	Operating
6	Harmelin Media	$396,794.02	Operating
7	SEPTA	$546,901.00	CEAP Grant (pending) and Operating
8	U3 Advisors	$234,000.00	Operating
9	Mattison Advisors	$195,000.00	Operating
10	Firstlight Fiber	$141,184.08	Operating

ATTACHMENT B

Community College of Philadelphia

Resolution #___ – Fiscal Year 2026-2027

Resolution for Board of Trustees Meeting September 3, 2025 for Salary Increases for Administrators, Grant Administrators, and Confidential Employees

WHEREAS on August 19, 2026, the Business Affairs Committee of the Community College of Philadelphia's Board of Trustees approved a motion recommending that the Community College of Philadelphia's Board of Trustees approve a salary increase for College Administrators, Grant Administrators, and Confidential Staff of up to five percent (5%), subject to satisfactory evaluation and performance, effective September 1, 2026:

NOW THEREFORE, on this 3rd day of September, 2026, the Board of Trustees hereby resolves that, subject to satisfactory evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a salary increase of up to five percent (5%) retroactive to September 1, 2026.

Attest:

____
Harold T. Epps, Chair

____
Ajeenah Amir, Secretary

____
Jeff Eberly, Treasurer

____
Alycia Marshall, President

ATTACHMENT C

OFFICE OF THE GENERAL COUNSEL
M E M O R A N D U M

TO: Executive Committee of the Board of Trustees and Policy Working Group
Harold T. Epps
Ajeenah Amir
Chekemma Fulmore-Townsend
Sheila Ireland
Keola Harrington
Roz McPherson
Mindy Posoff
Jeremiah White
Timothy Ford
Carol Jenkins
Judy Gay

FROM: Carolyn Flynn, General Counsel
David Solomon, Associate General Counsel

DATE: August 19, 2026

SUBJECT: Policy Update for Joint BAC & Executive Committee

Below is a summary of the policies that were reviewed in 2025-2026, outstanding policy reviews, and the upcoming policy review list:

1) The College reviewed the 21 policies listed below with brief descriptions.

Policy Name/Number	Description of Review	Policyholder	Approve By
Academic & Time Amnesty (#10)	Under the updated policy, the Provost and VP of Academic and Student Success may appoint a designee to grant academic or time amnesty to a student.	Dean of Students	President (Pending President's Approval)
Policy on Transfer Credit (#12)	Reviewed with no proposed revisions.	AVP, Enrollment Management	President
Involuntary Student Leave of Absence (#15)	Reviewed with no proposed revisions.	AVP, Student Success/Dean of Student Retention	President
Establishing Community College of Philadelphia Awards and Scholarships (#104)	Revised to remove procedural language from the policy.	VP, Institutional Advancement	Board of Trustees (To be presented for approval at the October meeting)
Smoke-Free Campus Policy (#151)	Revisions updated language, added language on accountability for non-	AVP, Facilities and Construction Management	President (Pending President's approval)

	compliance, and specified prohibited products.		
Food or Drink in Classrooms, laboratories, or Other Designated Areas (#154)	Recommended for discontinuance as not required.	AVP, Facilities and Construction Management	Board of Trustees (For discontinuance; To be presented to Board for approval at the October meeting)
Sign-Out Procedure for Long-Term Audiovisual Equipment (#155)	Recommended for discontinuance as outdated and unnecessary.	AVP, Information Technology	Board of Trustees (For discontinuance; To be presented to Board for approval at the October meeting)
Posting in College Facilities (#159)	Revisions updated references to posting locations and amended and simplified language.	AVP, Facilities and Construction Management	President (Pending President's approval)
Inclusion of Small and Local Businesses In College Purchasing Activities (#216)	Revisions update the policy to be consistent with the City's shift to prioritizing small and local businesses via Executive Order No. 6-25.	Director, Purchasing and Services	Board of Trustees
Royalties and Other Compensations or Incentives Related to Selection of Course Materials (#218)	Reviewed with no proposed revisions.	AVP, Accounting and Controller	President
Tuition Remission for Employees, Their Spouses, Domestic Partners and Children (#251)	Reviewed with no proposed revisions.	AVP, Human Resources	President (Pending President's approval)
Leaves of Absence for Administrative Personnel for Military Duty (#253)	Reviewed with no proposed revisions.	AVP, Human Resources	President (Pending President's approval)
Accidents at Work (#254)	Recommended for discontinuance as policy includes only procedure for employees to report accidents.	AVP, Human Resources	Board of Trustees (For discontinuance; To be presented to Board for approval at the October meeting)
Documentation Required for Extended Illness (#256)	Reviewed with no proposed revisions.	AVP, Human Resources	President (Pending President's approval)

COVID Leave Policy (#264)	Recommended for discontinuance; the applicable law is expired.		Board of Trustees (For discontinuance; To be presented to Board for approval at the October meeting)
Campus Mail Procedures (#302)	Revisions include updating terminology to match what USPS uses in 2026 and establishing timelines for final pickup (non-emergency).	Director, Purchasing and Services	President (Pending President's approval)
Policy Governing the use and Duplication of Software (#305)	Revisions to update language and emphasize personal responsibility for unauthorized duplication of software (no indemnity from the College)	AVP, Information Technology	President
Policy for Responsible Computing (#306)	Revisions to update language and add requirement for securing personal devices, e.g., cell phones.	AVP, Information Technology	President
Acceptable Use Policy for Interactive Systems (#307)	Updates to technology definitions and references to other College policies.	AVP, Information Technology	President
Hardware and Software Support Policies on Campus (#309)	Updates to references to and definitions of hardware and other updates to reflect current terminology.	AVP, Information Technology	President
Identity Theft Detection and Prevention (#312)	Reviewed with no proposed revisions.	AVP, Information Technology	President

2) Additional Policies that we anticipate to be completed by the October Board of Trustees Meeting:

   a. Admittance to College Buildings (#152)
   b. Forgivable Loan Policy (#206) (Requires Board Approval)
   c. Travel Authorization and Reimbursement (#217) (Requires Board Approval)
   d. Political Activity Policy (New) (Requires Board Approval)
   e. Anti-Discrimination and Harassment Policy (#357)
   f. Drug-Free Workplace, Alcohol, and Other Drug Abuse Prevention Program (#310)
   g. Personal Information Privacy and Protection Policy (#320)

3) The following policies have been reviewed and approved by General Counsel and are awaiting Standing Committee/IWC approval:

   a. Statement of Acceptable Behavior for College Guests and Visitors (#161)
   b. Material Procurement Cut-off Dates for College Operating and Capital Budgets (#208)

4) The following policies were not completed this year, are currently under review and should be completed in the 2026-2027 year:

    a. Policy Governing Use of College Facilities (#153): As the College is still evaluating rental options related to facilities and sponsorship activities that may impact use of facilities, this policy is still under review.
    b. Expenditure Approval Requirements (#203) (Requires Board Approval): This policy was put on hold until the new Vice President of Finance and Administration was hired. Also, with the re-organization that is occurring and includes of new levels of senior leadership (e.g. Senior Vice Presidents), this policy needs to be revised to incorporate those changes, which may impact expenditure levels.

5) The following policies are scheduled for review or drafting in the 2026-2027 year:
    a. Board of Trustees Statement on Student Activities (#102)
    b. College Identification Card Policy (#160)
    c. Expressive Demonstration: Time, Place and Manner Policy (#163)
    d. Acceptable Use of Artificial Intelligence Policy (New). A policy about acceptable artificial intelligence use is anticipated in 2026-2027.
    e. Sponsorship Policy (New). Discussions related to a policy about commercial sponsorships are ongoing.

ATTACHMENT D

Community College of Philadelphia

Resolution #___ – Fiscal Year 2026-2027

Resolution for Officers Designated to Sign Contracts with the City of Philadelphia

On this 3rd day of September, 2026, the Board of Trustees for Community College of Philadelphia hereby resolves that the following individuals are authorized to sign contracts with the City of Philadelphia ("the City") on behalf of the Community College of Philadelphia ("the College"):

Dr. Alycia Marshall, President

Mr. Jeffrey Eberly, Vice President of Finance and Administration and Treasurer

The College will promptly notify the City if there are any changes to this Resolution or the names of the Officers authorized to sign contracts with the City. The Board of Trustees hereby certifies that this Resolution was approved by a majority vote of the College's Board of Trustees in accordance with the College's Bylaws.

Attest:

____

Harold T. Epps, Chair

____

Ajeenah Amir, Secretary

Community College of Philadelphia

Resolution #___ – Fiscal Year 2026-2027

Resolution for Board of Trustees Meeting September 3, 2026 for Salary Increases for Administrators, Grant Administrators, and Confidential Employees

WHEREAS on August 19, 2026, the Business Affairs Committee of the Community College of Philadelphia's Board of Trustees approved a motion recommending that the Community College of Philadelphia's Board of Trustees approve a salary increase for College Administrators, Grant Administrators, and Confidential Staff of up to five percent (5%), subject to satisfactory evaluation and performance, effective September 1, 2026:

NOW THEREFORE, on this 3rd day of September, 2026, the Board of Trustees hereby resolves that, subject to satisfactory evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a salary increase of up to five percent (5%) retroactive to September 1, 2026.

Attest:

____
Harold T. Epps, Chair

____
Ajeenah Amir, Secretary

____
Jeffrey Eberly, Treasurer

____
Alycia Marshall, President

Community College of Philadelphia

Resolution #___ – Fiscal Year 2026-2027

Resolution for Officers Designated to Sign Contracts with the City of Philadelphia

On this 3rd day of September, 2026, the Board of Trustees for Community College of Philadelphia hereby resolves that the following individuals are authorized to sign contracts with the City of Philadelphia ("the City") on behalf of the Community College of Philadelphia ("the College"):

Dr. Alycia Marshall, President

Jeffrey Eberly, Vice President of Finance and Administration and Treasurer

The College will promptly notify the City if there are any changes to this Resolution or the names of the Officers authorized to sign contracts with the City. The Board of Trustees hereby certifies that this Resolution was approved by a majority vote of the College's Board of Trustees in accordance with the College's Bylaws.

Attest:

____

Harold T. Epps, Chair

____

Ajeenah Amir, Secretary

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, June 4, 2026 - 2:30 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Sheila Ireland, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Danielle Liautaud-Watkins, Ms. Amanda Pratt, Dr. Lisa Sanders, Ms. Carolyn Flynn, Dr. Seth Jacobson, and Dr. Judy Gay

(1) Executive Session I

(2) Meeting Called to Order

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

Ms. Ireland reviewed the goals for the meeting.

(3) Public Comment

Five 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 summer I, summer II, and fall 2026.

(b) Programmatic Updates

Strategic Plan Update

The Board was informed of the College's strategic planning process, including stakeholder engagement, a place-based partnership strategy, and emerging strategic priorities. A refined strategic framework and implementation roadmap will be presented to the Board in the fall.

(c) Advancing Our Mission: Success Highlights

The Board was informed that the College celebrated 167 completers of the City College for Municipal Employment (CCME) program on June 1, 2026, with Mayor Cherelle Parker in attendance.

The Board was informed of the College's continued efforts to strengthen institutional partnerships, including a recent visit from Chestnut Hill College leadership.

The Board was informed that more than 400 students participated in the Jr. STEM Academy during the 2025–2026 academic year, culminating in an End of Year STEM Showcase at the CATC.

The Board was informed of CCP students' contributions to the sound design and voiceover recordings for the documentary Becoming American: Philadelphia's Story.

The Board was informed of the College's observance of Asian American and Pacific Islander Heritage Month and upcoming Pride Month activities.

The Board was informed that Jack Kent Cooke Scholar Daniel Emdin received national recognition following the announcement of his award.

The Board was informed that CCP nursing students provided lifesaving assistance to an individual experiencing an overdose near their clinical site.

The Board was informed that the College received recognition through the Lindy Award for Excellence in K–16 Partnerships and multiple Educational Advertising Awards.

The Board was informed of upcoming Juneteenth celebrations at the Main Campus and regional centers.

(d) 60th Anniversary Update (Dr. Shannon Rooney) and Foundation Report (Amanda Pratt and Mr. Tim Spreitzer)

The Board was informed of continued growth in grants and fundraising, updates on the CCP Sundays initiative, and progress toward the College's 60th Anniversary fundraising campaign, including increased participation by the Foundation Board and Board of Trustees.

The Board was informed of updates on Rhythm + RISE and the launch of the College's new online merchandise store featuring branded, alumni, and 60th Anniversary items.

(5) Student Outcomes Committee, May 7, 2026, and Special Student Outcomes Committee/Executive Session, May 21, 2026

The Student Outcomes Committee met on May 7, 2026, and held a Special Student Outcomes Committee/Executive Session on May 21, 2026. The Committee reviewed the Digital Video Production Program and recommended its approval for a five-year period, with a three-year progress update focused on community engagement, workforce placement, and the integration of artificial intelligence. Both programs are part of the Consent Agenda.

(a) Faculty Promotions (A)

The Board approved the slate of faculty promotions.

(6) Combined Meeting of the Business Affairs and Executive Committees, May 20, 2026

The Business Affairs Committee met on May 20, 2026, in a joint session with the Executive Committee.

The Board ratified the items listed below:

(a) Renewal of Contract with Oracle for Oracle Technical Support Services
(b) Amendment to Contract with Naval Welding Institute for Additional Services
(c) Purchase of FANUC Robotics Equipment from Integrated Systems Technologies

(7) Consent Agenda

The Board approved the following Consent Agenda:

(a) Board of Trustees Proceedings and Minutes of Decisions and Resolutions, Meeting of May 7, 2026
(b) Grants and Gifts
(c) Digital Video Production Academic Program Review
(d) Inclusion of Small and Local Businesses in College Purchasing Activities (Policy #216)

(8) Report of the Chair

(a) Finalize Slate for Election of Board Officers

The Board reviewed the following slate for Board Officers:

Harold T. Epps	Chair
Sheila Ireland	Vice Chair
Mindy Posoff	Vice Chair
Ajeenah Amir	Secretary

(b) Rhythm and RISE 60th Anniversary Celebration – Board and Foundation Participation Update

The Board was reminded that the Rhythm + RISE: Celebrating 60 Years of Impact was scheduled for Tuesday, June 9, 2026.

(c) PA Commission for Community Colleges Board of Directors Virtual Meeting, June 11, 2026, 9:00 a.m.

The Board was reminded that the Pennsylvania Commission for Community Colleges Board of Directors virtual meeting was scheduled for scheduled for Thursday, June 11, 2026.

(d) Summer Executive Committee Meeting – Date TBD

The Board was informed that a summer Executive Committee meeting may be scheduled for June 22, 2026, and noted that additional details would be provided when available.

(e) Save the Date: Investiture of Dr. Alycia Marshall, Friday, October 9, 2026

The Board was asked to save the date for the Investiture of Dr. Alycia A. Marshall on Friday, October 9, 2026.

(f) 2026 Association of Community College Trustees (ACCT) Leadership Congress

The Board was encouraged to attend the Association of Community College Trustees (ACCT) Leadership Congress scheduled to take place in Chicago, October 21-24, 2026.

(9) Old Business

There was no old business discussed.

(10) New Business

There was no new business discussed.

(11) Next Meeting

There are no Board of Trustees meetings scheduled in July or August.

The next meeting of the Board of Trustees is scheduled for Thursday, September 3, 2026, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be held in a hybrid format.

(12) Adjourn

The meeting adjourned at 4:02 p.m.

Executive Session II

Ms. Ireland stated that the Board would reconvene in Executive Session to discuss personnel matters, followed by a closed-door meeting related to the Board retreat. She noted that no College business would be discussed or deliberated, and no decisions would be made during the closed-door meeting. The Board would not reconvene in public session.

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, June 4, 2026 - 2:30 p.m.

Present: Mr. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Sheila Ireland, Pastor Jonathan Mason, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Danielle Liautaud-Watkins, Ms. Amanda Pratt, Dr. Lisa Sanders, Ms. Carolyn Flynn, Dr. Seth Jacobson, and Dr. Judy Gay

(1) Executive Session I

(2) Meeting Called to Order

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

Ms. Ireland reviewed the goals for the meeting:

- Enrollment Update
- Programmatic Updates
- Rhythm and RISE 60th Anniversary Celebration Update
- Finalize the Slate of Board Officers

(3) Public Comment

Ms. Ireland inquired if there were any requests for public comment. Ms. Flynn reported that five requests for public comment were received and advised that each individual will be allotted three minutes.

- Ms. Sarah Bradley, student, expressed concerns about the College's proposed use of AI-enabled metal detectors and the reduction of security personnel, emphasizing the importance of maintaining campus safety.
- Mr. Charles Allison, faculty, spoke in opposition to the proposed purchase of AI-enabled metal detectors and encouraged the College to invest in student support services and campus improvements instead.

- Dr. Edward Ruggero, faculty, expressed opposition to the proposed purchase of AI-enabled metal detectors, citing concerns about the vendor, false alarm rates, data privacy, and the impact on the campus environment.

- Ms. Linda Carr, faculty, expressed concerns that AI-enabled metal detectors could contribute to bias and discrimination and negatively affect the student experience. She encouraged the College to consider alternative security measures that would maintain campus safety while fostering a welcoming and supportive environment.

- Ms. Asli Dukan, faculty and Co-President of the Federation, expressed opposition to the proposed use of AI-enabled metal detectors, citing concerns about surveillance, their impact on the campus environment, and the lack of broader community involvement in discussions regarding campus safety. She advocated for community-based approaches to promoting security and well-being on campus.

(4) Report of the President

Dr. Davido Dupree, Interim Dean of Liberal Studies, recognized the life and legacy of Dr. Pascal Scoles, retired Professor of Behavioral Sciences, highlighting his more than 50 years of service to the College, his leadership in addiction recovery education and student support services, and his impact as a scholar, mentor, and community advocate.

Dr. Marshall noted that a Philadelphia City Council Citation honoring Dr. Scoles' service and contributions to the College and community would be presented to his family **(Attachment A)**.

(a) Update on Enrollment

Dr. Rooney provided an update on enrollment **(Attachment B)**. She noted the following:

- Summer I 2026 enrollment increased 11% in both headcount and credit hours.
- Summer II 2026 enrollment is currently up 11% in headcount and 9% in credit hours.
- Early Fall 2026 enrollment is currently showing a 36% increase in headcount and a 35% increase in credit hours compared with the same time last year.
- By location, Summer I headcount increased 34% at the Northeast Regional Center (NERC), 150% at the Career and Advanced Technology Center (CATC), and 2% for Online enrollment.
- Summer II headcount is currently up 15% at NERC, 164% at CATC, and 8% for Online enrollment.
- Early Fall headcount is currently up 50% at NERC, 178% at CATC, and 26% for Online enrollment.

(b) Programmatic Updates

Strategic Plan Update

Dr. Danielle Liautaud-Watkins, Chief of Staff and Vice President of Partnerships, provided an update on the College's strategic planning process, highlighting broad internal and external stakeholder engagement, a place-based partnership strategy across Philadelphia, and emerging priorities focused on workforce development, student success, access, facilities, data, and innovation. She noted that a refined strategic framework and implementation roadmap will be presented to the Board in the fall.

(c) Advancing Our Mission: Success Highlights

Dr. Marshall reported that on June 1, 2026, the College celebrated 167 completers of the City College for Municipal Employment (CCME) program, with Mayor Cherelle Parker in attendance. The ceremony recognized participants from several workforce development programs and featured remarks from the Mayor and student speakers. Dr. Marshall thanked Dr. Seth Jacobson and the cross-divisional team for their leadership in advancing the initiative.

Dr. Marshall reported that the College hosted Dr. Brian McCloskey, President of Chestnut Hill College and a Community College of Philadelphia alumnus, and members of his leadership team, to strengthen partnerships between the institutions and showcase several campus facilities.

Dr. Marshall reported that more than 400 students participated in the Jr. STEM Academy during the 2025–2026 school year. She highlighted the End of Year STEM Showcase at the CATC, where students presented research projects and celebrated another successful year of expanding STEM learning opportunities for Philadelphia students.

Dr. Marshall reported that Community College of Philadelphia students contributed to the sound design and voiceover recordings for the documentary *Becoming American: Philadelphia's Story*. She recognized Professor Paul Geissinger, Dr. Seth Jacobson, and Spring Garden Records for supporting this valuable student learning opportunity.

Dr. Marshall reported on the College's observance of Asian American and Pacific Islander Heritage Month and noted the upcoming Pride Month luncheon. She thanked Kelly Lake and her team for organizing these events.

Dr. Marshall reported that Jack Kent Cooke Scholar Mr. Daniel Emdin received national recognition following the announcement of his award, with coverage in *The Community College Daily* and *The Philadelphia Inquirer*. She noted that Mr. Emdin would also be recognized at the College's Rhythm + RISE event.

Dr. Marshall reported that Community College of Philadelphia nursing students provided lifesaving assistance to an individual experiencing an overdose near their clinical site by performing CPR and administering Narcan until emergency responders arrived. She commended the students for their professionalism and commitment to serving the community.

Dr. Marshall reported that the College received two new awards in May: PHHEND awarded us the Lindy Award for Excellence in K–16 Partnerships recognizing the collaboration between Parkway Center City Middle College and the College, and multiple Educational Advertising Awards honoring the Strategic Communications team for excellence in marketing and communications.

Dr. Marshall reported on the College's upcoming Juneteenth celebrations, including events at the Main Campus and regional centers. She recognized the Office of Student Engagement and Belonging for organizing activities that promote reflection, education, and community engagement in observance of the holiday.

(d) 60th Anniversary Update (Dr. Shannon Rooney) and Foundation Report (Amanda Pratt and Mr. Tim Spreitzer)

Ms. Amanda Pratt, Acting Vice President of Institutional Advancement, presented the Institutional Advancement and Foundation report, highlighting continued growth in grants and fundraising, updates on the CCP Sundays initiative, and progress toward the College's 60th Anniversary fundraising campaign. She reported that Foundation Board participation had reached 62% and Board of Trustees participation had reached 73% in the 60th anniversary campaign.

Dr. Rooney provided an update on Rhythm + RISE, including a preview of the event's honorees and activities celebrating the College's 60th anniversary. She also announced the launch of the College's new online merchandise store, featuring branded apparel, alumni and anniversary items, and select products that support the Foundation through charitable contributions.

(5) Student Outcomes Committee, May 7, 2026, and Special Student Outcomes Committee/Executive Session, May 21, 2026

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on May 7, 2026, and held a Special Student Outcomes Committee/Executive Session on May 21, 2026. She reported that the Committee reviewed the Digital Video Production Program and recommended its approval for a five-year period, with a three-year progress update focused on community engagement, workforce placement, and the integration of artificial intelligence. She noted that the program review is included on the Consent Agenda for the Board's consideration and approval.

(a) Faculty Promotions (A)

Dr. Lisa Sanders, Interim Provost and VP for Academic and Student Success, presented **(Attachment C)** the faculty promotion candidates and outlined the College's promotion process and evaluation criteria, which include teaching effectiveness, student support, service to the College and community, and professional achievement. She highlighted the accomplishments of the candidates recommended for promotion before the Student Outcomes Committee formally advanced its recommendations to the Board.

Dr. Marshall and the Board recognized the following list of candidates for promotion:

Assistant Professor to Associate Professor

Ashley Clark, Foundational Math
Dr. Calion Lockridge, Psychology
Dr. Massah Nuni, English

Associate Professor to Professor

Dr. Kathleen Murphey

Ms. Fulmore-Townsend, on behalf of the Student Outcomes Committee, recommended the promotion of three faculty members from Assistant Professor to Associate Professor and one faculty member from Associate Professor to Full Professor. She noted that each faculty member had demonstrated excellence in teaching, instructional leadership, student service, and contributions to the College.

Ms. Ireland moved, with Mr. Tim Ford seconding, that the Board approve the slate of faculty promotions for the 2026–2027 academic year as presented. The motion carried unanimously.

The Board congratulated the faculty members on their promotions and recognized their outstanding accomplishments and contributions to the College.

(6) Combined Meeting of the Business Affairs and Executive Committees, May 20, 2026

Mr. Ford reported that the Business Affairs Committee met in a joint session with the Executive Committee on May 20, 2026, and recommended approval of the Oracle technical support contract renewal, an amendment to the Naval Welding Institute contract, and the purchase of FANUC robotics equipment. He also highlighted the College's $600,000 PA Smart Advanced Manufacturing Grant and noted updates on the recent bond issuance, Perkins grant purchases, and development of the FY 2027 budget.

Ms. Ireland asked for a motion for the Board to ratify the items listed below:

(a) Renewal of Contract with Oracle for Oracle Technical Support Services
(b) Amendment to Contract with Naval Welding Institute for Additional Services
(c) Purchase of FANUC Robotics Equipment from Integrated Systems Technologies

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

(7) Consent Agenda

Ms. Ireland requested approval of the following Consent Agenda:

(a) Board of Trustees Proceedings and Minutes of Decisions and Resolutions, Meeting of May 7, 2026
(b) Grants and Gifts
(c) Digital Video Production Academic Program Review
(d) Inclusion of Small and Local Businesses in College Purchasing Activities (Policy #216)

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

(8) Report of the Chair

(a) Finalize Slate for Election of Board Officers

On behalf of Mr. Clancy, Mr. Cooper presented the following slate for Board Officers:

Harold T. Epps	Chair
Sheila Ireland	Vice Chair
Mindy Posoff	Vice Chair
Ajeenah Amir	Secretary

(b) Rhythm and RISE 60th Anniversary Celebration – Board and Foundation Participation Update

Ms. Ireland reported that Rhythm + RISE: Celebrating 60 Years of Impact is scheduled for Tuesday, June 9, 2026, at 6:00 p.m. in the Athletics Center. On behalf of Chair Epps, she encouraged 100% participation and support from the Board of Trustees in recognition of this milestone event.

(c) PA Commission for Community Colleges Board of Directors Virtual Meeting, June 11, 2026, 9:00 a.m.

Ms. Ireland reminded the Board of the Pennsylvania Commission for Community Colleges Board of Directors virtual meeting scheduled for Thursday, June 11, 2026, at 9:00 a.m. and noted that a calendar invitation had been distributed, with the agenda to follow.

(d) Summer Executive Committee Meeting – Date TBD

Ms. Ireland reported that a summer Executive Committee meeting may be scheduled for June 22, 2026, and noted that additional details would be provided when available.

(e) Save the Date: Investiture of Dr. Alycia Marshall, Friday, October 9, 2026

Ms. Ireland asked the Board to save the date for the Investiture of Dr. Alycia A. Marshall on Friday, October 9, 2026.

(f) 2026 Association of Community College Trustees (ACCT) Leadership Congress

Ms. Ireland encouraged Trustees to consider attending the Association of Community College Trustees (ACCT) Leadership Congress in Chicago scheduled for October 21-24, 2026, emphasizing the importance of Board participation and engagement at the national level to ensure the College's voice is represented.

(9) Old Business

There was no old business discussed.

(10) New Business

There was no new business discussed.

(11) Next Meeting

There are no Board of Trustees meetings scheduled in July or August.

The next meeting of the Board of Trustees is scheduled for Thursday, September 3, 2026, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be held in a hybrid format.

(12) Adjourn

The meeting adjourned at 4:02 p.m.

Executive Session II

Ms. Ireland stated that the Board would reconvene in Executive Session to discuss personnel matters, followed by a closed-door meeting related to the Board retreat. She noted that no College business would be discussed or deliberated, and no decisions would be made during the closed-door meeting. The Board would not reconvene in public session.

CITY COUNCIL

CITY OF PHILADELPHIA

CITATION

Honoring Dr. Pascal Scoles for More Than 50 Years of Service to the Community College of Philadelphia

WHEREAS, Dr. Pascal Scoles has served the Community College of Philadelphia for more than 50 years as a dedicated educator, scholar, and advocate in the field of behavioral health and human services; and

WHEREAS, as Professor of Behavioral Health and Human Services in the Liberal Studies Division, Dr. Scoles helped shape the identity of the program through his emphasis on recovery-oriented, community-based behavioral health education; and

WHEREAS, Dr. Scoles connected academic learning to real-world human services practice through his teaching, scholarship, and presentations on addiction recovery, spirituality, resilience, and community mental health; and

WHEREAS, Dr. Scoles advanced recovery-supportive education and collegiate recovery initiatives at the College, while helping preserve the history and evolution of behavioral health and human services education at CCP since its earliest curricula were established in 1968; and

WHEREAS, the City of Philadelphia proudly recognizes Dr. Scoles for his extraordinary dedication to students, his contributions to the behavioral health field, and his lasting impact on the Community College of Philadelphia;

THEREFORE, BY VIRTUE OF THIS CITATION, THE COUNCIL OF THE CITY OF PHILADELPHIA DOES HEREBY HONOR Dr. Pascal Scoles for more than 50 years of distinguished service, scholarship, mentorship, and commitment to behavioral health and human services education.

JEFFERY YOUNG, JR.
Councilmember, 5th District

KENYATTA JOHNSON, ***President***
June 4, 2026

COMMUNITY COLLEGE OF PHILADELPHIA

Enrollment Update

- **Summer 1 enrollment (Began May 11)**
  - **Overall**
    - Headcount up 11% (5,477)
    - Credit count up 11% (26,352)
  - **By location**
    - **NERC** headcount up 34% (304)
    - **CATC** headcount up 150% (85)
    - **Online** headcount up 2% (3798)
- **Summer II enrollment (Begins July 7)**
  - **Overall**
    - Headcount up 11% (5,182)
    - Credit count up 9% (22,332)
  - **By location**
    - **NERC** headcount up 15% (373)
    - **CATC** headcount up 164% (87)
    - **Online** headcount up 8% (3,787)
- **Fall enrollment (Begins Sept. 8)**
  - **Overall**
    - Headcount up 36% (7,589)
    - Credit count up 35% (71,610)
  - **By location**
    - **NERC** headcount is up 50% (1,181)
    - **CATC** headcount is up 178% (164)
    - **Online** headcount is up 26% (4,138)

Attachment C

COMMUNITY COLLEGE OF PHILADELPHIA

Academic and Student Success Division 2026 Faculty Promotions

RISE FROM WITHIN

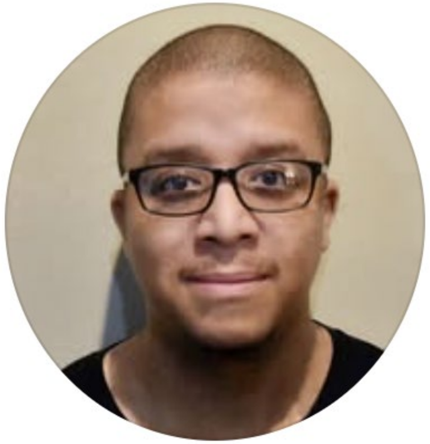
COMMUNITY COLLEGE OF PHILADELPHIA

Division of Liberal Studies

RISE FROM WITHIN

COMMUNITY COLLEGE OF PHILADELPHIA

Dr. Calion Lockridge, Psychology Promotion to Associate Professor



- ***Teaching***
    - Receives very high student evaluation scores—4.61/5 for knowledge gained and 4.68/5 for fairness
    - On course learning outcome assessments, most students (90-96%) meet or exceed benchmarks
- ***Community***
    - Taught college Psychology courses to Philadelphia high school students in the Advanced College Experience (ACE) Program.
- ***Field***
    - Active in the American Psychological Association (APA)
    - Plays key roles in aligning our Psychology Program with APA learning goals.

COMMUNITY COLLEGE OF PHILADELPHIA

Dr. Massah Nuni, English
Promotion to Associate Professor

- ***Teaching***
  - Dr. Nuni receives overwhelmingly positive student evaluations, praising her clear explanations, helpful examples and thoughtful feedback.
  - 2025 Educator of the Year in 2025 (Philadelphia Association of Black Journalists)

- ***Community***
  - Pilot English Instructor for the I Am More program for incarcerated students
  - Designed and delivered literacy training for Philadelphia Police Department recruits (Nelson-Denny Reading Assessment).

- ***Field***
  - Longtime member of the International Literacy Association (ILA)
  - Serves as a reviewer of teaching grants and awards within ILA.

Dr. Kathleen Murphey, English
Promotion to Full Professor

- ***Teaching***
  - Earns consistently high student evaluations with students reporting significant growth in writing and confidence
  - Students describe her as “amazing,” “very helpful,” and “passionate.”

- ***Community***
  - Taught English in the Re-entry Support Project’s REACH College Program
  - Connects students to service work (Books Through Bars Program, Sankofa Community Farm)

- ***Field***
  - Publishes poetry and works of fiction and has published peer-reviewed articles in the Pennsylvania Literary Journal
  - Upcoming Routledge book chapter on “Motherhood, Magic, and Horror”

COMMUNITY COLLEGE OF PHILADELPHIA

Division of Math, Science, Health Careers

RISE FROM WITHIN

Prof. Ashley Clark, Foundational Math Promotion to Associate Professor

- ***Teaching***
  - Consistently strong student evaluations across modalities, highlighting clarity, organization, fairness, and availability.
  - Designs student-centered, equity-driven instruction using scaffolding, adaptive tools, and timely feedback to build confidence and engagement in mathematics.

- ***Community***
  - Strong advocate for Northeast Regional Center student, improving technology reliability, instructional continuity, and equitable learning conditions.
  - Serves in key institutional roles such as course coordinator, hiring chair, faculty mentor, and committee member.

- ***Field***
  - Recognized as a collaborative leader who advances program-level improvement and institutional priorities for student success.


THANK YOU

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Special Meeting of the Board of Trustees
Monday, June 22, 2026 - 8:00 a.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, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Danielle Liautaud-Watkins, Dr. Mellissia Zanjani, Dr. Lisa Sanders, Ms. Carolyn Flynn, and Dr. Judy Gay

(1) Executive Session

(2) Special Meeting Called to Order

Mr. Epps called the meeting to order. He stated that Executive Session I was devoted to discussions of personnel matters.

Mr. Epps stated that the goal for this Special Meeting is for the Board of Trustees to vote on the adoption of the 2026-2027 College budget and other business matters.

(3) Report of the Business Affairs Committee June 17, 2026

Ms. Posoff reported that the Business Affairs Committee met on June 17, 2026, and recommended that the Board of Trustees approve the adoption of the Fiscal Year 2026–2027 budget and the consent agenda items listed under Agenda Item No. 4.

Mr. Sawyer presented an overview of the proposed budget, noting that it is balanced and includes the planned use of approximately $9.4 million in reserves. He explained that tuition and fees comprise approximately 40% of projected revenue, City funding approximately 31% (including CCME), and Commonwealth funding approximately 21%. He further reported that salaries and benefits account for approximately 80% of budgeted expenditures.

Ms. Harrington requested that future budget presentations provide a more detailed breakdown of the "all other operating expenses" category and inquired about the projected use of reserves in future fiscal years. Mr. Sawyer responded that approximately $9.4 million in reserves is projected to be used in Fiscal Year 2026–2027 and that current projections anticipate continued reliance on reserves in subsequent years. He noted that the College is implementing cost-saving measures, monitoring expenditures closely, and pursuing additional revenue sources, including increased state support, strategic partnerships, and sponsorship opportunities.

The Board discussed the year-over-year budget increase, which Mr. Sawyer attributed primarily to inflationary pressures, software and insurance costs, building maintenance and repairs, and new strategic initiatives. Additional discussion emphasized the importance of strengthening long-term financial sustainability through advocacy for increased city and state funding, evaluating future tuition and fee adjustments, and expanding philanthropic and other revenue-generating opportunities.

(a) Adoption of 2026-2027 Budget (A)

Mr. Epps called for a motion to adopt the 2026-2027 Budget.

Mr. Cooper moved, with Ms. Jenkins seconding, that the Board adopt the 2026-2027 Budget. The motion carried unanimously.

(4) Consent Agenda

Mr. Epps requested approval of the following Consent Agenda:

(a) Contract Renewal for Microsoft EES and Licensing Adjustment with SHI
(b) Renewal of Fortinet Support Contracts
(c) Adobe Enterprise Agreement Consolidation Approval
(d) Contract with Independence Blue Cross
(e) American Sign Language Interpreting Services Contract with Deaf-Hearing Communication Centre
(f) 2026-2027 Property and Casualty Insurance Renewal Package
(g) Contract with Schindler for Elevator Service

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

(5) Resolution of Officer Designated to Sign Contracts with the Pennsylvania Department of Education (A)

Ms. Flynn reviewed the Resolution of Officer Designated to Sign Contracts with the Pennsylvania Department of Education.

Mr. Epps called for a motion to approve the resolution.

Ms. Posoff moved, with Mr. Ford seconding, that the Board approve the Resolution of Officer Designated to Sign Contracts with the Pennsylvania Department of Education. The motion carried.

(6) Resolution of Officers Designated to Sign Contracts with the City of Philadelphia (A)

Ms. Flynn reviewed the Resolution of Officers Designated to Sign Contracts with the City of Philadelphia.

Mr. Epps called for a motion to approve the resolution.

Mr. Clancy moved, with Mr. Ford seconding, that the Board approve the Resolution of Officers Designated to Sign Contracts with the City of Philadelphia. The motion carried.

(7) Adjourn

The meeting adjourned at 8:27 a.m.

Executive Session II

Mr. Epps stated that the Board will reconvene in Executive Session to discuss personnel matters.

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 6/30/26 (Trustees Meeting: September 3, 2026)

Summary by Source:

	FY2026		FY2025	FY2026 and FY2025
Held by College	***since last report*** **5/1/26 - 6/30/26**	**Fiscal Year To Date 7/1/25 -6/30/26**	**Fiscal Year To Date 7/1/24 - 6/30/25**	**Variance 7/1 -6/30**
Federal	$ 600,000	$ 78,417	$ 4,154,279	$ (3,275,862)
State	$ 250,000	$ 5,942,498	$ 60,000	$ 5,882,498
Local / City	$ -	$ -	$ 329,143	$ (329,143)
Total	**$ 850,000**	**$ 6,820,915**	**$ 4,543,422**	**$ 2,277,493**
Held by Foundation (Cash-in-Hand)	***since last report*** **5/1/26 - 6/30/26**	**Fiscal Year To Date 7/1/25 -6/30/26**	**Fiscal Year To Date 7/1/24 - 6/30/25**	**Variance 7/1 -6/30**
Corporations	$ 62,520	$ 386,560	$ 455,445	$ (68,885)
External Foundations	$ 370,994	$ 1,895,934	$ 2,576,733	$ (680,799)
Individuals	$ 106,271	$ 1,019,993	$ 705,531	$ 314,462
Organizations	$ 115,834	$ 216,500	$ 458,049	$ (241,549)
Total	**$ 655,619**	**$ 3,518,987**	**$ 4,195,758**	**$ (676,771)**
TOTAL	**$ 1,505,619**	**$ 10,339,902**	**$ 8,739,180**	**$ 1,600,722**

Gifts In-Kind	***since last report*** **5/1/26 - 6/30/26**	**Fiscal Year To Date 7/1/25 -6/30/26**	**Fiscal Year To Date 7/1/24 - 6/30/25**	**Variance 7/1 -6/30**
TOTAL	$ 1,915	$ 20,259	$ 105,840	$ (85,581)

PUBLIC / GOVERNMENT SUMMARY (posted 5/1/26 – 6/30/26)

- The US Department of Education awarded the College $600,000 for Predominantly Black Institutions – Center for Male Engagement (Year 4.)
- The Pennsylvania Department of Education awarded $250,000 to support the College's PDE Job Training CATC Welding Construction program fund.

PRIVATE / PHILANTHROPIC SUMMARY (posted 5/1/26 – 6/30/26)

- The Gilroy and Lillian Roberts Foundation made a $100,000 payment on a $1,000,000 pledge for operating and naming support for the Dr. Stanley Merves Open Study.
- Truist Foundation awarded $100,000 to support the Truist Small Business Growth Education Program.
- Philly AIDS Thrift@Giovanni's Room awarded $50,000 to support the Ed Hermance Scholarship.

- Independence Blue Cross Foundation awarded $49,335.00 to support the FY27 Service Scholars Fund and $42,845.00 to the FY27 Nurses for Tomorrow Fund.

- A private donor awarded $30,000 to establish The Barney Steinmetz Family Memorial Scholarship Endowment and an additional $1,200 for The Barney Steinmetz Family Memorial Scholarship for immediate distribution.

- The Hassel Foundation awarded $10,000 to the 50th Anniversary Promise Scholarship and $10,000 to the Hassel Foundation Scholarship.

- Thomas Jefferson University/Jefferson Health awarded $20,000 to the Dr. Alycia Marshall 7th President's Fund as part of the 60th Anniversary Rhythm & Rise celebration.

- The Kelly Family Fund awarded $20,000 to the Dr. Alycia Marshall 7th President's Fund as part of the 60th Anniversary Rhythm & Rise celebration.

- The Jewish Healthcare Foundation awarded $12,000 to support the Reproductive Health Vending Machines program.

- The David Nation/Suzan Willcox Family Fund awarded $10,000 to support the Discretionary Fund for Scholarships.

- Comcast NBCUniversal awarded $10,000 to the Dr. Alycia Marshall 7th President's Fund as part of the 60th Anniversary Rhythm & Rise celebration.

- Max Paul's Central City Toyota made a $10,000 payment towards their $100,000 pledge to the naming of the Main Lobby of the College's Career and Advanced Technology Center.

- TD Charitable Foundation awarded $10,000 to support the Small Business Education Program.

GIFTS IN-KIND SUMMARY (posted 5/1/26 – 6/30/26)

- A private donor donated a 2011 Nissan Leaf electric vehicle for technician training in the Transportation Technology Department.

- The Philadelphia Phillies donated 4 game tickets for CCP students as part of the 60th Anniversary Rhythm & Rise celebration.

September 2026 Events

September 1
International Students Orientation
9:00AM-3:00PM
West Building, W2-47

Catto Family Reunion
10:00AM-3:00PM
Winnet Courtyard

September 4
K-16 Middle College Graduation
9:00AM-2:00PM
West Building, W2-48

September 8-11
CCP Welcome Week
9:00AM-2:00PM
Bonnell Building, Lobby

September 10
National Suicide Prevention Awareness Day
10:00AM- 2:00PM
Winnet Student Life Building, Lobby

September 14- September 24
Certified Peer Specialist Training
9:00AM-4:00PM
Center for Business & Industry Building, C3-05

September 14
Business & Technology Meet & Greet
5:00PM-7:00PM
Pavilion Building, Klein Cube

September 15
National Voter Registration Day
11:00AM – 1:00PM
Bonnell Building, Lobby

September 16
Rise & Roar Resource, Club & Org Fair
11:00AM-3:00PM
Winnet Courtyard

September 17
National Constitution Day
9:40AM-11:00AM
Center for Business & Industry Building, C2-28

Art Alumni & Donors Reception
4:00PM – 7:00PM
Mint Building, Library and Learning Commons

September 21
Thomas Jefferson University Master
Agreement Signing Ceremony
11:00AM-2:00PM
Bonnell Building, Lobby

September 22
New Student Group Registration
8:30AM - 4:00PM
Bonnell Building, Lobby & Large Auditorium

September 23
Work on Campus Fair
11:00AM – 1:00 PM
Winnet Student Life Building, Great Hall

Bisexuality Day
11:00AM-2:00PM
Pavilion Building, Lobby

World Contraception Day
11:00AM-2:00PM
Pavilion Building, Lobby

Immigration Resources Day
11:00AM-3:00PM
Winnet Student Life Building, Lobby

September 30
Suicide Prevention Training
3:00PM- 5:00PM
Winnet Student Life Building, S2-03

Catto Classroom Series
3:00PM- 5:00PM
Winnet Student Life Building, The Great Hall