

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Tuesday, May 3, 2022–3:00 P.M.**

**Present for the Business Affairs Committee:** Mr. Michael Soileau, presiding; Mr. Rob Dubow, Mr. Steve Herzog, and Mr. Jeremiah J. White, Jr.

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

**Guest:** Ms. Sabrina Maynard, City of Philadelphia, Office of Finance

**PUBLIC SESSION**  
**AGENDA**

Mr. Soileau called the meeting to order at 3:03 P.M. and asked Mr. Eapen to proceed with the Enrollment Growth Study RFP.

**(1) Enrollment Growth Study RFP (Action Item)**

Discussion: Mr. Eapen stated that the Enrollment Growth Study RFP entailed examination of macro external factors , SWOT analysis, and strategic goals and priorities for enrollment and retention. He stated that the College did an RFP and received 6 responses. Mr. Eapen pointed out that one of the respondents was not conclusive and comprehensive. He stated that the evaluation committee which consisted of Dr. Generals, Carol de Fries, Darren Lipscomb, Shannon Rooney, Vishal Shah, Michael Soileau and Jacob Eapen evaluated the responses; and, along with President’s Cabinet, had meetings with 5 firms. Mr. Eapen stated that CampusWorks, Inc. was selected and will be partnering with Econsult Solutions, a Philadelphia-based firm to conduct the external factor analysis related to enrollment growth. The total combined cost for the project will be \$239,600. He stated that staff chose Econsult Solutions because the College has done work with Econsult in the past and that it would be a strong partnership.

Dr. Rooney stated that CampusWorks, Inc. was selected as the prime contractor based on the strength and depth of their experience in this area. The firm has completed more than 100 projects in enrollment management for higher education clients. She stated that CampusWorks has worked on similar projects with community colleges across the country as well six Pennsylvania community colleges. The firm also has extensive background in and knowledge of the College’s systems of record, including Banner and Recruit. Dr. Rooney pointed out that CampusWorks, Inc. outlined the specific types of modeling work that will be performed for the College, specifically the relationship between cost, program offerings, enrollment future, and labor market trends. However, she stated that CampusWorks, Inc. was not able to offer a high-level knowledge of the Philadelphia region. Dr. Rooney highlighted that Econsult is a Philadelphia Center City firm and has worked with the College on a few different projects.

Dr. Rooney stated the College is in receipt of a letter from CampusWorks, Inc. She stated that one of three primary items that the College requested was external factors related to the College’s future enrollments. Dr. Rooney explained that CampusWorks, Inc. will be the prime and

that Econsult, Solutions will be the subcontractor. Since Econsult Solutions is knowledgeable about Philadelphia, College staff requested Econsult to look at a demographic analysis related to the College's enrollment at the Main Campus and 3 Regional Center locations and to review certain areas in the City such as South Philadelphia which the College does not have a "physical imprint." She stated that as part of the external factors, Econsult will perform demographic analysis; labor trends around Philadelphia in terms of future needs and what the College offers on the credit and non-credit side; and student and employer preferences.

Mr. Eapen stated that as part of their engagement, CampusWorks will develop a financial projection model that incorporates College Funding Sources, Enrollment Trends and Forecasts, Revenue Projections based on Enrollment Trends and Forecasts, Program Cost Calculation Model, and Personal & Operating Expense Projection Model.

Ms. Henley provided the demographics. She stated that CampusWork, Inc.'s home office is located in Bradenton, FL with a total of 99 employees, of which 24% are diverse (minorities). Econsult Solutions is locally based in Philadelphia with a total of 29 employees, of which 41% are diverse (minorities).

Ms. Zellers reported that several legal issues were worked through in CampusWorks, Inc.'s proposal. However, on Monday, May 2<sup>nd</sup>, CampusWorks Inc. added a new clause related to "liquidated damages" should the College change the schedule. Ms. Zellers stated that the College is still working on that one outstanding legal issue.

Dr. Generals added that the team did a good job in looking at the CampusWorks, Inc.'s scope of deliverables; and that he had a brief conversation with Ms. Elizabeth Murphy, Chair, regarding how well CampusWorks, Inc. adapted to the COVID environment.

Mr. Dubow asked about the timeline of the project. Dr. Rooney stated that the initial macro factors are due at the end of the summer and the remaining project should go through March 2023.

Mr. White asked about the marketing position at the Career & Advanced Technology Center. Dr. Rooney stated that a 3-5 year forecast on all programs, credit and non-credit, will be accomplished. She stated that in terms of CATC, staff requested that a labor market analysis around each of the Regional Centers will be done. Mr. White asked whether the scope of work includes CATC. Ms. Rooney replied that it includes looking at every program. Mr. White then commented that since CATC is a flagship project, it should receive more attention. Mr. Soileau added that CampusWorks, Inc. will look at the future market demand at CATC. Dr. Generals stated that, for example, the College's welding training programs at CATC will be part of the CampusWorks analysis. In discussions with Econsult, he added that Econsult will have a better analysis of the local industries which will include the Philadelphia Navy Yard.

Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the full Board to enter into a contract with CampusWorks, Inc. for the Enrollment Growth Study at an amount of \$239,600 excluding travel expenses. The Enrollment Growth Study will be paid from the Operating Budget/Reserves for Enrollment & Program Expansion. Please refer to [Attachment A](#).

**(2) Next Meeting (Information Item)**

Mr. Soileau stated that the next regularly scheduled meeting of the Business Affairs Committee is set for Wednesday, May 18, 2022 at 9:00 A.M.

The meeting adjourned at 3:17 P.M.

**Im  
Attachment**

**ATTACHMENT A**  
**FUNDING FOR ACTIONS ITEMS**

**BUSINESS AFFAIRS COMMITTEE MEETING**

**AGENDA: May 3, 2022**

<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
1.	CampusWorks, Inc.	\$239,600	Operating Budget/Reserves for Enrollment & Program Expansion