



MEETING OF THE BOARD OF TRUSTEES
Thursday, April 7, 2011 – 3:00 p.m.
Isadore A. Shrager Boardroom

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Community
College
of Philadelphia
The Path to Possibilities™

MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, April 7, 2011 – 3:00 p.m.

Isadore A. Shrager Boardroom

- (1) Executive Session
- (2) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions of the Joint Meeting of March 3, 2011
 - (b) Gifts and Grants
 - (c) Promotions
 - (d) Paralegal Studies Program Audit
 - (e) Revision to Guidelines for the Use of Student Activities Fund Policy
 - (f) TIAA-CREF Investment Option
 - (g) Change Order - Pavilion Building-Main Campus Project
 - (h) 2009-10 A-133 Audit Report
- (3) Report of the Chair
- (4) Foundation Report
- (5) Report of the President
 - (a) State Budget
- (6) New Business
 - (a) Emeritus Trustee Recommendation (A)

Next Meeting: Thursday, May 5, 2011
3:00 p.m. – Isadore A. Shrager Boardroom M2-1

Future Committee Meetings:

Jane S. Abrahams Awards

Thursday, April 7, 2011
12:00 noon – M2-34

Student Outcomes Thursday, April 14, 2011
3:00 p.m. – Room M2-34

Business Affairs Tentative -Wednesday, April 20, 2011
9:00 a.m. – Northeast Regional Center
12901 Townsend Road- Room TBD

Upcoming Events:

Lobby Day Tuesday, April 5, 2011
7:30 a.m. - Harrisburg, PA

College Budget Hearing Tuesday, April 5, 2011
1:00 p.m. – City Council Chambers
Room 400

Northeast Regional Center Wednesday, April 20, 2011
(NERC) Grand Opening 10:30 a.m. - NERC

Pathways Magazine Event Monday, April 25, 2011
3:30 p.m. – NERC Community Room

Becker Awards Breakfast Thursday, April 28, 2011
8:00 a.m. - C2-5

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Joint Meeting of the Board of Trustees
and Foundation Board of Directors
Thursday, March 3, 2011 – 3:00 p.m.

Present: Ms. Fernandez and Ms. Yocum, presiding; Ms. Becker, Mr. Bergheiser, Mr. Blatstein, Dr. Brown, Mr. Burrell, Mr. Cohen, Ms. Cunningham, Mr. Ferber, Ms. Hernández-Vélez, Mr. Johnson, Mr. Murphy, Ms. Ponnocks, Representative Roebuck, Mr. Simons, Mr. Stock, Ms. Sumners Rush, Ms. Vieira, Ms. Weigand, Mr. White, Dr. Curtis, Ms. Bauer, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

Ms. Fernandez welcomed the Board of Trustees and Foundation Board of Directors to the Northeast Regional Center. She thanked the administration for completing the NERC construction on time and on budget.

(1) Consent Agenda – Board of Trustees

Ms. Fernandez asked for a motion on the following Consent Agenda:

- (a) Proceedings and Minutes of the Decisions and Resolutions
Meeting of February 3, 2011
- (b) Gifts and Grants
- (c) Clinical Laboratory Technician Program Audit
- (d) Board Resolutions of Support for 2011-12 State Capital Applications
- (e) SPSBA Funding Resolution

Ms. Sumners Rush moved, with Ms. Hernández-Vélez seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(2) Consent Agenda – Foundation Board

Ms. Yocum asked for a motion on the following Consent Agenda:

- (a) Minutes of the January 16, 2011 Board Meeting
- (b) Foundation's IRS Form 990
- (c) Mini-Grant Funding Recommendations

Mr. Simons moved, with Ms. Weigand seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(3) Report of the Chair – Board of Trustees

(3a) AACC/ACCT Legislative Summit
February 13-15, 2011, Washington, DC

Ms. Fernandez reported that the AACC/ACCT Legislative Summit took place in Washington on February 13-15, 2011. She, Dr. Curtis, and Ms. Brown-Sow attended the summit. Ms. Fernandez stated that the group met with a number of legislators including Senator Casey, Representatives Schwartz and Fitzpatrick, and Congressman Fattah. She stated that the group also met, in detail, with staff of Representative Fitzpatrick, Congressman Brady and Senator Toomey.

Ms. Fernandez stated that the National Legislative Summit is timed each year to coincide with the release of the President's proposed federal budget for the coming year. President Obama's proposed budget was released against the backdrop of the House of Representatives discussion of numerous proposed cuts in this year's federal budget. Ms. Fernandez stated that much of the time in Washington was spent around potential cuts in Pell grants, which could hurt our students significantly.

Dr. Curtis stated that any significant cut in the maximum Pell award would be devastating to the College as enrollment is largely driven by Pell. He stated that the meetings with legislators in Washington focused on advocacy around Pell.

(3b) Board Orientation

Ms. Fernandez reminded new members of the Board of the orientation session scheduled for Tuesday, March 15, 2011, 1:00 – 4:00 p.m., in the Isadore A. Shrager Boardroom. Lunch will be available at 12:30 p.m.

(3c) Law and Society Week

Ms. Fernandez reported that Law and Society Week began on February 25 and will continue through March 4, 2011. She stated that Mr. Lassiter participated on a March 1, 2011 Legal Perspective Panel.

(3d) Board Committee Meetings

Ms. Fernandez urged the new members of the Board to attend the committee meetings to which they were assigned. She stated that Mr. Lassiter and Ms. Vieira were appointed to the Student Outcomes Committee, and Mr. Blatstein and Mr. Johnson to the Business Affairs Committee.

(3e) Tour of NERC

Ms. Fernandez stated that a tour of the building would take place immediately following the Board meeting.

(4) Report of the President – Foundation Board

(4a) Foundation Board Appointment

On behalf of the Foundation Board, Ms. Yocum welcomed Mr. George Burrell as the newest member of the Foundation Board of Directors. She stated that Mr. Burrell is the former General Counsel and Executive Vice President of PRWT Services, Inc., and is now engaged as a principal consultant to PRWT. Mr. Burrell is the former CEO of Innovation Philadelphia, a regional economic development agency. Ms. Yocum stated that Mr. Burrell has had a distinguished public and private sector career, including having been a partner at prominent Philadelphia law firms.

(4b) Foundation Gifts

Ms. Yocum reported that Mr. David Pincus donated \$50,000 to the College Foundation in February to provide additional scholarships from the Pincus Emergency Fund. Mr. Pincus has given the campaign nearly \$415,000, including \$50,000 for the renovation of the athletic rooftop deck, \$15,000 for reading/writing workshops, and the remainder for scholarships.

(4c) Party-with-a-Purpose

Ms. Yocum reported that the Foundation's "Party-with-a-Purpose" initiative is in full swing. To date, \$15,000 has been raised in support of the campaign through these efforts. For spring 2011, four Foundation Board members have committed to hosting a party. Ms. Lorina Marshall-Blake will host a party in April at Jacques Ferber Furs in Center City; Mr. Stanley Cohen and Mr. Stephen Mullin in May; and Mr. Craig Stock is planning a party in June.

(4d) Annual Fund

Ms. Yocum reported that the Foundation's Annual Fund has raised \$85,133, with a goal of \$146,858. Ms. Yocum thanked everyone who had already made a gift for this year. She noted that the annual fund is for "annual" operating expenses and is separate from gifts to the Expanding Possibilities Campaign.

(4e) Upcoming Events

Ms. Yocum reported that the Foundation Scholars Reception is scheduled for Thursday, May 12, 2011, 5:30 – 7:30 p.m., in the Center for Business and Industry. The reception is an opportunity to recognize generous scholarship benefactors and scholarship recipients.

Ms. Yocum reported that the 4th Annual Pathways Awards Breakfast is scheduled for Tuesday, June 7, 2011 at 8:00 a.m., at the Union League of Philadelphia. This year's recipient of the Bonnell Award is Ms. Jane G. Pepper, past president of the Pennsylvania Horticultural Society. The breakfast will also honor Master Chef Joseph Poon with the Community Philanthropist Award; Barnes & Noble Booksellers with the Corporate Partnership Award; The John A. Hartford Foundation with the Foundation Keystone Award; and Ms. Ahmeenah Young, president and CEO of the Pennsylvania Convention Center Authority, with the City Impact Award.

Ms. Yocum reported that the 14th Annual Foundation Golf Tournament is scheduled for Monday, October 3, 2011 from 11:00 a.m. – 9:00 p.m., at the Torresdale Frankford Country Club.

(4f) Fundraising Presentation

Ms. Yocum introduced Ms. Marsha Ray, vice president for Institutional Advancement, who reviewed fundraising efforts at the College and next steps for the Expanding Possibilities Campaign.

Dr. Curtis stated that community colleges are the last sector to undertake private fund raising. More and more, the College needs to supplement funding that the College receives from the City and State because without direct financial support many students would not be able to pursue higher education. Dr. Curtis stated that the College is almost there in completing the Expanding Possibilities Campaign. He thanked members of the Board and Foundation Board of Directors for their support of the campaign.

Dr. Curtis reported that Mayor Nutter delivered his budget message and recommended flat funding for next year for the College. He stated that he had been meeting with members of City Council to advocate for additional funds to the Mayor's recommendation. Regarding the State budget, Dr. Curtis stated he did not expect that Governor Corbett would recommend an increase in funding for the community colleges. Dr. Curtis noted that the lack of funding from the City and State will present challenges for the College.

(5) Report of the President

(5a) Community College Summit

Dr. Curtis reported that as a follow up to last year's White House Summit on Community Colleges, a decision was made to hold four regional summits hosted by a community college. The College hosted the summit for the Northeast Region on February 28, 2011. Participation in the summit was by invitation only. U.S. Secretary of Education Arnie Duncan and Secretary of Labor Hilda Solis participated. Dr. Curtis stated that representatives from the Gates Foundation and presidents from the region were in attendance. Ms. Fernandez represented the Board at the summit.

Dr. Curtis stated that College staff did an outstanding job in hosting a very complicated event. He thanked Ms. Brown-Sow and her staff for doing a phenomenal job in coordinating the event and Dr. Hawk and his facilities management staff who worked tirelessly to prepare the facilities for the event.

(5b) On-Campus Events

Dr. Curtis reported that the Wachovia Scholars-Wells Fargo Luncheon took place on February 7, 2011. Four students attended the event. Representatives from Wells Fargo were also in attendance.

(5c) Off-Campus Events

Dr. Curtis reported that the College held a dinner for former Board members on February 3, 2011. Former Board chair, Ms. Ruth Ferber, hosted the dinner. Dr. Curtis stated that a number of former Board members attended. Ms. Fernandez represented the current Board at the event. Dr. Curtis stated that the event was successful, and one that will be continued.

(5d) Announcements

Dr. Curtis reported that the National League for Nursing Accrediting Commission site visit took place on February 22-24, 2011. The visit was a success. The National League for Nursing will be recommending continued accreditation of the College's Nursing Program for eight years.

Dr. Curtis reported that Mr. Charles Blow will be the Commencement speaker on May 7, 2011. Mr. Blow is the *New York Times* visual Op-Ed columnist.

(6) New Business

Ms. Fernandez noted that the College has a number of budgetary challenges ahead. She stated that the College has an important role in the City and does an incredible job in serving the citizens of Philadelphia. Ms. Fernandez requested Board members to support the mission of the College and work to increase the image and stature of the College.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 7, 2011 at 3:00 p.m., in the Isadore A. Shrager Boardroom.

The meeting adjourned at 2:00 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Joint Meeting of the Board of Trustees and Foundation Board of Directors
Thursday, March 3, 2011 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Ms. Fernandez and Ms. Yocum, presiding; Ms. Becker, Mr. Bergheiser, Mr. Blatstein, Dr. Brown, Mr. Burrell, Mr. Cohen, Ms. Cunningham, Mr. Ferber, Ms. Hernández-Vélez, Mr. Johnson, Mr. Murphy, Ms. Ponnocks, Representative Roebuck, Mr. Simons, Mr. Stock, Ms. Sumners Rush, Ms. Vieira, Ms. Weigand, Mr. White, Dr. Curtis, Ms. Bauer, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

Ms. Fernandez welcomed the Board of Trustees and Foundation Board of Directors to the Northeast Regional Center.

(1) Consent Agenda – Board of Trustees

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of the Decisions and Resolutions Meeting of February 3, 2011
- (b) Gifts and Grants
- (c) Clinical Laboratory Technician Program Audit
- (d) Board Resolutions of Support for 2011-12 State Capital Applications
- (e) SPSBA Funding Resolution

(2) Consent Agenda – Foundation Board

The Foundation Board approved the following Consent Agenda:

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(3) Report of the Chair – Board of Trustees

(3a) AACC/ACCT Legislative Summit
February 13-15, 2011, Washington, DC

The AACC/ACCT Legislative Summit took place in Washington on February 13-15, 2011. Dr. Curtis, Ms. Fernandez, and Ms. Brown-Sow attended.

(3b) Board Orientation

The orientation session for new members of the Board is scheduled for Tuesday, March 15, 2011, 1:00 – 4:00 p.m., in the Isadore A. Shrager Boardroom. Lunch will be available at 12:30 p.m.

(3c) Law and Society Week

Law and Society Week began on February 25 and will continue through March 4, 2011.

(3d) Board Committee Meetings

New members of the Board were encouraged to attend the committee meetings to which they were assigned.

(3e) Tour of NERC

A tour of the building will be conducted following the Board meeting.

(4) Report of the President – Foundation Board

(4a) Foundation Board Appointment

The Foundation Board welcomed Mr. George Burrell newly appointed member of the Foundation Board of Directors.

(4b) Foundation Gifts

Mr. David Pincus donated \$50,000 to the College Foundation in February to provide additional scholarships from the Pincus Emergency Fund.

(4c) Party-with-a-Purpose

The Foundation's "Party-with-a-Purpose" initiative is in full swing. For spring 2011, four Foundation Board members have committed to hosting a party.

(4d) Annual Fund

The Foundation's Annual Fund has raised \$85,133, with a goal of \$146,858.

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Ms. Marsha Ray, vice president for Institutional Advancement, reviewed fundraising efforts at the College and next steps for the Expanding Possibilities Capital Campaign.

(5) Report of the President

(5a) Community College Summit

The College hosted the community college summit for the Northeast Region on February 28, 2011.

(5b) On-Campus Events

The Wachovia-Wells Fargo Scholars Luncheon took place on February 7, 2011.

(5c) Off-Campus Events

The College held a dinner for former Board members on February 3, 2011.

(5d) Announcements

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Mr. Charles Blow, *New York Times* visual Op-Ed columnist, will be the Commencement speaker on May 7, 2011.

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(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, April 7, 2011 at 3:00 p.m., in the Isadore A. Shrager Boardroom.

The meeting adjourned at 2:00 p.m.

Community College of Philadelphia				
Office of Institutional Advancement				
Record of Grants and Gifts to the College				
April 2011				
SUMMARY				
	Prior Balance	Current Month	Year-to-Date	Grant Goal
Total Grant Dollars	\$6,609,519.00	\$5,000.00	\$6,614,519.00	\$ 7,000,000.00
Total Number of Grants	38	1	39	
Total Gift Dollars	\$26,221.82	\$43.45	\$26,265.27	
Total Number of Gifts	9	2	11	
Summary by Grant Type:				
Corporation	7,423.00		7,423.00	
Foundation	402,906.00		\$402,906.00	
Federal	2,571,825.00		\$2,571,825.00	
State	3,469,408.00		\$3,469,408.00	
Local	117,957.00		\$117,957.00	
Other	40,000.00	\$5,000.00	\$45,000.00	
GRANT TOTAL	\$6,609,519.00	5,000.00	\$6,614,519.00	
Summary by Gift Type:				
	Prior Balance	Current Month	Year-to-Date	
Gift				
Gift-in-Kind	\$26,221.82	\$43.45	\$26,265.27	
GIFT TOTAL	26,221.82	\$43.45	\$26,265.27	

COMMUNITY COLLEGE OF PHILADELPHIA
Office of Institutional Advancement
Monthly Summary of Grants and Gifts to the College
April 2011

Other Grant

The Turkish Coalition of America has funded the Turkey Study Tour Grant in the amount of \$5,000. This grant will support student travel to Turkey for the 2011 study-abroad program.

Individual Gifts

Sara K. Porter, a student of the College, donated two books to the College's Library valued at \$1.00.

Anthony J. Wychunis, an employee of the College, donated two books to the College's Library valued at \$43.45.

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

MINUTES

Thursday, March 17, 2011

9:00 a.m. - M2-34

Presiding: Ms. Stacy Holland
Present: Ms. Helen Cunningham, Dr. Stephen Curtis, Ms. Varsovia Fernandez,
Dr. Judith Gay, Dr. Samuel Hirsch, Dr. James Roebuck, Ms. Dorothy
Sumners Rush and Ms. Beatriz Vieira
Guests: Dr. Ron Jackson, Ms. Kathy Smith, Dr. Sharon Thompson and Mr.
David Watters

(1) Executive Session

There was a discussion of possible candidates for honorary degrees. Two candidates were identified and will be contacted to determine interest and availability. The Committee will undertake a review of the honorary degree selection criteria and process in the fall.

The Committee was informed of the activities of the faculty recommended for merit promotion. An overview of the selection criteria was provided.

Action: Dr. Roebuck moved and Ms. Sumners Rush seconded a motion that the Student Outcomes Committee recommend to the full Board acceptance of the recommended list of faculty for promotion. The motion passed unanimously.

(2) Public Session

a) Approval of Minutes of February 3, 2011 (Action Item)

The minutes were accepted.

b) Paralegal Studies Program Audit (Action Item)

Dr. Gay explained that the Paralegal Audit is the first to be presented under a new modified audit format. This modified format will be used for audits of programs that are accredited or have reapproval by external agencies.

Ms. Smith, Chair, Social Science Department, provided highlights of the Program components and activities including: articulated program-level student learning outcomes; several articulation agreements; strong peer mentoring program; internships; and service learning. She stated that since the last audit in 2001 the Program has undergone two accreditation cycles with the American Bar Association. All recommendations made in the 2002 reapproval process have been addressed through identified actions. The most recent reapproval in 2010 resulted in no recommendations for action.

Ms. Holland asked for possible reasons why there has been a decline in enrollment. Ms. Smith responded that there has been negative information about future job prospects. Ms. Cunningham asked what the starting salaries are for graduates of the Program. Ms. Smith stated that starting salaries begin at \$31,000.

Ms. Holland questioned what are two critical focus areas for the program. Ms. Smith's response was the need to work on assessment and move more in the direction of incorporating service learning. Ms. Cunningham asked if most students in the Program are changing careers and how would a high school student learn of the Program. Ms. Smith stated that most evening students are changing careers or enhancing their careers, while the day students tend to be first career students. High school students become familiar with the Program through opportunities such as the College's summer Advanced College Experience (ACE) program which offers a paralegal course. Ms. Smith emphasized that it is rare that a student right out of high school is prepared for the academic rigor of the Program.

Ms. Fernandez inquired about how students are assisted to find a job. Ms. Smith outlined the work faculty members in the Program undertake to work with students individually and the various events sponsored by the Program. The College's Career Services Center is also involved. Ms. Summers Rush asked about the possibility of offering a match day type activity that would involve law firms. Ms. Smith stated that while the idea is good, it would be difficult since some law firms seek graduates with more than a two-year degree.

Action: Ms. Summers Rush moved and Dr. Roebuck seconded a motion that the Student Outcomes Committee recommend to the full Board approval of the Paralegal Studies Program for five years with commendation. The motion passed unanimously.

c) Revision to Guidelines for the Use of Student Activities Fund Policy (Action Item)

Dr. Hirsch provided the background and purpose of the Board Policy and highlighted the major proposed revision of moving New Student Orientation out of the programmatic budget to a pre-funded budget line. The Policy provides guidance on the appropriate use and distribution of the Student Activities, Athletics, and Commencement Budget funded by the mandatory \$4/credit hour "General College Fee," the \$30 Commencement Fee, and net

profits from Auxiliary Services. In addition to outlining broadly the appropriate use of the fees, the Policy provides percentage guidelines for the various sub-categories of activities and programmatic efforts funded by the budget. This ensures that on a year-to-year basis funds are not overly committed to one section of the budget to the detriment of other programmatic areas. The policy was last updated in 2003 when the College was undergoing a complete rebuilding of the Chart of Accounts due to the conversion to Banner. The major change that occurred to the Budget at that time was to create a separate section of the budget for Staff Salaries and Fringe Benefits and to fund these budget lines before establishing the programmatic percentages applied to the remainder of the budget. This has been of great benefit to the management of the budget and has worked well.

Mr. Watters, Assistant Dean of Students and Director of Student Life, provided the rationale for the major change in the Policy. Through Achieving the Dream, the Enrollment Management Plan and ongoing research efforts, the College has placed greater attention on improving outcomes for its students with an emphasis on first year students. Over the past few years, the College has moved from a passive, one-time, face-to-face interaction with incoming new students to a multi-touch, in-person and on-line, intentional programmatic approach that integrates new students into the College. As a result, first year activities have evolved into a comprehensive matriculation and retention program under the heading of First Year Student Success Programming, which includes new student orientation. Efforts now include intentional programming that engage students from application through the first year of enrollment. Currently, the budget for such programming is largely funded according to the guidelines established for the Student Activities, Athletics, and Commencement Budget. Management of this budget line will be facilitated by moving it outside of the programmatic percentage guidelines of the overall budget. Therefore, the primary purpose for proposing the change in the construction of the budget is to remove the “New Student Orientation” budget line from the programming portion of the budget to acknowledge the growth and re-purposing of this budget line.

Dr. Curtis emphasized the College’s focus on retention efforts and improving student outcomes. He reinforced how the described initiatives align with this focus.

Ms. Holland questioned if the activities are not funded or there is no access to the funds. Mr. Watters explained that it is redirecting existing funding based on a shift in philosophy in Student Life to a broader institutional approach. Ms. Vieira asked what the impact will be on other areas in the budget. Mr. Watters stated that there will be a slight impact on currently funded lines, but no dramatic impact on programs.

Dr. Hirsch highlighted the various updates to the Policy reflecting current position titles and budget line descriptions.

Action: Ms. Sumners Rush moved and Ms. Cunningham seconded a

motion that the Student Outcomes Committee recommend to the full Board approval of the revisions to the Guidelines for the Use of Student Activities Fund Policy. The motion passed unanimously.

Next Meetings:

The next meetings of the Student Outcomes Committee of the Board are scheduled for Thursday, April 7, 2011 at noon (Jane S. Abrahams Award Interviews and Selections) in room M2-34 and Thursday, April 14, 2011 at 3:00 p.m. in room M2-34.

Attachments:

Minutes of February 3, 2011
Paralegal Studies Program Audit
Revision to Guidelines for the Use of Student Activities Fund Policy

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

MINUTES

Thursday, February 3, 2011

1:30 p.m. – M2-34

Presiding: Ms. Stacy Holland
Present: Ms. Helen Cunningham, Dr. Stephen Curtis, Dr. Judith Gay, Dr. Sam Hirsch, Dr. James Roebuck and Ms. Dorothy Sumners Rush
Guests: Dr. Sharon Thompson

(1) Executive Session

There was a brief discussion about honorary degrees. The Board will be asked to make recommendations by Tuesday, March 1, 2011.

(2) Public Session

(a) Approval of Minutes of December 2, 2010

The minutes were accepted.

(b) Audio Visual Services Administrative Unit Audit

Dr. Sharon Thompson reviewed highlights of the Audio Visual Services Audit Executive Summary. The main discussion was about the fact that many of the actions identified in the audit are already underway. Also, a decision was made to not engage an external evaluator for the audit; instead, engaging an external evaluator is recommended as an action step. The audit document was delayed because of restructuring and staffing issues. A decision was made to start working on actions even though the document had not been completed.

There was a discussion about what the Board needs to know about the administrative audits. Compliance, strategic direction and innovations were mentioned as Board priorities.

(c) March and April Meeting Dates

The Student Outcomes Committee of the Board will meet at 9:00 a.m. on March 17th and at 3:00 p.m. on April 14th.

Attachments

Audio Visual Services Administrative Unit Audit
Minutes of December 2, 2010

Community College of Philadelphia

*Modified Academic Program Audit:
Paralegal Studies Program*

Division of Liberal Studies

February 2, 2011

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I. Description of the program

The Paralegal Studies curriculum leads to the Associate in Applied Science (A.A.S.) degree. This curriculum provides students with a thorough foundation for work as a paralegal through core courses in paralegal studies, a wide range of electives in legal specialty areas, and a general education foundation. The program is suitable for students seeking either to transfer to a four-year institution in a law-related program or to enter the work force as a paralegal, particularly in small to mid-sized law firms, businesses, government, and public and private agencies.

The Paralegal Studies Program teaches students the skills of conducting legal research and writing, drafting legal documents, analyzing legal problems, and developing effective client relationships. In addition, the program provides students with mentors, internships, guest speakers, off-site trips, an active student club and newsletter, and job placement assistance. The program features day and evening classes, as well as select online courses and accelerated options.

The program-level student learning outcomes for the Paralegal Studies Program state that upon completion of this program graduates will be able to:

- Work successfully as entry-level paralegals
- Apply ethical concepts to hypothetical examples and real-life situations
- Draft legal documents, conduct legal research both manually and through computer-assisted research and undertake the full scope of tasks assumed by entry-level paralegals
- Demonstrate legal analytical skills and legal writing skills
- Cultivate a supportive professional network and learn how to remain current in the legal profession
- Demonstrate an understanding of legal terminology in civil litigation and a variety of practice areas
- Demonstrate practical skills in a variety of practice areas
- Understand the role of technology in the modern law office and have practical experience using legal technology programs

II. Recommendations from the 2002 Reapproval Site Visit Report and Actions Taken

Since the last Paralegal Studies Audit in 2001, the Program has undergone two accreditation cycles (The Program's accrediting agency, the American Bar Association (A.B.A.) uses the term "reapproval.") The most recent reapproval in August 2010 resulted in no recommendations for action. See Section III following for a description of these findings. The 2002 reapproval was received in August of that year. Recommendations from that reapproval and actions taken are listed below. These actions wholly satisfied all recommendations made by the ABA.

Recommendation 1: The program is encouraged to continue to expand membership on its Advisory Committee to include more members from the community the program serves who will bring fresh and diverse perspectives to the Committee. More outside members will further insure

that college-related Advisory Committee members do not outnumber the outside Committee members.

Actions in response to recommendation 1: The Advisory Committee has been restructured to include a greater number of outside participants. For the 2010-2011 academic year, the advisory committee is made up of 22 members representing practicing attorneys, practicing paralegals, legal librarians, paralegal faculty, alumni of the program, a member of the public and legal recruiters. (See Appendix B for list of Advisory Committee members.)

Recommendation 2: While the program educates a diverse student body, it should continue to take steps to increase the diversity of its faculty.

Actions in response to recommendation 2: The faculty has continued to expand and efforts have been made to continue to add diversity to the faculty. The program has twice participated in the College's Minority Fellow program. All hiring continues to be done with sensitivity to the issue of diversity. During the Fall 2008 term, one minority adjunct was added. All advertisements for full-time faculty positions have been sent to ethnic bar associations, such as the Barristers (African American Attorneys) and the Hispanic and Asian Bar associations. Program faculty members continue to explore ways in which to further diversify the faculty.

Recommendation 3: The program should continually review the content of various courses to determine whether a capstone course might adequately combine ethics, law office management, and business organization to meet the changing needs of the legal community.

Actions in response to recommendation 3: The program has considered this issue at length in discussions with the Advisory Board, internal constituents and with employers through focus groups and internship site evaluations. Ultimately it was decided that the response to these issues is best addressed through curricular integration and one additional required course. See Recommendations 5 and 6 below.)

Recommendation 4: The program leadership, with the help of the Advisory Board, will want to review its graduate and employer surveys to ensure that they are soliciting the most valuable information to aid in the evaluation of the program.

Actions in response to recommendation 4: The employer survey was revised and supplemented with employer focus groups. The revised survey has proved to be much more productive in terms of providing feedback to the program and will continue to be utilized as an assessment tool.

The graduate survey was also revised shortly after receipt of the report.

Recommendation 5: Ethics is specifically covered in the Introduction to Paralegal Studies course and Internship class and, throughout the curriculum. The faculty should specifically indicate in the course syllabus when Ethics is being covered.

Actions in response to recommendation 5: All PLS 101: Introduction to Paralegal Studies syllabi are reviewed to ensure that ethics is specifically included.

Recommendation 6: To keep students on the cutting edge of technology in the legal community, the program would be further strengthened by expanding and improving instruction in the use of legal application software that is typically found in practice in the local legal community. The program may also want to include instruction in the courts' use of electronic evidence.

Actions in response to recommendation 6: The program has addressed this by infusing technology into courses, developing the new Legal Technology (PLS 115) course which is now required of all students, and by expanding the research data bases used in the program. The Legal Technology course covers applications involving office management, electronic discovery and trial preparation. The course also addresses legal ethical considerations in the use of computer technology. Additionally, as of Fall 2008, when students enroll in Legal Research and Writing I (PLS 111) they are provided, for no additional fee, passwords for unlimited use of Westlaw (which is in effect until graduation) and for unlimited use of Lexis (for two years). Students are trained on both of these databases.

Recommendation 7: At the next printing, all materials, including the college catalogue and web site, should clearly and accurately state the objectives of the program.

Actions in response to recommendation 7: This has been accomplished.

Review of Goals

The program's report to the ABA regarding program goals stated that the program's goals are being met, based on graduate surveys, internship evaluations and employer feedback all of which indicated better than satisfactory preparation of graduates in terms of ethics, legal and analytical skills, research and writing skills and understanding of legal terminology.

III. Results of the 2010 Reapproval

The Paralegal Studies Program submitted its application for reapproval to the American Bar Association on November 15, 2008. The Paralegal Studies Program was re-approved by the American Bar Association Standing Committee on Paralegals Approval Commission in a letter dated August 10, 2010. The term of approval is for a period of seven years, beginning August 2009 and ending August 2016. The application of the program for the next reapproval, including a self-evaluation report, supporting documents, and fees, must be filed by October 15, 2015. During the approval period, the program is required to submit an Interim Report during the third year of the program's approval. The Interim Report will be due on July 15, 2012. There were no recommendations included in the reapproval. This is exceedingly rare and reflects the quality of the program. There were suggestions in the site team visit report from their visit to the College on February 3-4, 2010 for the program's consideration. Suggestions are not official, but allow the site visitors to make their own suggestions based on their experiences in the field. The recommendations were as follows:

“The Site Team recommends that the Community College of Pennsylvania's Paralegal Studies Program be reapproved. The administration and Advisory Committee are supportive of the Program, and the students are being educated to meet the needs of the legal community. The Program Director and faculty are very dedicated to the success of the Program. To further enhance the Program, the Site Team suggests that:

1. The Program should continue taking proactive steps to recruit and retain a diverse faculty.
2. The need for students to receive meaningful and prompt feedback from instructors and have opportunities to interact with faculty members should be taken into consideration when course enrollment caps are set.

3. The Program should consider revising the curriculum to include a required course with a business focus such as PLS 255 Business Organizations for Paralegals, or through creation of a contracts law course.
4. The Program should continue work on assessment paying particular attention to gathering information from employers and summarizing and analyzing all assessment findings whether obtained through surveys or focus groups.
5. The Program should monitor course syllabi to ensure that the content of courses taught in the evening ten-week format matches the content of courses taught in the fifteen-week day format.
6. The Program should consider adding a course in oral communication, such as ENGL 115 Public Speaking or ENGL 116 Interpersonal Communication, to the curriculum in order to ensure all students demonstrate competency in oral communication.
7. The Program should strongly encourage all program students (including evening students) to complete an internship in order to enhance their marketability as paralegals.
8. Because the Program currently offers 4 courses (12 semester credits) in an online format, the Program should continue to be careful to ensure that students transferring legal specialty course credits will have completed at least ten semester credits or the equivalent through traditional classroom format prior to graduation.
9. The Program should review all promotional material to ensure that they state clearly and accurately the objectives of the Program.
10. The Program should continue to add current texts and resources about the paralegal profession to the library collection.
11. The Program should remove outdated library materials where appropriate, and mark any outdated materials as 'Not Current' or 'Out-of-Date.' "

IV. Future Plans Resulting from the 2010 Reapproval Process and Actions Taken to Date:

The Program has considered the suggestions listed in Section III at length. The following are the future plans for the program, and actions that have been taken to date.

1. Assessment

The program faculty plan to increase their use of data to maximize student retention and success, i.e. graduation. The tracking of retention from course to course and within each course provides valuable data for analysis.

Actions Taken to Date:

- a. During summer 2008, Information Technology Services developed an electronic dashboard, which provides up-to-the date data on program retention, grade distribution and program completion.
- b. Data is collected by all programs at the College as part of the Annual Program Review on a broad range of quality and viability indicators (QVI) including student learning outcomes, academic program innovation, enrollment, benefit to the college, cost to operate, enrollment, retention, graduation rates, transfer rates, employment related to field of studies shortly after graduation, etc. The Paralegal Studies program completed a QVI as part of the first pilot of this review initiative.

2. Future course evaluation: Improved alignment of course goals and updating of courses

Many of the program goals (learning outcomes) are met through more specific course goals. The program has identified the need to more systematically evaluate program courses to ensure that the course goals are aligned as closely as possible with the program goals and to ensure that the courses are systematically evaluated for currency.

Actions Taken to Date:

- a. The course PLS 261: Wills Trusts and Estate Administration was revised.
- b. The course PLS 271: Bankruptcy Law was revised.
- c. A new course, PLS 115: Legal Technology was developed and is now required for all paralegal students.
- d. All courses now have student learning outcomes.
- e. The program has developed a comprehensive assessment plan for course and program level outcome measurement.

3. The site visitation team also made suggestions which the program will address during the 2011-2012 academic year.

- Continue to recruit and retain a diverse faculty.
- Improve compilation and assessment of data from employers.
- Improve monitoring syllabi to ensure consistency.
- Revise the curriculum to require that all students take a course which provides oral communication skills.
- Ensure that promotional materials clearly state program objectives.
- Add texts to the Library collection on the paralegal profession and ensure that outdated materials are removed or labeled.

V. Other Notable Program Features

Articulation Agreements

The Program has articulation agreements with the following:

- Arcadia University, Political Science Department
- Peirce College, Paralegal Studies Program (The College also has a dual admission agreement with Peirce College, which provides for additional support and scholarships.)
- St. Joseph's University, Legal Studies Program
- Widener University, Paralegal Studies Program
- Wilmington College, Paralegal Studies Program
- The College has a blanket articulation with the Philadelphia University which enables paralegal students to transfer all of their credits into a variety of degree programs.

Mentor Program

The first course in the program, PLS 101: Introduction to Paralegal Studies, includes a mentoring component so that students are exposed to legal professionals and the legal workplace early in their academic careers. The mentor program provides students with contact with a legal professional and serves to provide insight into the working world.

Internships

Students enrolled in the Internship course complete 120 hours in a legal internship, and concurrently attend a weekly hour and a half seminar at the College. Students are matched with an employer based on his/her interests, strengths and goals. The internships are evaluated by the internship course instructor, who maintains contact with the site throughout the semester. In addition, the internship course instructor conducts an on-site evaluation which includes both an evaluation of the student's performance and a review of the site itself. Internship site supervisors (employers) also conduct final written evaluations of student interns.

Ethics Instruction

Approximately one-third, or approximately fourteen clock hours, in PLS 101: Introduction to Paralegal Studies is spent on issues of ethics and legal responsibility. In addition to a text, students purchase the Pennsylvania Rules of Professional Conduct, which is used extensively in the class. Additionally, ethical implications are included in all higher-level paralegal courses. Furthermore ethics is also covered in PLS 121, Civil Litigation and PLS 115 Legal Technology; both of which are required for all students. Ethics is also infused in all upper level paralegal electives.

Alternate modes of delivery

The following paralegal courses are offered in a distance education format:

- Introduction to Paralegal Studies (PLS 101)
- Civil Litigation I (PLS 121)
- Tort Litigation (PLS 241)
- Wills, Trusts and Estates (PLS 261)

Accelerated Evening Program

Paralegal Studies developed the College's first accelerated option in 1997 to meet the needs of college graduates who were seeking paralegal skills. The option has been very successful and remains the College's only degree program, which enables students with college degrees to complete the program in nine months.

Paralegal Student Association

The program has a very active student club, the Paralegal Student Association, which sponsors social, educational, fund-raising and public interest activities. Students are informed of club meetings and activities through handouts and the Program newsletters.

Service Learning

The Program has recently begun to provide students with Service Learning opportunities. In 2010 collaboration was begun with Wills for Heroes, a national nonprofit which provides basic estate documents to first responders at no fee. Through this collaboration, the first of its kind,

students worked with clients and prepared legal documents under the supervision of an attorney. This endeavor earned the Jeffrey A. Ernico Award from the Pennsylvania Bar Association. The Wills for Heroes project will continue with a second event planned for Spring 2011. Working with through the Fox Rothschild Center for Law and Society, the program has also obtained a grant to train paralegal students on issue pertaining to mortgage foreclosure. Following the training sessions which will begin on February 2011, students will produce short public service videos which will be shown on CCPTV.

Job Assistance

Students receive individualized help with job placement, and can also take advantage of these additional resources:

- Mock Interviews
- Networking
- Weekly newsletter
- Student/alumni listserv
- “Jobs of the Week” email sent to students each week listing job opportunities
- A database of external contacts to including employers, mentors, and other contacts to advise the program about opportunities for students

Library Facilities

The Program maintains a legal library collection on site, which meets the ABA requirements. To supplement the College’s library collection, all students, upon enrolling in PLS 111: Legal Research and Writing I are provided with one-year memberships to Jenkins Law Library, the official law library of the Philadelphia Bar Association. Jenkins Law Library is located less than two miles from the College and students are provided with a tour of that library as part of PLS 111.

VI. Outcomes

Enrollment in the program has fluctuated between a low of 111 students and a high of 145 students over the last ten semesters, with an average of 133 students. The enrollment for the last two semesters has been at or near this average.

Program Enrollment by Year

Spring 2010	129
Fall 2009	133
Spring 2009	116
Fall 2008	111
Spring 2008	141
Fall 2007	137
Spring 2007	134
Fall 2006	143
Spring 2006	145
Fall 2005	144

As shown in the following table, the number of program graduates has almost doubled since 2002.

Number of graduates

Year	
2010	60
2009	47
2008	53
2007	52
2006	39
2005	38
2004	45
2003	32
2002	31

The following chart showing persistence data indicates that for the four years listed, approximately three times as many paralegal studies students graduated in the Spring than did students college-wide, and there is a significantly lower rate of non-returning students in the subsequent fall semester in the paralegal studies program than for programs college-wide.

Students who returned to the Same Program or a Different Program in the Subsequent **Fall** Semester (Percentage)

		Fall 2005	Fall 2006	Fall 2007	Fall 2008
Returned Same Program	Program	36.1	31.5	31.4	35.1
	College	36	36	32.5	37.1
Returned Different Program	Program	4.2	3.5	4.4	5.4
	College	7.2	7.5	8.2	8.5
Graduated	Program	24.3	23.8	28.5	24.3
	College	7.7	8.1	8	8.5
Did not return Fall	Program	35.4	41.3	35.8	35.1
	College	49.1	48.3	48.8	48.3

VII. Demand and need for the program

According to the Bureau of Labor Statistics, the number of jobs for paralegals and legal assistants is expected to grow nationally by 28% between 2008 and 2018.

Title	Employment 2008	Projected Employment 2018	Change 2008-2018 Number Percent
Paralegals and legal assistants	263,800	337,900	+74,100 + 28

According to the Occupational Outlook Handbook of the Philadelphia Workforce Investment Board, paralegals are considered a ‘hot job’ in Philadelphia, with the number of available jobs expected to grow by 15 % between 2010 and 2015.

VIII. Operating Costs and Efficiency

The following chart shows that the program's direct cost per FTE has been very close to the college average for the last seven years.

FTEs generated by the Paralegal Studies program and program's direct cost per FTE compared to average program direct cost per FTE

Paralegal Studies Program			
Fiscal Year	FTEs generated by the program	PLS program's direct cost per FTE	Average College-wide program direct cost per FTE
2003-2004	145.7	\$2,379.90	\$2,490.69
2004-2005	148.8	\$2,740.78	\$2,786.84
2005-2006	123.6	\$3,127.38	\$3,051.99
2006-2007	109	\$3,085.59	\$3,309.45
2007-2008	115.1	\$3,754.97	\$3,495.88
2008-2009	90.9	\$3,750.98	\$3,494.41
2009-2010	114	\$3,751.21	\$3,400.11

Credit Hours Produced and Cost per Credit Hour

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Program Courses					
Credit hours produced	2,442	2,463	2,514	2,385	2,781
Cost per credit hour	\$137.94	\$131.26	\$168.63	\$167.82	\$172.95
College-Wide Average					
Credit hours produced	339,439	338,545	348,808	348,969	388,581
Cost per credit hour	\$129.79	\$137.13	\$144.42	\$144.65	\$138.33

Annual Total Program Costs Per FTE

	2005-2006	2006-007	2007-2008	2008-2009	2009-2010
Program	\$6,616.42	\$6,746.14	\$7,814.99	\$7,541.32	\$7,540.18
College-wide Average	\$6,666.82	\$7,019.64	\$7,486.11	\$7,343.31	\$7,190.51

Source: Office of Finance and Planning: Table 30

IX. Conclusion and Recommendations

The Paralegal Studies Program is an exemplary program at the College. It provides a robust curriculum as well as many special extra-curricular activities and services that support students and enrich their experience in the program. The level of engagement of the faculty in organizing and implementing activities such as Constitution Day, participation in Law and Society Week, the mentoring program, internships and job assistance is noteworthy, and sets a standard for the College. It is also notable that the most recent ABA reapproval contained no recommendations.

It is recommended that the program act on the future plans delineated in Section IV.

Appendix A

Reapproval Letter from ABA

ABA Standing Committee on Paralegals Approval Commission

321 North Clark Street, Chicago, Illinois 60654-7598

Mattie Evans, Approval Process Manager

Telephone: (312) 988-5617

FAX: (312) 988-5483

August 10, 2010

Kathleen Smith, Program Director
Paralegal Studies Program
Community College of Philadelphia
1710 Spring Garden Street
Philadelphia, PA 19130

Dear Ms. Smith:

At its Annual Meeting in August 2010, the American Bar Association House of Delegates granted reapproval to the Paralegal Studies Program at the Community College of Philadelphia. Congratulations!

As you may know, the term of approval is for a period of seven years, beginning August 2009 and ending August 2016. The application of the program for reapproval, including a self-evaluation report, supporting documents, and fees, must be filed by **October 15, 2015**.

During the approval period, the program is required to submit an Interim Report during the third year of the program's approval. The Interim Report will be due on **July 15, 2012**. Complete instructions for preparing these reports and the standardized forms are found on our web site:

<http://www.abanet.org/legalservices/paralegals/forms.html>

In addition to meeting the reporting requirements and remaining in compliance, approved programs must pay an annual fee, which will be billed in February and is due by May 1 each year. Current information about the fee schedule is available on our website.

Should any major changes be made to your program between reports, please report such changes to the ABA in writing. Also, please inform us of any change in personnel holding the position of program coordinator. In G-104.M of the ABA Guidelines for the Approval of Paralegal Education Programs, the major changes that must be reported are detailed. Also, please note G-501.A, which outlines the restrictions on advertising ABA approval and references to ABA approval in program literature. As required, please use the words "approval" or "approved" in describing your status; please refrain from using the ABA logo and from citing the language of the site team report in advertisements, brochures and other promotional literature.

Once again, congratulations on your ABA reapproval. If you find that you have any questions, please do not hesitate to call me.

Yours truly,



Mattie F. Evans, Approval Process Manager

**Appendix B Paralegal Studies Advisory Committee
Advisory Committee Members 2009-2010**

Advisory Member	Title	Firm / Organization / Department
Linda F. Barron, Esquire	Director of Paralegal Services	Marshall, Dennehey, Warner, Coleman & Goggin
Barbara DeCoste		
Charles Hayden		
Christine Flynn		Swartz Campbell
Diane L. Newman		
Felicia Garnett	Assistant Vice President & Senior Paralegal, Corporate	Capmark Finance Inc.
Francis P. Welsh, Jr.		
Gina Milto		
Holly Hill	Manager	Independence Blue Cross
Jamara Cherry		
Janet Sullivan	Senior Paraprofessional Manager	Reed Smith, LLP
Judy Kiesel		
Marilyn Howard Cox		
Nancy Garner	Head of Information & Research Services	Jenkins Law Library
Patricia F. Rachor	Director of Paralegals	Post & Schell
Ralph F. Wagner, Jr.	Office Administrator	DLA Piper US LLP
Stephanie A. Ristvey		Abelson Legal Search
Steve Ludwig	Attorney At Law	Fox Rothschild, LLP
Suzanne N. Pritchard	Attorney At Law	McCann & Geschke, P. C.
Samuel H. Lehrer	Attorney At Law	Dilworth Paxson LLP
Janine LaBletta	Paralegal	Philadelphia VIP
Helen Howlett	Paralegal	

COLLEGE POLICIES AND PROCEDURES MEMORANDUM NO. 211

GUIDELINES FOR THE USE OF STUDENT ACTIVITIES FUND

Revised: December 17, 2003

Original Number: 94
Original Date of Issue: November 7, 1975

| Reissued: 94A – August 24, ~~1979~~
94B – February 4, 1984
94C – September 16, 1985
94D – December 17, 2003

| This Policies and Procedures Memorandum ~~supereedes~~supersedes and replaces Policies and Procedures Memorandum 94C.

I. GUIDELINES FOR APPORTIONING FUNDS

| A budget shall be prepared for presentation to the Board of Trustees through the President's Office apportioning funds to assure the continuance of such activities as vocal and instrumental music, various forms of dance, drama, intercollegiate and intramural athletics, the student newspaper, and the literary magazines as long as there is significant student interest in these and similar activities. Funds shall also be appropriated for concerts, films, lectures and similar events which complement the cultural and academic activities of the institution. Funds shall be made available for the Student Government Association to carry out its programs and to finance the activities of recognized clubs and organizations upon Student Government Association approval of their programs and budget, or in the absence of action by a duly elected Student Government Association, approval by the administration.

| Five percent of the anticipated income shall be appropriated as a contingency fund. The Office of Student ~~Activities~~ Life and the Department of Athletics may draw upon this fund for the enhancement of student activities. Any residual funds at the end of the fiscal year shall be placed in the Student Activities Reserve Fund. The approval for expenditures of funds from the contingency fund and from the Student Activities Reserve Fund will be the responsibility of the Vice President of Student Affairs.

All funds shall pass through the Business Office of the College, following procedures specified by the Business Office.

Once staff salaries and benefits, ~~and~~ Commencement expenses, and funding for First Year Student Success Programming, have been determined, the administration will attempt to allocate the remaining funds in the following manner:

Student clubs and organizations <u>Leadership and Involvement</u>	_____
.....15%	
Student Media <u>Publications</u>	_____
.....10%	
Performing Arts	_____
.....5%	
Athletics	_____
.....35%	
Cultural and Co-Curricular Programming <u>Campus Programming</u>	_____
.....15%	
Student Support	_____
.....15%	
Contingency	_____
.....5%	

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II. GUIDELINES FOR USING FUNDS

1. Overnight trips require the prior approval of the Director of Student ~~Activities~~ Life or the Director of Athletics and the Dean of Student ~~Lives~~. Reasonable expenses for food and lodging are acceptable. Group meals and rates should be arranged whenever possible.
2. Donations by a student organization for community or charitable purposes of any sort must come from income generated by that organization. No money appropriated by the College to clubs and organizations or the Student Government Association may be used for such donations.
3. Organizations may use any legal means to raise money to help carry out their programs. Such fund raising projects must be registered with the Director of Student ~~Activities~~ Life at least three weeks prior to the fund-raising affair or inception of the project. The College name or identity may not be used to raise money for a specific religious, political, ethnic or social group.
4. No student, organization, advisor, coach, etc., may sign a contract obligating any student activity funds or the facilities of the College or of any student organization.
5. Contracts to be paid from student activities or athletics funds for sums in excess of \$1,000.00 must be signed by the Vice President for Student Affairs. Contracts to be paid from student activities or athletics funds for sums in excess of \$5,000.00 must be signed by the President. By Board of Trustees action, certain of these must be cleared by ~~Board~~ College legal counsel. Such contracts must be signed at least 30 days prior to the event or delivery of goods or services. The contracts must be accompanied by a detailed plan for advertising and promotion and an estimate of anticipated attendance.

6. The major consideration in selecting advisors, directors and coaches shall be their ability to provide an optimum educational experience for students in a particular activity. Compensation for these people shall be based on the professional time spent, the number of students directly involved, the ~~extend~~extent and nature of preparation and experience. Any advisor, coach or director paid from College funds must be approved by the Director of Student ~~Activities~~Life or the Director of Athletics, ~~and~~ the Dean of Student ~~Lives~~ and the Vice President for Student Affairs.
7. No College funds shall be used to pay for appearances by public figures without the written approval of the President.
8. No College funds shall be used to pay for any appearance by any full-time employee of the College.

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, March 23, 2011 – 9:00 A.M.**

Present: Mr. Jeremiah White, presiding; Mr. Bart Blatstein, Ms. Varsovia Fernandez, Ms. Lydia Hernandez-Velez, Mr. Willie Johnson, Dr. Stephen M. Curtis, Mr. Gary Bixby, Dr. Thomas R. Hawk, Ms. Marsia Henley, Mr. Todd Murphy, Mr. James P. Spiewak, and representing TIAA-CREF Trust Company: Mr. Michael Collins, Ms. Ellyn Korzun, and Mr. John Seifried

AGENDA – PUBLIC SESSION

(1) Investment Performance Report (Information Item):

Staff provided the Committee with an overview of current investment procedures and results for the College's operating cash. Dr. Hawk distributed a summary of the College's monthly cash position for the last seven years. The chart (see Attachment A) demonstrates that the College's core cash, funds not needed for ongoing operations, currently exceeds \$20 million. As outlined in the College's Investment Guidelines, core cash can be invested in longer-term fixed-income investments where higher average rates of return can be anticipated. At present, only \$10 million of the College's core cash is invested in longer-term fixed-asset investments.

Mr. Murphy distributed a month-by-month summary of investment returns for the current and last fiscal years. The College's \$10 million core cash investment is split between the Commonfund Multi Strategy Bond Fund and the Commonfund Intermediate Fund. The remainder of the operating funds are in short-term investments including bank CDs and money market funds. The recent historically-low short-term rates have greatly impacted on investment income in the last two years. Current yields on most of the College's cash balances are yielding around 100 basis points (1 percent) annual returns. Given available short-term investment rates, a longer-term investment strategy is required for more of the College's core cash in order to improve investment income. Representatives from the TIAA-CREF Investment Trust were invited to the meeting to present a proposed investment option for a portion of the College's core cash.

(2) TIAA-CREF Investment Option (Action Item):

Discussion: Mr. Michael Collins, Director of Endowments and Foundations, Ms. Ellyn Korzun, Senior Portfolio Manager, and Mr. John Seifried, Wealth Management Advisor from the TIAA-CREF Trust Company, presented a suggested longer-term, fixed-income investment strategy. Attachment B contains the background materials referenced in the TIAA-CREF Trust investment presentation.

Mr. Seifried provided an overview of the TIAA-CREF organization. He outlined TIAA-CREF's over 90-year history as the leading provider of pension plan fund management services for higher education and non-profit organization employees. Currently, over \$450 billion of assets are actively managed by TIAA-CREF. In 1998, in response to a growing demand by higher education and non-profit organizations for assistance with managing operating and endowment funds, TIAA-CREF moved into the institutional investment side of higher education. In order to serve as a repository for

institutional funds, TIAA-CREF Trust was established as a federally-chartered savings bank.

Ms. Korzun provided an overview of TIAA-CREF's investment approach. Unlike the Commonfund, the TIAA-CREF Trust does not use a pooled investment fund approach with the College's owning shares in a commonly-managed investment pool. TIAA-CREF manages portfolios on an individual basis using strategies which emphasize preservation of capital through duration, sector and security selection. While the fixed-income investment team at TIAA-CREF uses common investment principles for all of its higher education fixed-income investments clients, the composition of the portfolio is designed to address specific goals for an individual higher education institution including issues such as liquidity and client willingness to incur unit value swings in instruments in order to incur a higher average rate of return over the long term. The TIAA-CREF staff emphasized that they use a "fiduciary" standard as opposed to a "suitability" standard, recognizing that preservation of capital is an essential goal for most non-profit institutions with limited resources and there is often an inability to withstand significant fluctuations in values for invested assets. Other institution's goals, such as social responsibility in investing, can be addressed through asset selection. Instruments included in the portfolio will range from cash to ten-year maturities and are distributed through treasury, agency and investment grade corporate bonds.

Ms. Korzun explained that the TIAA-CREF Trust investment strategy is more conservative than that being employed by the Commonfund in instrument selection. She noted that having the combination of Commonfund fixed-income and a TIAA-CREF managed portfolio will help to support the goal of maintaining a well-diversified investment strategy.

The portfolio will be actively managed in order to take into consideration the current market conditions. Very short-term investment assets, as a portion of the asset, will grow during periods of time when there is concern about rising interest rates and resulting declines in fixed-income unit values. While historically the approach used by TIAA-CREF in managing this fixed-income investment strategy has generated an average rate of return of six percent, Ms. Korzun stated that a realistic goal in current market conditions was an annual return between three and five percent. The TIAA-CREF representatives emphasized the high quality, well-known firms whose corporate bonds are included in the investment portfolios. Currently, an emphasis is on technologies (e.g., Cisco) and well-managed financial institutions (e.g., Wells Fargo).

TIAA-CREF is a non-profit organization and, as such, has significantly lower transaction fees that is normally true for for-profit portfolio managers. Mr. Seifried stated that all TIAA-CREF employees are salaried and do not function on a commission basis. The transaction cost for managing a ten-million-dollar portfolio is 30 basis points annually. The College will be assigned a dedicated portfolio manager who will work with the College to ensure that the composition of the portfolio at any time achieves the College's goals for liquidity, risk/return, and social responsibility investing. Mr. Murphy noted that he had checked references for several clients who had significant amounts of funds managed by TIAA-CREF, and the reports were uniformly positive. In addition to achieving income and liquidity goals that the clients had established, the reporting and assistance with issues such as fiscal year closing information was timely and excellent.

In order to participate in this option, a Board Resolution authorizing staff to place investments with the TIAA Investment Trust Company is required. The amended Resolution is provided in Attachment C. Mr. Blatstein recommended that the Resolution be revised to include a board-level review of the investment results on at least an annual basis.

Action: Mr. Willie Johnson moved and Mr. Bart Blatstein seconded the motion that the Committee recommend to the full Board the adoption of the Board Resolution as amended by the Committee authorizing staff's participation in the TIAA-CREF Investment Option. The motion passed unanimously.

(3) City and State Funding 2011-12 Fiscal Year (Information Item):

Dr. Curtis reviewed the potential financial impacts of the proposed City and State budget allocations for the 2011-12 fiscal year. He provided an overview of the budget planning process which is underway to address the institutional challenges posed by the projected 2011-12 State and City funding. The budget planning process will be discussed in detail at the April 7, 2011 Board of Trustees meeting.

Dr. Curtis noted that the 2010-11 fiscal year budget was approved with a projected use of reserves of \$2 million. In September, 2010, when the City further reduced its appropriation to the College by \$1 million, this increased the projected use of reserves to an excess of \$3 million. Over the course of the fiscal year, College staff have aggressively managed available funds to attempt to shrink the size of the projected use of reserves. Currently, reserve usage of approximately \$1.1 million is projected. Dr. Curtis noted that staff will continue to take steps throughout the remainder of the year to try to shrink further the required use of reserves in the 2011 fiscal year.

For the 2011-12 fiscal year, the Mayor has proposed no increase in College funding keeping the appropriation at the level received after the early fall 2010 reduction for the 2010-11 year. The State has reduced its proposed allocation to the College by \$3.1 million or 10 percent. This means that prior to any potential increase in institutional expenses for the 2011-12 year, the College is confronted with a potential deficit of approximately \$4 million. Routine, unavoidable increases in such areas as utilities, healthcare costs, and insurance will result in required new expenses of approximately \$2.5 million creating a potential revenue shortfall of at least \$7.5 million for the 2011-12 year. This projection assumes that cuts in budgets made for 2010-11 will continue into 2011-12.

Dr. Curtis emphasized that a range of strategies, including revenue enhancements as well as expense reductions, will be utilized to develop a viable budget plan. The Business Affairs Committee will review the proposed budget for the 2011-12 year at the May meeting with full Board adopting the budget at its June 2011 meeting.

Dr. Curtis commented on several strategies that were currently being used to manage the budget development process. Active communications are being held with all campus constituents to let them know about the current budget challenges being faced by the College. Small and large group informative sessions will continue to be held throughout the budget development process. Dr. Curtis outlined the series of steps that are being taken by the Cabinet to respond to the budget challenges. These

include: a careful examination of all expense categories to identify reductions in current and next year budget lines that can be made without impacting on the core service delivery requirements for the institution; freezing vacant full-time positions where it is possible to do so without having a major impact on the College's ability to deliver quality services and programs; and carefully evaluating the amount of dollars that will be spent on capital in the next year in order to reserve City dollars for operating purposes.

With respect to revenues, Dr. Curtis noted that there would be inevitably an increase in tuition and fees which will be larger than the one for the current fiscal year (six dollars per credit). In addition, some level of reserve usage will be included in the budget plan. New revenue strategies, such as the proposed more aggressive investment of core cash and encouraging the growth of summer school enrollments, will be pursued. While its impact is likely to be initially small, also included in the 2011-12 budget strategies will be an emphasis on increasing private fund raising.

(4) Change Order – Pavilion Building Duct Wrap for Kitchen Hood Exhaust System - Main Campus Project - \$64,912 (Action Item)

Discussion: During the City's fire/safety code inspection of the Pavilion kitchen hood systems, a required change was identified for the fire-proof wrapping of the duct used in the hood exhaust systems. The original architect design specified a wrap that was non-compliant with City code at the time the project was bid. This code update was missed by the Architect design team and had to be corrected after the fact. The correction was to add a second layer of wrapping to the already in-place material. In order to keep the Pavilion construction on schedule, the corrective measures were taken at the time it was discovered and the change has been approved by the City inspector. The cost was \$64,912. Mr. Bixby explained that an agreement had already been reached with Burt, Hill to pay for this change out of the larger pending errors and omissions settlement with Burt, Hill.

Action: Mr. Willie Johnson moved and Ms. Varsovia Fernandez seconded the motion that the Committee recommend to the full Board approval of the Main Campus change order for the Pavilion duct wrap for the kitchen hood exhaust system in the amount of \$64,912. The motion passed unanimously.

(5) Update on Main Campus and Northeast Construction Projects (Information Item):

Mr. Bixby summarized progress to date on the Main Campus and Northeast Construction Projects. The results of efforts to date to meet goals for women, minority and disabled-owned firm's participation in the projects will be reviewed with the Committee. Attachment D contains an outline of strategies pursued to maximize opportunities for participation. Also, included in Attachment D, are charts showing actual achievement relative to goals which were set for the construction.

(6) Discussion of Next Scheduled Meeting Date – Wednesday, April 20, 2011

Dr. Hawk explained that the April meeting of the Committee is scheduled for April 20, the day of the grand opening celebration for the Northeast Regional Center. It was agreed that, if needed, a short meeting of the Committee would be held at 9:00 A.M. at the Northeast Regional Center prior to the 10:30 A.M. opening celebration.

(7) Other Future Meeting Dates:

Wednesday, May 25, 2011 – 9:00 A.M.

Wednesday, June 22, 2011 – 9:00 A.M.

TRH/lm
Attachments
BAC\0311MINS.DOC

ATTACHMENT A

COMMUNITY COLLEGE OF PHILADELPHIA HISTORY OF OPERATING FUNDS CASH BALANCES 2004 TO PRESENT

**HISTORY OF OPERATING FUNDS CASH BALANCES
COMMUNITY COLLEGE OF PHILADELPHIA
(reported at market value)**

	2004	2005	2006	2007	2008	2009	2010	2011
January	\$ 25,464,288	\$21,930,634	\$ 32,288,905	\$37,885,590	\$38,016,894	\$38,451,032	\$44,145,310	\$47,306,665
February	\$ 17,294,791	\$22,243,406	\$27,238,674	\$38,808,366	\$48,162,766	\$39,355,293	\$57,017,639	\$57,950,414
March	\$ 36,101,047	\$31,216,417	\$ 41,262,758	\$41,099,769	\$51,171,971	\$55,860,745	\$64,100,045	
April	\$ 24,735,200	\$29,756,799	\$ 37,058,668	\$37,141,968	\$40,259,267	\$52,350,266	\$54,387,248	
May	\$ 20,297,302	\$22,132,619	\$24,722,774	\$28,710,660	\$32,949,339	\$39,786,443	\$46,400,714	
June	\$ 20,056,709	\$22,287,377	\$ 26,200,427	\$30,161,678	\$36,636,784	\$36,982,808	\$42,062,625	
FY Year Average	\$24,609,538	\$25,328,414	\$28,900,469	\$33,923,655	\$40,065,045	\$42,902,426	\$45,390,373	
July	\$ 28,104,512	\$28,468,810	\$ 30,229,520	\$35,899,109	\$39,560,020	\$32,743,066	\$41,996,860	
August	\$ 27,726,356	\$26,735,311	\$ 30,758,842	\$36,821,327	\$41,939,393	\$31,511,141	\$43,249,294	
September	\$ 22,841,851	\$18,947,667	\$ 29,978,294	\$37,005,002	\$40,379,642	\$24,701,401	\$43,020,252	
October	\$ 28,461,711	\$21,550,221	\$ 35,391,459	\$43,462,663	\$45,724,116	\$52,353,130	\$55,395,900	
November	\$ 22,080,291	\$24,637,703	\$ 28,333,659	\$36,449,440	\$38,931,753	\$44,951,794	\$50,267,704	
December	\$ 25,158,991	\$37,693,715	\$ 38,584,049	\$43,945,975	\$45,507,604	\$50,310,361	\$52,869,389	
FY Year-todate- average	\$24,818,469	\$27,195,126	\$33,746,222	\$39,970,397	\$41,231,107	\$42,216,730	\$49,007,060	

Note: September 2009 was artificially low due to delays in State budget process.

ATTACHMENT B

BACKGROUND MATERIALS ON TIAA-CREF TRUST FIXED-INCOME INVESTMENT OPTION

TIAA-CREF trust company, FSB

**INSTITUTIONAL
SERVICES**
Fixed Income Management

Ellyn Korzun
Senior Portfolio Manager
March 23, 2011



FINANCIAL SERVICES
FOR THE GREATER GOOD

C50507

Principles of Investment Philosophy

Pursuit of a consistent total return over time

- Preservation of capital through duration, sector and security selection
- Value-added portfolio structuring and risk management
- Ongoing strategic portfolio adjustment based upon relative value opportunities and risk management considerations
- Diversification balanced with liquidity
- Flexibility to implement portfolio changes in order to take advantage of the economic outlook and market opportunities

Fixed Income Management – Value-Added Approach

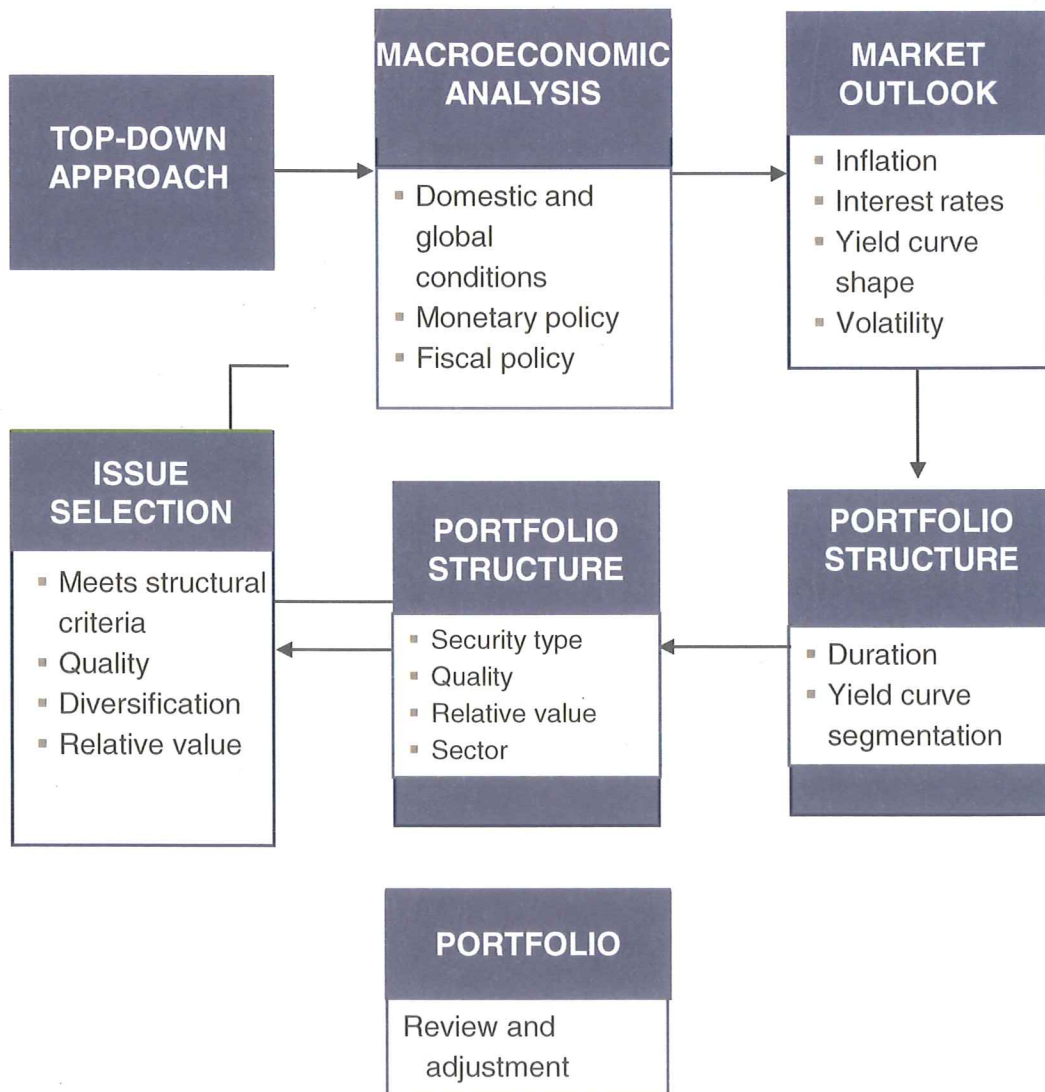
Focused on identifying and capturing performance while seeking to minimize risk

- Strategic portfolio management adds value in terms of:
 - Enhanced return potential
 - Higher level of risk management controls and supervision
 - Opportunistic portfolio adjustment

- Active management incorporates these considerations:
 - Yield curve strategies
 - Duration target adjustment
 - Sector allocations
 - Security selection

Fixed Income Strategy

A disciplined process for seeking to maximize returns and managing risk



Fixed Income Portfolio Characteristics

- **Strategic Management**
 - Diversified portfolios structured to meet client goals and objectives
 - Total return mandate with a long-term focus on outperformance of relevant benchmarks.
 - Ability to hold up to 25% cash and cash equivalents for duration management and yield curve anomalies

- **Duration Management**
 - Securities purchased will mature within a 1 to 10 year time frame
 - Average portfolio duration will be approximately 4.0 years during normal market cycles
 - Duration range would be managed between 50% and 150% of the stated benchmark's duration

- **Overall Average Credit Quality**
 - Focus on high quality securities, investment grade only
 - Average credit quality will be maintained at AA/Aa (using S&P and Moody's rating services)

- **Continual Risk Management of Individual Securities and Overall Portfolio**

Portfolio Characteristics and Risk Management

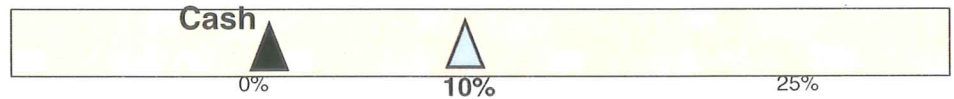
Sector Allocation

Decision Process/Factors:

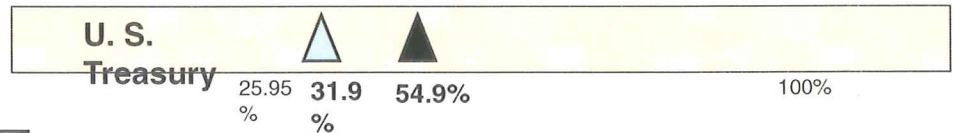
- Macroeconomic Outlook (Domestic & Global)
- Historical Spread Analysis
- Business Cycle

Risk Limits:

- -50% to +100% of benchmark
- 15% limit in non-index sectors
- Risk Budget: 50%



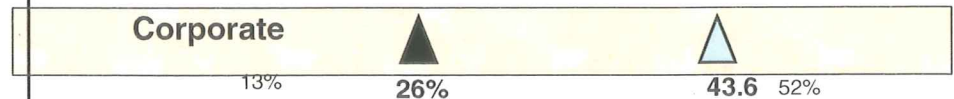
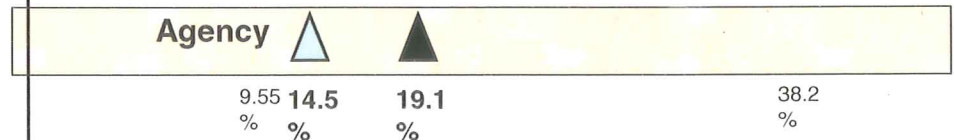
As of 12/31/10



▲ Fixed Income Taxable Investment Process

▲ Barclays Capital US Government Credit Index

■ Acceptable Range vs. Index



Portfolio Characteristics and Risk Management

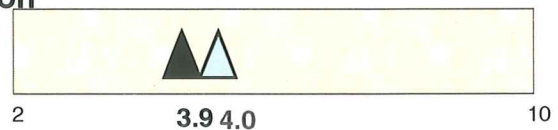
Duration Management




- **Decision Process/Factors:**
 - Inflation Outlook
 - Business Cycle Analysis
 - Monetary & Fiscal Policy
- **Risk Limits:**
 - Effective Duration:
 - -50% to +150% of benchmark
 - Risk Budget: 30%

As of 12/31/10

Effective Duration

(years)



	Fixed Income Taxable Investment Process
	Barclays Capital US Government Credit Index
	Acceptable Range vs. Index



Portfolio Characteristics and Risk Management

Yield Curve Strategy

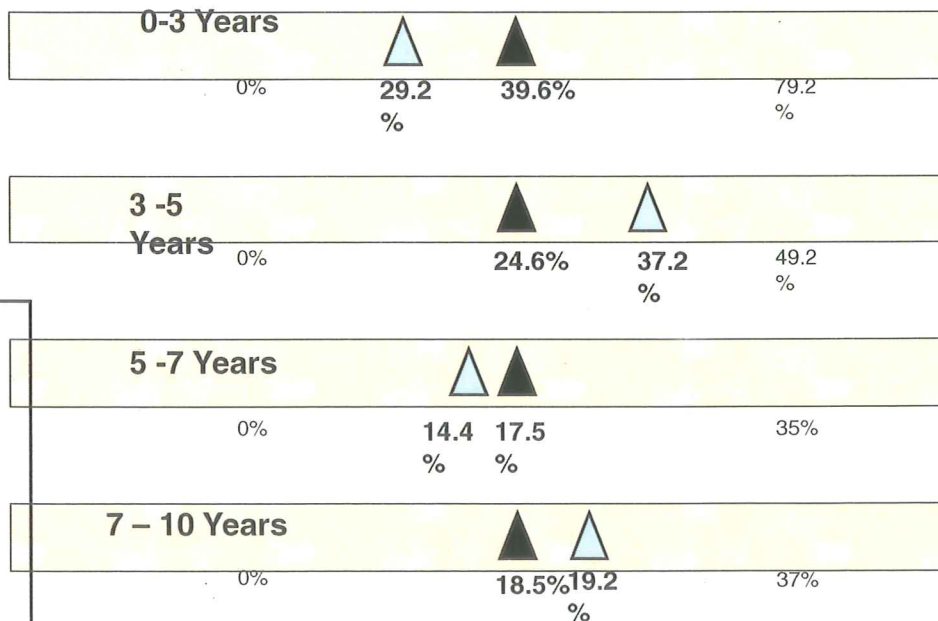
- Decision Process/Factors:

- Monetary Policy
- Business Cycle
- Inflation Indicators

- Risk Limits:

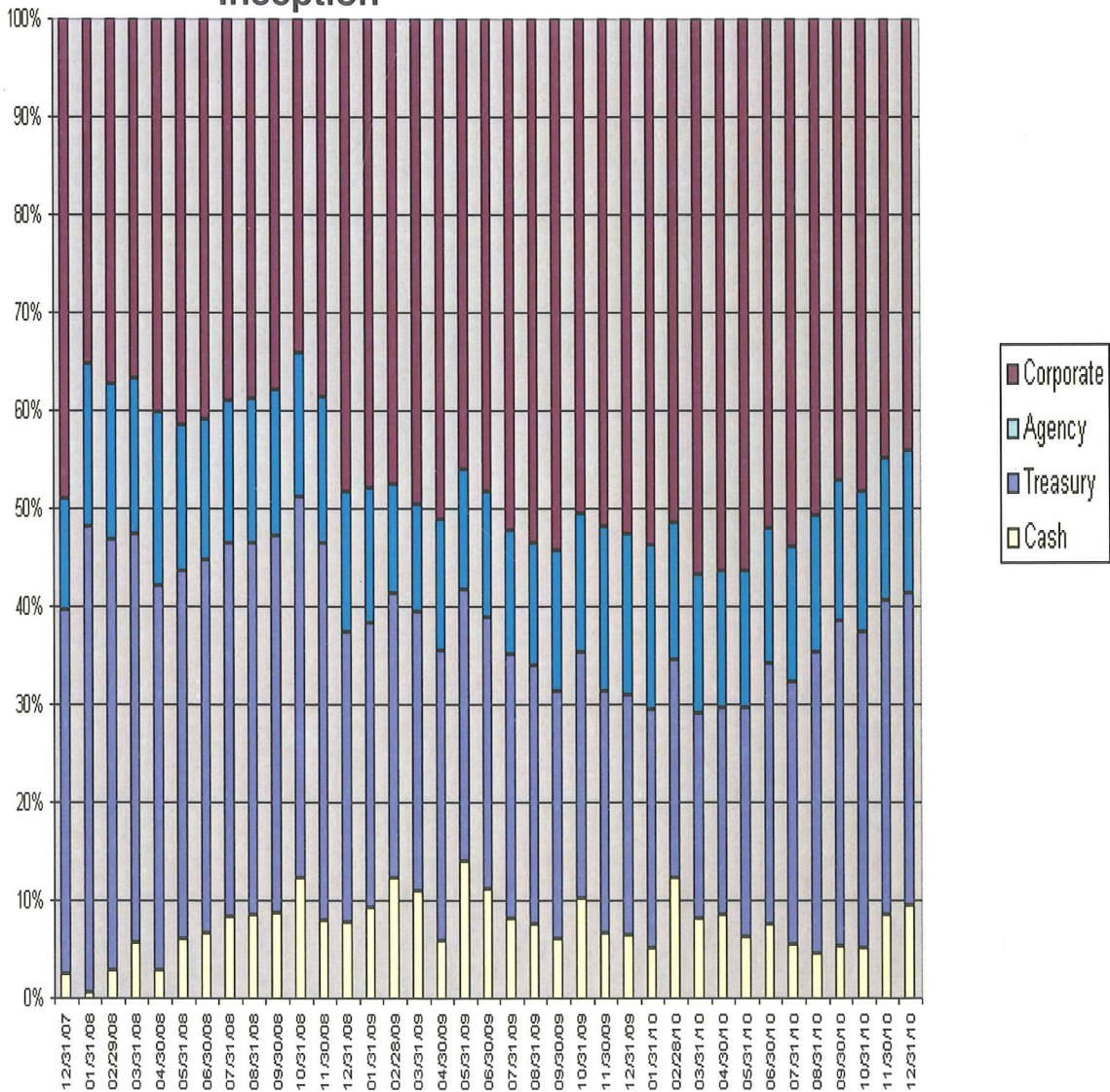
- +/- 100% of benchmark
- Risk Budget: 20%

As of 12/31/10



Taxable Portfolio Composite

Portfolio Composition Since Inception

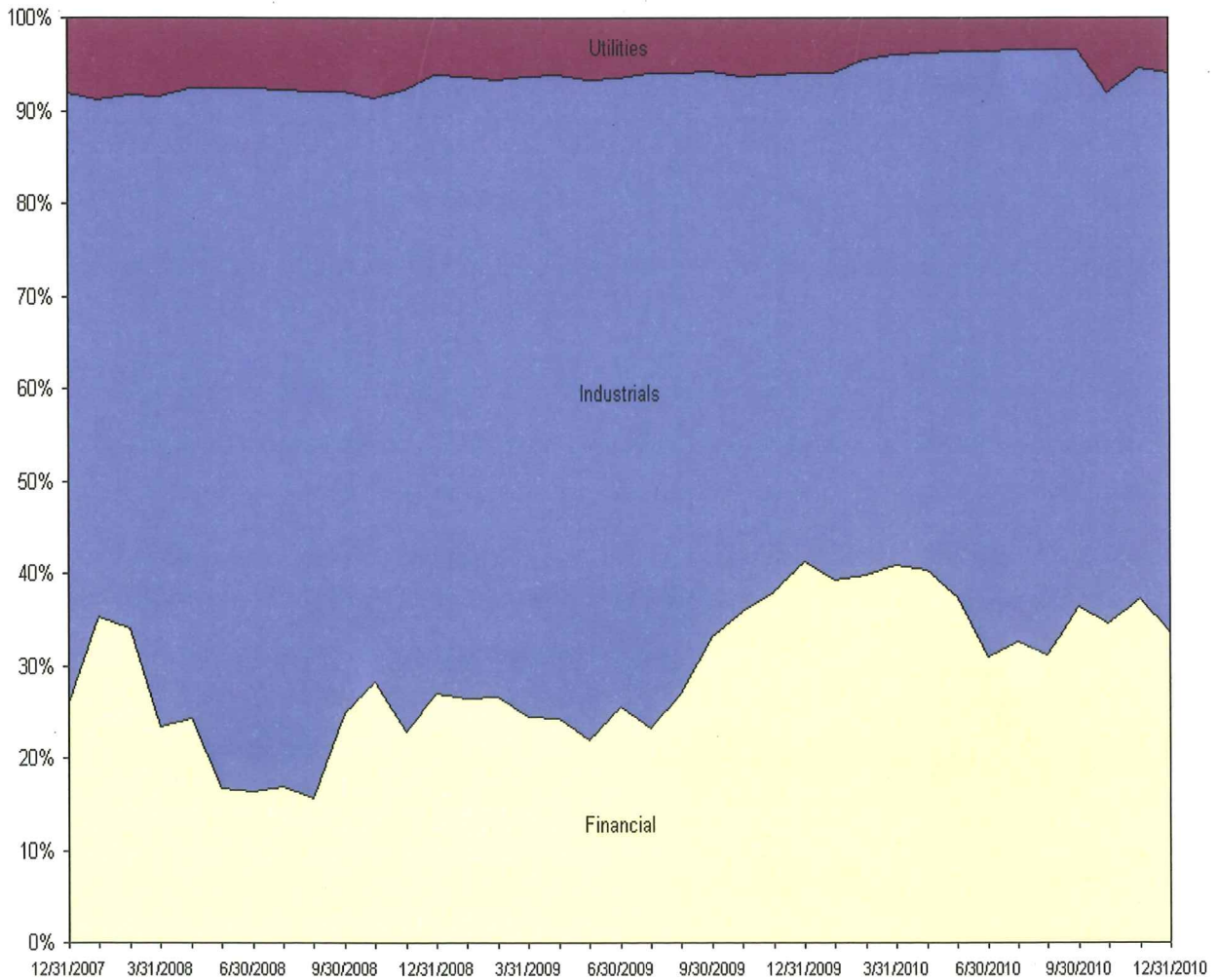


Past performance is no guarantee of future results.

The Taxable Portfolio Composite presented is composed of all fee-paying discretionary accounts under management by TIAA-CREF Trust Company, FSB, Institutional Trust Services as of December 31, 2010, that are managed in the composite's stated style.

Taxable Portfolio Composite

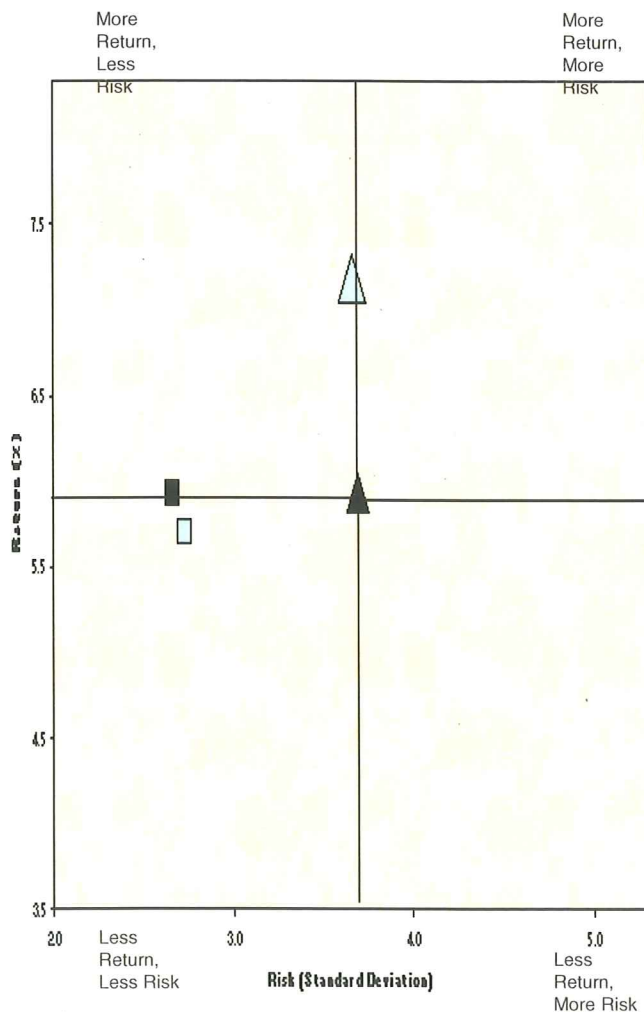
Corporate Sector Allocation Since Inception



Past performance is no guarantee of future results.

The Taxable Portfolio Composite presented is composed of all fee-paying discretionary accounts under management by TIAA-CREF Trust Company, FSB, Institutional Trust Services as of December 31, 2010, that are managed in the composite's stated style.

Risk/Return Analysis



Since Inception: 09/30/07 - 12/31/10					
Description	Annualized Average Return	Standard Deviation	Alpha	Beta	R-Squared
▲ PAM Strategic Taxable Process	7.16	3.61	1.71	0.94	0.90
▲ Barclays Intermediate Govt/Credit Index	5.91	3.65	0.00	1.00	1.00
Citi T-Bill 1Mo	0.76	0.32	0.00	0.00	0.00

One Year: 12/31/09 - 01/31/10					
Description	Annual Return	Standard Deviation	Alpha	Beta	R-Squared
□ PAM Strategic Taxable Process	5.67	2.68	0.04	1.01	0.96
■ Barclays Intermediate Govt/Credit Index	5.89	2.61	0.00	1.00	1.00
Citi T-Bill 1Mo	0.12	0.12	0.00	0.00	0.00

Annualized Average: The increase in value of an investment over a specific period of time, expressed as an average percentage per year.

Standard Deviation: The square root of the variance. A measure of dispersion of a set of data from their mean.

Alpha: Measure of risk adjusted performance. Beta: The measure of a funds or stocks risk in relation to the market, or an alternative benchmark.

R-Squared: Square of the correlation coefficient. The proportion of the variability in one series that can be explained by the variability of one or more other series in context of regression.

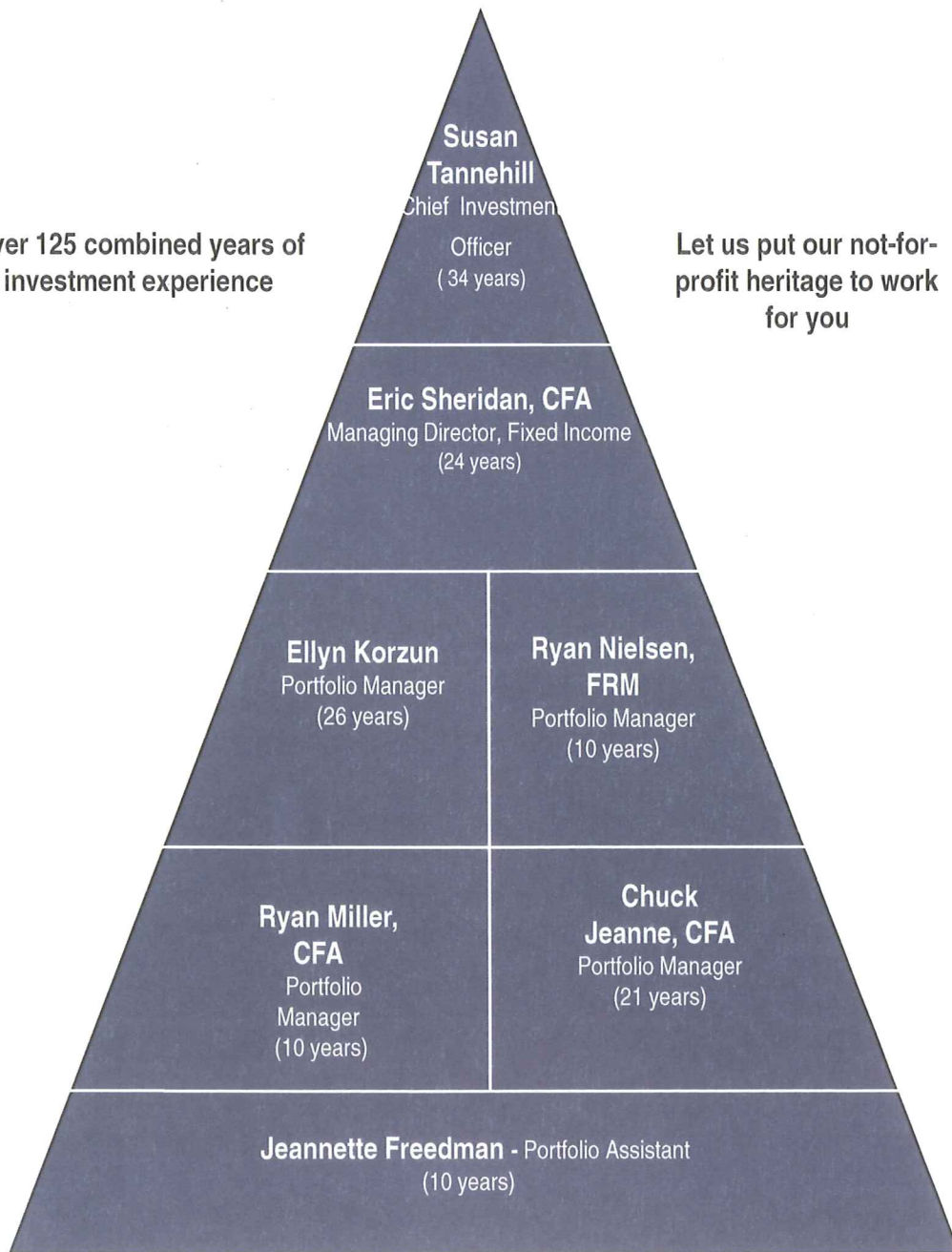


Performance data is on a trade date basis and income is included in the returns on an accrual basis - Returns are gross of management fees - Maximum fee assessment for this strategy is 0.30% - returns would be reduced by this amount. Returns for longer than one year are annualized - All returns include reinvestment of income - M.P.T. statistics based upon log linear regression of monthly excess returns including income. Past performance is no guarantee of future results.

Investment Management Team

Over 125 combined years of investment experience

Let us put our not-for-profit heritage to work for you



FINANCIAL SERVICES
FOR THE GREATER GOOD®

Why TIAA-CREF?

- Proven investment management expertise with an established, long-term investment approach
- Well-defined, disciplined investment process
- Portfolio of individual securities emphasizing high quality and liquidity
- Access to premier thought leadership on economic, interest rate, and credit considerations that shape portfolio decisions
- Ability to implement sector, duration, and cash allocations that differ from the benchmark to capture performance while mitigating risk
- Team of seasoned professionals with over 125 years of investment experience
- Dedicated portfolio managers experienced in servicing institutional clients
- Longstanding heritage of low-cost portfolio management
- Convenience and continuity of relationship with a firm you know and trust

Disclosures

- TIAA-CREF Trust Company, FSB provides investment management and trust services.
- **Investment products, insurance and annuity products: are not FDIC insured, are not bank guaranteed, are not deposits, are not insured by any federal government agency, are not a condition to any banking service or activity, and may lose value.**
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C50507



ATTACHMENT C

BOARD RESOLUTION AUTHORIZING PARTICIPATION IN TIAA-CREF INVESTMENT OPTION

**SECRETARY'S CERTIFICATE
OF
COMMUNITY COLLEGE OF PHILADELPHIA**

I, Dorothy Sumners Rush, Secretary of the Community College of Philadelphia, a non-profit higher education institution (the "College"), hereby certify that the following is a true and correct copy of resolutions of the Community College of Philadelphia's Board of Trustees adopted at one or more duly convened meetings of the College, and recorded in the following minutes, to-wit:

RESOLVED, that the individual holding the Office of the Vice President for Planning and Finance and/or the individual holding the Office of the Controller be, and they hereby are, authorized to enter into and execute investment contracts with TIAA Trust Company for and on behalf of the Community College of Philadelphia.

RESOLVED, that TIAA-CREF Trust Company, FSB (the "Trust Company") be, and it hereby is, authorized and directed to follow any verbal or written instructions and directions which the individual holding the Office of the Vice President for Planning and Finance and/or the individual holding the Office of the Controller may from time to time provide to the Trust Company, and which relate, directly or indirectly, to the investment of the Community College of Philadelphia's funds with the Trust Company.

RESOLVED, that the Community College of Philadelphia be, and it hereby is, authorized from time to time to appoint one or more individuals holding any office(s) with the Community College of Philadelphia other than as stated in the foregoing resolution, with authority to give written or verbal instructions and directions to the Trust Company which relate, directly or indirectly, to the investment of the Community College of Philadelphia's funds with the Trust Company.

RESOLVED, that the Trust Company may rely upon these resolutions unless and until the Trust Company shall have received written notice of an amendment or rescission thereof, which notice shall also be in the form of a certified Secretary's Certificate; the Trust Company shall not be liable for any action taken or omitted in furtherance of any direction or instruction provided to it by the individuals referenced in the foregoing resolutions prior to its receipt of any such notice amending or rescinding any such direction and/or instruction, and a reasonable opportunity to act thereon.

RESOLVED, that the individuals from TIAA-CREF Trust Company shall no less frequently than once a year provide a full report to the Board of Trustees on the performance results for funds placed with TIAA-CREF Trust Company for investment management.

I further certify that the following officers of the Community College of Philadelphia currently hold the office indicated immediately next to such officer's name, and that the signature affixed next to such officer's name is a true and correct specimen signature of such officer's signature:

Position:	Name:	Signature:
<u>Vice President for Planning and Finance</u>	<u>Thomas R. Hawk</u>	_____
<u>Controller</u>	<u>Todd E. Murphy</u>	_____

I further certify that the Resolutions shown above are in full force and effect, and have not been repealed or amended since their adoption.

IN WITNESS WHEREOF, I signed this Secretary's Certificate on this ____ day of _____, 20__.

_____ ("College")

By: _____
Print Name: Dorothy Sumners Rush
Print Title: Secretary, Community College of Philadelphia Board of Trustees

[College's Seal]
[If none, state "NONE"]

ATTACHMENT D

**OUTLINE OF STRATEGIES PURSUED TO MAXIMIZE
OPPORTUNITIES FOR MEETING GOALS FOR WOMEN,
MINORITY AND DISABLED-OWNED FIRM'S PARTICIPATION
IN THE CONSTRUCTION PROJECTS**

PARTICIPATION RESULTS FOR NORTHEAST PROJECT

OVERVIEW OF EFFORTS TO DEVELOP MINORITY, WOMEN AND DISABLED OWNED FIRMS IN THE CONSTRUCTION PROJECTS

Pre-Bid efforts

- Organized and held Minority Vendor Fairs directed toward recruiting MBE contractors
- Established Equal Opportunity Plan template and goals in conjunction with the City of Philadelphia's Office of Economic Opportunity (formerly MBEC)
- Conducted planning sessions with construction management teams to develop strategies to maximize opportunity for involvement
- Construction project information sharing meetings held with Hispanic, Asian and African-American Chambers of Philadelphia to maximize MBE / WBE and DBE involvement
- Lessons learned meetings held with Convention Center Construction Manager, Project Manager and construction executives
- Strategy planning meeting held with the Greater Philadelphia Urban Affairs Council
- Conducted seminar for minority firms and Chambers to help overcome bonding issues
- Met with AFL-CIO Trades Union to discuss participation from within the ranks for both City and minority selection
- Developed and documented plans for compliance procedures for Architect, Construction Managers, Contractors and CCP Facilities Department
- Directed Architects to design for maximum participation for minority firms, i.e. defining project components into smaller units that a smaller firm could reasonably bid on.
- Scopes and specification written to limit the size of effort so that smaller minority firms could more easily participate. (Forty-one bid packages developed for the two major projects.)
- CCP Equal Opportunity Plan was attached to each Request for Proposal and subsequent contracts

Construction MBE/WBE monitoring

- Conducted pre-construction "EOP kick-off" meeting to introduce minority sub-contractors to prime contractors.
- Collect / assemble reports of daily workforce demographics

- Collect / assemble reports in comparison to the goals established above
- Identify contractors who are not meeting the goals and develop corrective measures where possible
- Monitor labor unions for participation in the project. Meet with Business agents to develop corrective measures as agreed to above.
- Establish review meetings with prime contractors to review their individual EOP goals and progress

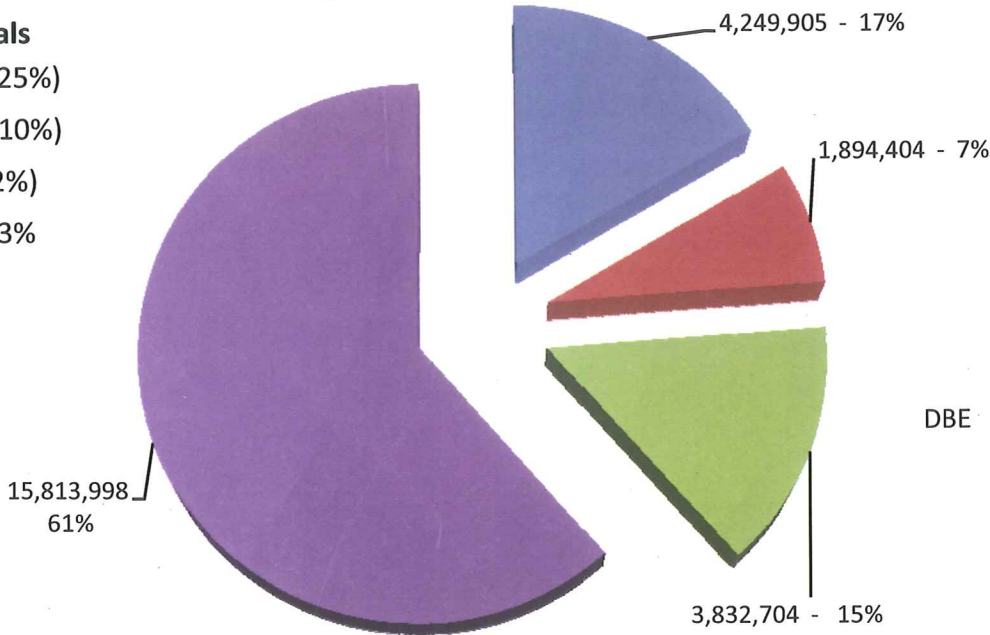
Contract requirements

- Documented meaningful, measurable and verifiable efforts to achieve EOP goals.
- Within 15 days after award, the contractor was required to deliver their comprehensive EOP to CCP
- Within 30 days after award of contract, the contractor was required to submit demographic details of the intended workforce to be used on site of the project.
- Within 30 days after award of contract, the contractor was to report on all efforts expended and pending to comply with the goals as identified above. CCP approval must be given prior to commencement of contract efforts.
- Once the project begins, the contractor is to supply all the contractually required information about ownership and workforce demographics to CCP or the Construction Manager. Failure to submit required information could be considered as default on the contract with potential termination.

Northeast Regional Ownership EOP Actual

EOP Goals

- MBE (25%)
- WBE (10%)
- DBE (2%)
- NC <63%



Northeast Region Workforce EOP Goal to Actual Hours worked

