



MEETING OF THE BOARD OF TRUSTEES
Thursday, June 6, 2019 – 3:00 p.m.
Isadore A. Shrager Boardroom – M2-1

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MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, June 6, 2019 – 3:00 p.m.

Isadore A. Shrager Boardroom, M2-1

- (1) Executive Session
- (2) Meeting Called to Order
- (3) Public Comment
- (4) Report of the Business Affairs Committee
 - (a) Resolution for Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees (A)
 - (b) 2019-2020 Fiscal Year Budget (A)
- (5) Report of the Audit Committee
- (6) Report of the Student Outcomes Committee
- (7) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions Meeting of May 2, 2019
 - (b) Gifts and Grants
 - (c) Academic Program Reviews: A.A. in Theater, Acting Proficiency Certificate, Technical Theater Proficiency Certificate
- (8) Report of the Chair
 - (a) President's Compensation (A)
- (9) Foundation Report
- (10) Report of the President
- (11) New Business
- (12) Next Meeting: Thursday, September 5, 2019 – 3:00 p.m.
Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Business Affairs:	Wednesday, June 19 and August 21, 2019 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1
Audit Committee:	Wednesday, June 5, 2019 12:00 noon – 1:30 p.m. Isadore A. Shrager Boardroom
Student Outcomes:	Thursday, September 5, 2019 1:30 p.m. – M2-34

Upcoming Events

Foundation’s Black and Gold Gala	Wednesday, June 12, 2019 6:00 p.m. Vie – 600 North Broad Street
ACCT Leadership Congress	October 16-19, 2019 Hilton San Francisco Union Square 333 O’Farrell Street San Francisco, CA

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, May 2, 2019 – 3:00 p.m.

Present: Mr. White, presiding; Mr. Clancy, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Mr. Martz, Ms. McPherson, Ms. Posoff, Representative Roebuck, Dr. Generals, Dr. Waller, Mr. Eapen, Dr. Hirsch, Ms. DiGregorio, Ms. de Fries, Ms. Zellers, Ms. Henk, and Ms. Coolidge

(1) Meeting Called to Order

Mr. White called the meeting to order.

(2) Public Comment

There were no public comment requests.

(3) Report of the Business Affairs Committee

Mr. White reported that due to Ms. Biemiller's professional responsibilities, she will be unable to continue to chair the Business Affairs Committee. He stated that going forward, he will be appointing a new chair of the Business Affairs Committee.

Mr. White reported that the Business Affairs Committee had reviewed a very interesting and thorough marketing approach that the College has embarked on at its meeting of April 17, 2019. He stated that he wanted the Board of Trustees to see the presentation. Mr. White noted that the extension of the marketing contract with Tierney is listed under the Consent Agenda and will need Board approval.

Dr. Generals noted that the College had engaged Tierney to work closely with the College's Marketing department to merge ideas and strategies and develop a holistic plan with marketing objectives, benchmarks in place, and success measures.

(4) Marketing Presentation

Ms. Henk, CCP's Director of Marketing, and Ms. Coolidge from Tierney, presented and discussed the objectives, proposed narrative, new fall programs, measuring success and the key priorities in the plan.

After the presentation of new programs, there was a discussion about determining the market value of new programs.

Dr. Waller stated that the marketing strategies will be very helpful for the Foundation's fundraising efforts.

Members of the Board made positive comments about the presentation and reminded the administration to be cognizant of the diversity of vendors.

(5) Report of the Student Outcomes Committee

(5a) Promotions

Ms. Hernández Vélez reported that the Student Outcomes Committee was recommending that the Board accept its recommendation that six faculty members be promoted from Assistant Professor to Associate Professor, and one faculty member be promoted from Associate Professor to Full Professor. She stated that each faculty has demonstrated excellence in the areas of meeting routine responsibilities; instructional leadership and teaching and learning effectiveness; service to students; and contributions to the life of the College.

Ms. Hernández Vélez moved, with Representative Roebuck seconding, that the Board approve the promotion of the seven faculty members. The motion carried unanimously.

(6) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of April 4, 2019
- (b) Gifts and Grants
- (c) Extension of Marketing Contract with Tierney

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

(7) Report of the Chair

(7a) Nominating Committee for Board Officers

Mr. White stated that the Nominating Committee for Board Officers for the coming year has to be appointed. He stated that he had asked Ms. McPherson to chair the Committee. Mr. White stated that Board members interested in serving on the Committee should contact Ms. McPherson. He noted that Board members interested in a Board officer position cannot serve on the Nominating Committee.

(7b) Conflict of Interest and Ethics Forms

Mr. White reminded members of the Board who had not completed their Conflict of Interest and Ethics forms to please do so and forward them to the President's Office.

(7c) Black and Gold Gala

Mr. White urged members of the Board to purchase a table for the June 12, 2019 Black and Gold Gala scheduled for 6:00 p.m. at Vie located at 600 North Broad Street. Mr. White stated that last year we had 100% Board participation

(8) Foundation Report

Mr. Eapen reported that the goal for the June 12, 2019 Black and Gold Gala is \$225,000. He stated that thus far, sponsorships received totaled \$166,250.

Mr. Eapen reported that the College had received the following public and private grants since the grant report that was included in the Board Packet:

- U.S. Department of Education awarded \$337,181 for year three of the five-year Upward Bound (TRIO Program);
- Pennsylvania Department of Community and Economic Development awarded \$200,000 for the PA Manufacturing Training-to-Career Program; and
- United Way of Greater Philadelphia and Southern New Jersey awarded \$100,000 for the JOIN Win-Win Implementation Program.

Dr. Waller reported that Mr. Nick Bayer and Mr. Sulaiman Rahman were honored at the OIC luncheon held on April 17, 2019.

Dr. Waller stated that she has been working on establishing connections and partnerships with the College. She stated that she planned to schedule another breakfast with clergy members and College leadership. Dr. Waller stated she has also been working on a partnership with the Bynum Brothers and the College's Culinary Arts and Hospitality Management Program. She stated that Robert and Ben Bynum, as well as Chef Gregg, had attended a CAHM luncheon and had the opportunity to speak and interact with the Culinary Arts students.

(9) Report of the President

Dr. General called attention to his memorandum in the Board folder outlining activities in which he participated April 4-May 2, 2019.

(9a) Commission for Community Colleges Annual Meeting and All-Pennsylvania Academic Team Dinner

Dr. Generals reported that the Annual Commission for Community Colleges meeting took place April 8-9, 2019 in Harrisburg. He stated that the All-Pennsylvania Academic Team Dinner took place on April 8. Community College of Philadelphia students, Veronica Holloway and Terrance Meacham, represented the College on the All-Pennsylvania Academic Team. Dr. Generals stated that there was good participation by Board members. Mr. Harold Epps, Ms. Sharon Jean-Baptiste, and several staff members also attended.

Dr. Generals reported that Lobby Day in Harrisburg took place on April 9, 2019. Approximately 19 faculty, staff, and students participated in visiting legislators advocating on behalf of the College.

(9b) College Budget Hearing

Dr. Generals reported that the College's Budget Hearing before City Council took place on April 30, 2019. He stated that the hearing went well. Dr. Generals stated that he and Mr. White made brief remarks to Council, and four incredible CCP students testified about their experiences at the College. Dr. Generals stated that a large contingent of faculty and staff attended the hearing in support of increased funding for the College. Dr. Generals thanked Mr. Epps, Ms. Ireland, and Mr. Clancy for attending the hearing.

(9c) Year-End Activities

Dr. Generals reported that the Retirees' Ceremony and Reception took place on April 25, 2019, followed by a lovely dinner for retirees. Thank you to Steve Herzog for representing the Board at the event.

Dr. Generals reported that he had attended the Athletics Banquet on May 1, 2019. He stated that the event is an opportunity to thank the athletes for their accomplishments during the past year. Dr. Generals stated that he was very impressed with level of athletes that the College has not only in basketball, but volleyball and cross country track.

Dr. Generals reminded members of the Board that Commencement is scheduled for Saturday, May 4, 2019 at 10:00 a.m. at Temple Liacouras Center. A continental breakfast will be available. Robing will take place in the Courtside Club. Due to traffic and the number of attendees expected, Dr. Generals urged members of the Board to arrive by 9:00 a.m.

(9d) Mayoral Forum

Dr. Generals reported that the Philadelphia Association of Black Journalists held a Democratic Mayoral Primary Forum at the College on April 22, 2019. All three mayoral candidates attended.

(9e) Off-Campus Activities

Dr. Generals reported that he, Mr. White, and several staff members visited the Pennovation Center on April 29, 2019. He stated that the group toured one of the buildings with the objective of exploring possibilities for partnerships specifically as it relates to jobs of the future. Dr. Generals noted that it is important for the College to invest in jobs of the future.

Dr. Generals reported that he had participated as a panelist for the Aspen Institute Opportunity Youth Forum plenary session *Building a Workforce System for Young Adults in Philadelphia* on April 24, 2019. Other panelists were Mr. Patrick Clancy, Ms. Sheila Ireland, Ms. Chekemma Fulmore-Townsend, Ms. Cheryl Feldman, Executive Director, District 1199 C, and Mr. Justin Davis, Human Resources Manager, Gap Inc.

Ms. Fulmore-Townsend stated that the session was very well received by participants. She stated that Dr. Generals was excellent. Ms. Fulmore-Townsend stated that The Aspen Institute was very impressed with the level of collaboration across sectors in the city, and that Philadelphia is seen a leader in youth work.

(10) New Business

There was no new business discussed at the meeting.

(11) Next Meeting

The next meeting of the Board is scheduled for Thursday, June 6, 2019 at 3:00 p.m. in the Isadore A. Shrager Boardroom, M2-1.

The meeting adjourned at 4:15 p.m.

At this point, the Board convened in Executive Session.

(12) Executive Session

The Executive Session was devoted to a discussion of contract negotiations and personnel matters.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, May 2, 2019 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Clancy, Mr. Epps, Ms. Fulmore-Townsend, Ms. Hernández Vélez, Mr. Herzog, Ms. Ireland, Ms. Jean-Baptiste, Mr. Martz, Ms. McPherson, Ms. Posoff, Representative Roebuck, Dr. Generals, Dr. Waller, Mr. Eapen, Dr. Hirsch, Ms. DiGregorio, Ms. de Fries, Ms. Zellers, Ms. Henk, and Ms. Coolidge

(1) Meeting Called to Order

Mr. White called the meeting to order.

(2) Public Comment

There were no public comment requests.

(3) Report of the Business Affairs Committee

Due to Ms. Biemiller's professional responsibilities, she will be unable to continue to chair the Business Affairs Committee.

(4) Marketing Presentation

The Board reviewed and discussed the marketing presentation provided by staff which outlined objectives, proposed narrative, new fall programs, measuring success, and the key priorities in the plan.

(5) Report of the Student Outcomes Committee

(5a) Promotions

The Board approved the promotion of six faculty members from Assistant Professor to Associate Professor, and one faculty member from Associate Professor to Full Professor.

(6) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions
Meeting of April 4, 2019
- (b) Gifts and Grants

(c) Extension of Marketing Contract with Tierney

(7) Report of the Chair

(7a) Nominating Committee for Board Officers

Ms. Rosalyn McPherson will chair the Nominating Committee for Board Officers for the coming year.

(7b) Conflict of Interest and Ethics Forms

Mr. White reminded members of the Board who had not completed their Conflict of Interest and Ethics forms to please do so and forward them to the President's Office.

(7c) Black and Gold Gala

Members of the Board were encouraged to purchase tables in support of the Black and Gold Gala scheduled for June 12, 2019 at 6:00 p.m. at Vie located at 600 North Broad Street.

(8) Foundation Report

Sponsorships received for the June 12, 2019 Black and Gold Gala thus far total \$166,250. The goal is \$275,000.

The College received the following public and private grants since the grant report that was included in the Board Packet:

- U.S. Department of Education awarded \$337,181 for year three of the five-year Upward Bound (TRIO Program);
- Pennsylvania Department of Community and Economic Development awarded \$200,000 for the PA Manufacturing Training-to-Career Program; and
- United Way of Greater Philadelphia and Southern New Jersey awarded \$100,000 for the JOIN Win-Win Implementation Program.

Mr. Nick Bayer and Mr. Sulaiman Rahman were honored at the OIC luncheon held on April 17, 2019.

(9) Report of the President

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(9a) Commission for Community Colleges Annual Meeting and All-Pennsylvania Academic Team Dinner

The Commission for Community Colleges Annual Meeting and All-Pennsylvania Academic Team Dinner meeting took place April 8-9, 2019 in Harrisburg.

Lobby Day in Harrisburg took place on April 9, 2019.

(9b) College Budget Hearing

The College's Budget Hearing before City Council took place on April 30, 2019.

(9c) Year-End Activities

The Retirees' Ceremony and Reception took place on April 25, 2019.

Dr. Generals attended the Athletics Banquet on May 1, 2019.

Commencement is scheduled for Saturday, May 4, 2019 at 10:00 a.m. at the Temple Liacouras Center.

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Dr. Generals, Mr. White, and several staff members visited the Pennovation Center on April 29, 2019.

Dr. Generals participated as a panelist for the Aspen Institute Opportunity Youth Forum plenary session *Building a Workforce System for Young Adults in Philadelphia* on April 24, 2019.

(10) New Business

There was no new business discussed at the meeting.

(11) Next Meeting

The next meeting of the Board is scheduled for Thursday, June 6, 2019 at 3:00 p.m. in the Isadore A. Shrager Boardroom, M2-1.

The meeting adjourned at 4:15 p.m.

At this point, the Board convened in Executive Session.

(12) Executive Session

The Executive Session was devoted to a discussion of contract negotiations and personnel matters.

**Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
June 2019 Meeting of the Board of Trustees**

GRANTS

Summary by Grant Type:

	4/24/19 -5/28/19	2019 FY Year-to-Date
Government/Public Grants		
Federal	\$342,374	\$2,065,968
State	\$200,000	\$2,508,776
Local		
Private Grants		
Corporation		
Foundation	\$75,949	\$1,675,002
Organization	\$100,000	\$254,264
Other Grants		
Grant Total	\$718,323	\$6,504,010

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Amount	Purpose
The Hassel Foundation	\$60,000	Restricted - Scholarship
Justice Education Fund	\$10,000	Event
Staples	\$7,000	Restricted - Scholarship
Cozen O'Connor	\$5,000	Event
Einstein Healthcare Network	\$5,000	Event
IBEW Local 98	\$5,000	Event
Leo Niessen, Jr. Charitable Trust	\$5,000	Event
Stradley Ronon	\$5,000	Event
Gifts In-Kind (estimated value \$200+)		
Assoc. of American Colleges and Universit	\$6,000	Staff/Faculty Training
Canon USA, Inc.	\$4,500	2019 Academic Awards
Masters in Motion	\$900	2019 Academic Awards
Zacuto USA	\$700	2019 Academic Awards
Tenba Bags	\$600	2019 Academic Awards
VideoSmith Rentals	\$600	2019 Academic Awards
BeachTek	\$500	2019 Academic Awards
Resolution Rentals	\$500	2019 Academic Awards
Tamron USA Photographic Lenses	\$500	2019 Academic Awards
RØDE Audio	\$250	2019 Academic Awards
B & H Photo & Video, Inc.	\$200	2019 Academic Awards

**Community College of Philadelphia
Office of Institutional Advancement
Summary of Grants
June 2019 Meeting of the Board of Trustees**

Federal

U.S. Department of Education awarded \$337,181 for year 3 of the five-year Upward Bound Program (TRIO) from 9/1/19 to 8/31/20. The Upward Bound program provides 68 eligible secondary students annually with the academic skills and motivation necessary for persistence and completion of secondary and post-secondary education. The College will partner with two persistently low achieving target high schools in the School District of Philadelphia: Benjamin Franklin and South Philadelphia.

U.S. Department of Health and Human Services awarded \$5,193 for year 4 of the five-year New Faces Health Professions Diversity Pipeline Program from 8/1/18 to 1/31/19. This grant allows the College to provide secondary faculty development and pre-college experiences for high school students at Roxborough High School to encourage postsecondary matriculation in STEM and health careers. This grant is subcontracted through the Philadelphia Hospital and Health Care District 1199c Training and Upgrading Fund.

State

Pennsylvania Department of Community and Economic Development awarded \$200,000 for the PA Manufacturing Training-to-Career Program from 1/16/19 to 6/30/20. This program will serve 30 students over two cohorts from 2018-2020, preparing them for entry-level employment in advanced manufacturing. The College anticipates a recruitment/enrollment rate of 100%, a completion rate of 80%, a job placement rate of 70%, and a 3-month job retention rate of 70%.

Private

William Penn Foundation awarded \$75,949 for year 3 of the ECE Apprenticeship Program from 1/1/19 to 12/31/19. This grant will support the continuation of a registered apprenticeship in early childhood education. Target participants will be incumbent employees in Philadelphia childcare facilities with the goal of improving the quality of the workforce and enabling more high quality pre-K slots for children in Philadelphia. This grant is subcontracted through the Philadelphia Hospital and Health Care District 1199c Training and Upgrading Fund.

United Way of Greater Philadelphia & Southern New Jersey awarded \$100,000 for the JOIN Win-Win Implementation Program from 8/1/18 to 6/30/19. The program will move low-skill, low-wage individuals into jobs earning family-sustaining wages and fill employer needs by launching an effort to transform employer engagement and workforce partnership initiatives at the College.

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

MINUTES

Thursday, May 2, 2019

1:30 p.m.

Conference Room M2-34

Presiding: Ms. Hernández Vélez

Committee

Members: Ms. Fulmore-Townsend, Ms. Jean-Baptiste, Ms. McPherson, Ms. Posoff (via phone)

College

Members: Mr. Coleman, Ms. de Fries, Dr. Gay, Dr. Generals, Dr. Hirsch, Dr. Roberts

Guests: Ms. Frizell, Ms. Gordon, Dr. Nagaswami, Ms. Quinn, Dr. Sweet

(1) Executive Session

The committee discussed recent promotion portfolios.

(2) Public Session

(a) Approval of the Minutes of February 7, 2019

The minutes were approved unanimously.

(b) Academic Program Reviews: A.A. in Theater, Acting Proficiency Certificate, Technical Theater Proficiency Certificate

Ms. Frizell, from the Office of Academic Assessment, provided an overview of the Theater A.A. program. She explained that many of the recommendations have already been addressed as the program began instituting program revisions throughout the review. Enrollment has decreased in the program, in part because of a recent large graduating class. The program has 1-2 percentage points more students on probation than the College average, but has a higher retention rate. Ms. Quinn, the program coordinator, commented on the program analysis. The program has many developmental English and ESL students. Many students go directly into the professional field upon graduation. Ms. Quinn would like to increase this, in addition to opportunities beyond acting and the visibility of the program. The program has made connections between students and the community. An example of this is working with the Greater Philadelphia Annual Auditions Student Program for students to audition for agents and theater companies; Ms. Quinn made the case for them to allow more two-year students to audition. The field is in a good position with

the expansion of TV programming, such as Netflix, Amazon, etc., of which College students have been part. Ms. Quinn provided some highlights from a survey of recent graduates and students who have transferred, including work experience and continued studies (70 out of 86 former students responded). Students are also involved with CCPTV and the Digital Video Production program. Dr. Gay noted that Ms. Quinn received a community award from the Irish Echo, that organizations with which Ms. Quinn works have received grants, and that these organizations have hired CCP students/alumni.

Ms. Quinn discussed how the Technical Theater proficiency certificate resulted from students who were not majors but were interested in Theater. This program addresses costumes, lighting, sound, set-building, new technology, crew jobs, and stage management. The program has found it challenging to run an advanced technical theater course, which is an option but not a requirement for the A.A. program. The program is attempting to run the course and will alert students who had not been able to take it in the past. Students are very interested in the PC programs. The faculty are planning to revise some program learning outcomes. Ms. McPherson noted that there are skills that are transferable to other areas, such as exhibition design. Ms. Quinn added that students perform in many ways outside of traditional acting roles, including acting out symptoms for medical students and performing at the National Constitution Center; such jobs are very flexible and offer an alternative to working in the service industry. Ms. McPherson commented that the program can encourage persons of color since they are still underrepresented in these exciting adjacent fields.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program reviews with approval for five years.

(c) Board Dashboard

Dr. Hirsch presented the periodic update of the Board Dashboard, focusing on Student Success metrics. There has been a slight decline in Fall admissions for both full- and part-time first-time students, although the declines decreased for 2018-19. Dr. Hirsch explained that with the steady economy, fewer adults attend college part-time; this is a national issue for both two- and four-year institutions. To address this, the College has developed accelerated programs and short-term trainings, is recruiting more former students to return and complete their studies, and is promoting giving credit for work experience. Ms. McPherson asked about community colleges trying to position themselves as an economical choice for full-time students before transferring to a four-year institution. Dr. Hirsch noted that this is a smaller pool of students and that other institutions have seen larger declines. Dr. General added that in this competitive market, the four-year institutions have become more aggressive by adapting practices traditional to community colleges, such as admitting developmental education students and developing certificates. In the Fall, the College will be marketing online programs for students in rural counties with fewer educational options (such as Pike county).

Dr. Hirsch provided an updated Academic Pathways brochure to committee members. He explained that another strategy the College has undertaken is to develop new programs and opportunities, such as those in the Business, Entrepreneurship, and Law Academic Pathway: Tourism and Hospitality Management A.A., Fashion Merchandising and Marketing A.A.S., and Business Leadership A.A.S. The Liberal Arts and Communications Academic Pathway also has new programs, including two new post-baccalaureate ASL proficiency certificates and the new transfer Black Studies A.A. program. Under Health Care is a new accelerated Nursing program. Interest in the accelerated Nursing program has been so great, in part due to social media marketing, that the program was able to secure more clinical sites and expanded from 24 spots to over 30.

Regarding persistence metrics, the College is looking at Fall-to-Fall persistence for new full-time students to see if the recent decrease is an anomaly after the significant increase for 2016-17. The IPEDS three-year completion metric and the total percentage of satisfactory student outcomes (1.7 and 1.9) have moved in a positive direction, with the completion rate increasing to 16% for the 2015 cohort. The six-year completion rate has remained steady. For developmental education, the goal is to decrease the percent of students who place into developmental education; this decreased from 37% to 30% for Developmental English. This decrease occurred after the College recalibrated the placement test and instituted a co-requisite model. First-year success in the highest Developmental English course has increased, while the achievement gaps for first-year success in Developmental English have decreased.

Section 4.0 and additional momentum data will be presented at an upcoming meeting.

(d) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for June 6, 2019 at 1:30 p.m. in Conference Room M2-34.

Attachments:

Minutes of February 7, 2019
A.A. in Theater Program Review
Acting Proficiency Certificate Program Review
Technical Theater Proficiency Certificate Program Review
Dashboard
2018-19 Academic Pathways

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

MINUTES

Thursday, February 7, 2019

1:30 p.m.

Conference Room M2-34

Presiding: Ms. Hernández Vélez

Committee

Members: Ms. Fulmore-Townsend, Ms. McPherson, Ms. Posoff

College

Members: Ms. de Fries, Dr. Generals, Dr. Hirsch, Dr. Roberts

Guests: Mr. Davison, Ms. Frizell, Mr. Morrison, Dr. Sweet

(1) Executive Session

There were no agenda items for the Executive Session.

(2) Public Session

(a) Approval of the Minutes of November 1, 2018

The minutes were approved unanimously.

(b) Enrollment and Completion Data Review

Dr. Hirsch provided an overview of recent enrollment and completion data. From 2008 through 2010, enrollment increased with the recession taking place. Enrollment was steady from 2012 through 2015; many other community colleges in general and institutions in the area experienced a decline during those years. The lower enrollments as seen in later years show the effects of a better economy. Declines began in 2016, particularly with part-time students. Enrollment for full-time students decreased less, which could be related to the establishment of the 50th Anniversary Scholarship and to the Philadelphia School District moving more students through the pipeline leading to college. Philadelphia metro area is a highly competitive marketplace with 105 colleges and universities. Dr. Generals noted that in the Philadelphia area, only West Chester University has experienced positive enrollments; this institution is affordable and is accessible to students from three area community colleges. The proprietary schools undertake aggressive marketing (but students then leave with debt). As a strategy, the College is reviewing offerings at

proprietary institutions and marketing those programs when the College also offers them.

Ms. Hernández Vélez asked about regional projections for employment. Dr. Generals noted that if there are factors that could lead to a recession in the next two to three years, then this would increase students seeking retraining, especially in technology-related fields. The College is able to react more quickly than traditional four-year institutions and can be seen as a support network for students. Dr. Hirsch explained that the College's Academic Pathways chart will look very different in the next few years with the addition of several proficiency certificates and post-degree certificates.

For the three-year graduation rate used by IPEDS, the most recent data is for the 2015 full-time, first-time in college (FTIC) students having a 16% completion rate. This compares to the 2014 cohort with a 13% completion rate. While this is a key measure for both two- and four-year institutions, two-year schools do raise concerns about using full-time students as a measure. For community colleges, the majority of students are typically part-time students. The first cohort of students to experience some of the College's guided pathway efforts is the 2016 cohort, with the 2017 cohort experiencing even more reforms. As such, the College has not yet seen the potential full impact of guided pathways in the three-year completion rate. While IPEDs does not count transfers to four-year institutions, the College does for its own Dashboard. The College has been meeting its benchmark for students who leave without graduating and transfer to another institution.

Dr. Generals mentioned an article that was recently circulated. This article cited 2016 data, which pertains to the 2013 cohort and is thus several years old. The College has written to the City Council and did respond to a similar article from six months ago regarding the use of outdated data. The College's annual report also addresses the increases shown in recent years.

(c) Academic Program Review: Fire Science AAS Degree

Ms. Frizell, from the Office of Academic Assessment, provided an overview of the Fire Science program. The last audit was completed in 2010 and contained several recommendations: offer all required courses within a two-year period; explore certifications; and conduct program learning assessments. These actions have been implemented since Mr. Davison became coordinator in 2016. It is a small program, with students often leaving after completing the first 12 credits. The enrollment has shifted from part-time, older students to more full-time and younger students. Among the fire department's ten-year goals, the only goal not met pertained to educating fire fighters. Mr. Davison believes that the College is the key to meeting this goal and can provide the best education for local fire fighters and volunteers. To Ms. McPherson's question regarding challenges facing the program, Mr. Davison explained that online courses are very attractive to younger students and these students will pay more money for the convenience offered by the online courses at Neumann University.

Mr. Davison described how completing an associate's degree can be an incentive for fire fighters. Having an AAS adds three points on the entrance exam and half a point to the promotion exam. With 10,000 applicants a year and increases in hiring, those three points can be helpful. The fire department needs to explain to fire fighters and potential fire fighters how an education is an investment. The city does provide a limited pool of money for tuition. A degree is not a requirement for paramedics. To address this, Mr. Davison suggested that a title change that encompasses more than Fire Science could be considered.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program reviews with approval for five years.

Academic Program Review: American Sign Language/English Interpreting AAS Degree

Ms. Frizell introduced ASL/INT as a unique program that allows students to take courses in American Sign Language and in interpreting at the same time. It attracts a large number of post-baccalaureates because a bachelor's degree (in any field) is needed to be a licensed interpreter. A challenge for the program is tracking employment data, as ASL interpreters fall under the larger "interpreters" category, which also encompasses foreign languages and the FCC-mandated video relay services. The program is working with the Advisory Committee to address this. Mr. Morrison explained that the program has heard from the Advisory Committee that there is a shortage of ASL interpreters. Interpreting referral agencies place interpreters, who are mostly free-lancers. The hourly rate for a new graduate can vary and usually ranges from \$35 to \$40 an hour, while certified interpreters can earn \$75 to \$120.

Mr. Morrison noted that the College's ASL/INT program is the strongest it has been since it was established in 2009-10. It has benefited from the College's guided pathway efforts, in part because the program is essentially cohort-based. The degree encompasses 67 credit hours, which is made up of five general education courses with the remaining credits devoted to ASL and then interpreting courses. The program has also established two shorter post-baccalaureate proficiency certificates to start in Fall 2019. These will better address the needs of students who already have a degree and therefore do not need to complete all the AAS requirements. The first proficiency certificate covers the first 23 ASL/INT courses, with the remainder making up the second proficiency certificate.

Action: The Student Outcomes Committee unanimously recommended that the Board of Trustees accept the program review with approval for five years.

(d) Workforce Development Update

Ms. de Fries continued with the overview of the Division of Workforce and Economic Innovation (WEI) begun at the previous meeting. Advanced Manufacturing is a focus now. The CNC program had two separate courses (one in fall and one in spring), which is an increase from the one course last year. Enrollments in the courses also increased from six to 11. Sixty-seven (67) percent of students who completed so far reported CNC-related employment (two were recruited while in the program), with pay ranging from \$16.50 to \$30 an hour. Job placement support could add to these numbers. Money for the CNC Labs came from the state. Enrollments in Welding are lower this year, but grant funds allow courses to run with fewer students.

The microcredentials grant's current enrollments are down from last year, but last year's enrollments were supplemented by Welding students. Training in this leads to good jobs, though better reporting could provide more accurate information on this. The College received the third phase of the JOIN grant. These funds paid for special advertising for the Advanced Manufacturing in the Spring (Facebook, bus shelters in front of Career Links, etc.); there were 152 leads. Digital badges were produced for the microcredentials grant; they will also be done for the JOIN grant. For the microcredentials grant, training ended in December; record keeping and data submission are occurring now. Success outcomes for the program were above average.

The Power Up Your Business grant is in the last year of a three-year fiscal commitment from the City Council. As part of this, they did an industry best practices series. The program also partners with Mt. Airy USA; the program provides the curriculum and instruction, while Mt. Airy USA supports recruitment. There was a cohort last October followed by another in January. This program received third place for an innovation award.

Goldman Sachs Ten Thousand Small Businesses finished its fifth year in November. Cohort 18 started in January with 24 students. Last year saw the largest percentage increase in women-owned business and underserved businesses (it should be noted that "underserved" does not address ethnicity but is rather a geographic designation).

Career Connections holds job fairs at the regional campuses now, in addition to the main campus. It hosted an appreciation event for employers. Efforts are being increased to track employment.

(e) New Business

There was no new business.

Next Meeting

The next meeting of the Student Outcomes Committee of the Board is scheduled for April 4, 2019 at 1:30 p.m. in Conference Room M2-

Attachments:

Minutes of November 1, 2018

Enrollment and Completion Data

Fire Science Program Review

American Sign Language/English Interpreting Program Review

Academic Pathways 2018-19

Community College *of* Philadelphia

Academic Program
Review: AA in
Theater
Executive Summary

TERESA FRIZELL, KIRSTEN QUINN, ELIZABETH GORDON
SPRING 2019

I. Executive Summary

A. Key Findings for the period Fall 2013-Spring 2018:

Synthesis of Key Findings

This Academic Program Review reflects the Program's dual emphasis on creating a professional-quality program and emphasizing the use of Theater skills in non-Theater related professions. The Program Learning Outcomes and assessment thereof address the first goal. The Theater Program enrolls a higher proportion of some of the College's traditionally underserved populations: 10% more Black males, who graduate from the College at lower rates than any other demographic group, and 1-2% more students on academic warning. It retains and graduates 2-4% more students than the College overall, and increased its number of graduates from two to thirteen in the period studied. Program enrollment decreased sharply in 2018, though section efficiency had been decreasing since 2016. Part, but not all of the enrollment decrease is explained by unusually large graduating classes in 2016 and 2017. Despite consistent recruitment efforts, the program has been unable to run classes due to low enrollment. The Program currently has 60 students enrolled. Concurrent with this program review, the Program made curricular changes in an attempt to increase enrollment.

Enrollment and Demographics

1. At 45%, the Program averaged a higher proportion of full-time students than the College's 28%.
2. The Program averaged 51.3% people who identified as female and 48.7% people who identified as male to the College's 62.5% female and 37.4% male.
3. It averaged five percentage points lower enrollment of students who identified as Asian and White than the College.
4. The Program's enrollment of students who identified as Black males averaged 29%, which was 10 percentage points more than the College average.
5. Age demographics of the Program were more heavily distributed towards the younger end of the scale, with 54% of Program students aged 16-21 compared to 33.5% of College students.
6. AY 2018 saw a drop in enrollment from 2015-2017, from an average of 85 students to an average of 60.
7. Section Efficiency decreased from an average of 75% Fall 2013-Fall 2015 to an average of 57% Spring 2015-Spring 2018.
8. Concurrent with this Program Review, the Program made curricular changes to ENGL 131: Acting 1 and ENGL 137: Introduction to Theaters in an attempt to address declining enrollment.
9. Concurrent with this Program Review, the Liberal Arts Program was revised to include ENGL 131: Acting 1 as one of the Guided Electives for the Arts requirements in that Program.

Retention

10. From Fall to Spring, 66% of Theater students returned to the same program while 64% returned to the same program across the College overall. From Fall to Fall, 38% of Theater students returned to the Theater Program; College-wide, 36% of students returned to the same program.
11. The Program's rate of students departing unsuccessfully, with a grade point average below 2.0, was 4.5 percentage points higher than the College's, at 41.6%

Graduation

12. Graduation increased from eight students in 2016 to 14 in 2016 and 13 in 2017.
13. At 4%, 1.2 percentage points more Theater students graduated than graduated from the College overall.

Transfer

14. Temple received the highest number (five) of first-time enrolled students who transferred.
15. Of the 27 first-time enrolled students who transferred during the period studied, three graduated from another institution.
16. The Program Coordinator sent all graduates and certificate holders from Spring 2013-Spring 2018 a survey and received 70 responses, yielding a response rate of 81%. Forty-four percent of those respondents had transferred to or graduated from four-year college Theater programs. This figure differs from the one above because this includes students who registered at the College, left for at least a semester, and then returned.

Assessment

17. The Program assessed all PLOs on two-year cycles and met all benchmarks.
18. The Program analyzed assessment results and implemented teaching and curricular changes in response.
19. The Program lists assessable goals and accomplishments such as enhancing teamwork and leadership skills in the Program Analysis section that are not reflected in the PLOs.

Employment

20. In aforementioned survey of graduates and certificate holders, 50% of the 70 respondents are working in theater-related employment.
21. Program faculty work in the field, and actively help facilitate students' connections and opportunities in the field.
22. Program faculty recently secured approval for Theater students to participate in the Greater Philadelphia Annual Auditions, an opportunity previously only available to graduating seniors at baccalaureate-granting institutions.

Cost

23. At \$4,855 per FTE in 2016-2017, Theater cost about \$300 more than the average College FTE and \$600 more than the average Liberal Studies FTE.

Recommendations from previous audit

1. The program should develop a structure (set of guidelines or talking points, internship possibilities, classroom time, out of class assignments, etc.) for students regarding their future careers and what plans they have after completion of the program.

Action taken: The Program developed marketing materials with the Office of Marketing and brochures to hand out to students at majors' fairs and open houses as well as to other students. It provides a detailed handbook to all students who take theater classes. The handbook includes information on co-curricular activities, professionalism, and jobs in the theater. According to the Program Coordinator,

CCP's theater program prepares Theater students for the reality of life in the business and provides them with opportunities in Philadelphia so that they can get their feet wet and begin to emerge as artists or future B.F.A. students. One-on-one guidance is the best way to do this. Emphasizing their strengths is crucial. Not everyone will become an actor, but there are hundreds of other job options to be explored.

2. The program should pursue additional articulation agreements with local Colleges and Universities as well as update current agreements as the upcoming program changes are implemented.

Action Taken: The Program has program-to-program articulation agreements with four schools. Two of those schools – Indiana University of Pennsylvania and California University of Pennsylvania—have received no transfers according to our knowledge. The Program emphasizes the opportunity to transfer to PASSHE schools with strong theater departments such as Cheyney and West Chester Universities. It also emphasizes the College’s articulation agreement with Arcadia.

3. The program should collect more data (both qualitative and quantitative) as part of its assessment process.

Action Taken: The Program has collected quantitative assessment data on a two-year cycle. As part of this Program Review, the Program Coordinator surveyed current and past students to collect qualitative data.

4. Develop clear goals for enrollment management.

Action taken: As of Spring 2019, the goals of the Theater Program are to increase enrollment of majors from the current number to 70 next year and 77 the following year, with that number remaining steady while accounting for higher graduation rates. The Program would like to increase the section efficiency of the major courses by around 3% over the next year, and then continue to increase enrollment over the next five years by around 3% each year until all courses within the program are running at 75% capacity by 2024. The Program also developed and launched two certificate programs: one in Acting and one in Technical Theater. These are reviewed separately.

B. Action Items

The Office of Assessment and Evaluation makes the following recommendations:

Enrollment and Demographics

1. Track the effects on enrollment and section efficiency of the curricular changes made concurrent with this Program Review.
2. Partner with ESL and Developmental math and English faculty to design recruitment and curricular material that identifies and maximizes the benefits of Theater courses to these students.
3. Achieve course and Program enrollment benchmarks set by Program Dean by 2023.

The goal for the program is to increase the Program Major enrollment by a maximum of 10% each Academic Year. This chart represents the Fall semesters of each year, with approximately a 59.4% increase from Fall 2018 to Fall 2023. This does not account for

graduation rates.

Semester	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023
Headcount	64	70	77	85	93	102

Retention

5. Devote time to increasing student knowledge of workforce development in addition to transfer. This could include increased connections with STEM and Corporate Solutions as well as outside organizations, such as Theatre Philadelphia, area theaters, and the Greater Philadelphia Annual Auditions.
6. Actively engage in the Creative Arts pathway community including embedding advisory notes explaining employment opportunities during and after completion of the Program, and infusing the use of Starfish early warning system into the Program.

Transfer

7. Examine the articulation agreements with Indiana University of Pennsylvania and California University of Pennsylvania to determine why they are underutilized. Discontinue these agreements if they are not useful to students.

Assessment

8. As a faculty, decide on the importance of non-theater specific skills such as communication, higher order thinking, and teamwork mentioned in the Program Analysis to their program. If they are determined to be essential elements of the Program, adjust Program Learning Outcomes to include and assess them.

C. Narrative

The Theater Program helps students discover and express their creativity while enhancing teamwork and leadership skills. Students learn how to perform scenes and monologues; create characters; improvise during performances; understand and demonstrate basic principles, techniques and styles of body movement and dance; read and write about significant dramatic literature; design costumes; build, design, paint and light stage scenery; operate stage lighting; serve as stage managers; and rehearse and present a in every aspect of a production. Students pursuing non-Theater careers develop skills such as public speaking, verbal and written communication, project management, and teamwork. Other practical skills, immediately transferrable to the job market are set and lighting design, set building, work on stage crews and in some cases stage management. Students are directly connected to the field and transfer institutions by faculty members who are all prominent professional theater and/or film artists. Students have worked for many of the region's major and smaller theater companies in various capacities, and have had the opportunity through the Greater Philadelphia Annual Auditions Student Program to audition for agents and theater companies. Though the program is a transfer program with agreements throughout the area, our students often immediately enter the workforce as well. Many programs not listed as transfer institutions accept our students into their B.F.A. programs after they audition. B.F.A. programs do not generally allow transfer agreements because students must audition to be accepted.

The Arts are highly valuable to the economy, and the job market reflects that. One report notes that in 2010, nonprofit arts and culture organizations put about \$61.1 billion back into the economy. CCP's theater program provides students with opportunities here in Philadelphia so that they can get their feet wet and begin to emerge as artists or undergraduate students. With the advent of online streaming services more jobs have opened up. Netflix, Amazon, Hulu and others churn out hundreds of series and movies now, and students have greater possibilities in the acting market. Locally and nationally, theater companies are taking great strides to be more inclusive and diverse, which will directly influence and help the Program's students.

Community College *of* Philadelphia

Academic Program
Review: Acting
Proficiency
Certificate
Executive Summary

TERESA FRIZELL, KIRSTEN QUINN
SPRING 2019

I. Executive Summary

A. Key Findings for the period Fall 2013-Spring 2018

Enrollment and Demographics

1. The age of the students who declared the certificate as their primary major skewed older than the Theater AA. Two students are 16-21, four students are 22-29, three are 30-39, and two are 40+.

Graduation

2. Of the 31 students who have earned the certificate, 14 are still attending CCP or a four-year institution.

Assessment

3. The Program Learning Outcomes for the Acting Certificate differ from those of the Theater Program AA. Faculty give the same assessment to a mixed group of certificate and AA students. The Office of Assessment questions the validity of this assessment practice in this case.

Cost

4. The Acting Certificate is resource-neutral within the Theater Program.

Employment

5. The Program Coordinator sent all graduates and certificate holders from Spring 2013-Spring 2018 a survey and received 70 responses. Six students who have earned the Acting Certificate and not the Theater AA are working professionally in the field.
6. Program faculty work in the field, and actively help facilitate students' connections and opportunities in the field.

B. Action Items

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

Assessment

1. As a faculty, review the relationship between Certificate and AA PLOs and, if appropriate, revise assessment practices accordingly.

C. Narrative

The Acting Proficiency Certificate was created to provide students with the opportunity to demonstrate their knowledge and interest in theater. Many students who enroll in Acting I (ENGL 131) continue to take additional theater courses. These courses fulfilled requirements in the Humanities and Artistic Expression, or Directed Electives. Students who earn the Acting Certificate are able to identify and utilize the foundation principles of acting, demonstrate their ability to create and develop characters and recognize the collaborative nature of the craft of acting.

The Acting Certificate allows students to take the full sequence of Acting courses and reap the benefits of theatre education while pursuing other fields. Students take Acting I (ENGL 131), Acting II (ENGL 132), Rehearsal and Performance (ENGL 142), and then one of the following: Voice and Articulation (ENGL 120) or Movement and Dance (ENGL 135).

Casting agents in Philadelphia said they would be very interested in hiring students who were not theater majors, but had earned or were working toward the Certificate because it demonstrated the student's interest in developing acting skills. It is appropriate that students from other academic disciplines who commit to taking multiple theater courses have a credential to demonstrate their knowledge and commitment.

Community College *of* Philadelphia

Academic Program
Review: Technical
Theater Proficiency
Certificate
Executive Summary

TERESA FRIZELL, KIRSTEN QUINN
SPRING 2019

I. Executive Summary

A. Key Findings for the period Fall 2013-Spring 2018

Enrollment and Demographics

1. Advanced Technical Theater, the capstone course for the Certificate, has only run once since its inception in 2015.

Graduation

2. Ten students have earned the Technical Theater Certificate. Four are still attending CCP or a four-year institution.
3. Four students have earned the Technical Theater Certificate and no other degrees or certificates.

Assessment

4. The Program Learning Outcomes for the Certificate differ from those of the Theater Program AA. Faculty give the same assessment to a mixed group of certificate and AA students. The Office of Assessment questions the validity of this assessment practice in this case.

Cost

5. The Certificate is resource-neutral within the Theater Program.

Employment

6. Two students who have earned the Certificate are working professionally in the field.

B. Action Items

The Office of Assessment and Evaluation makes the following recommendations for the Certificate:

Enrollment and Demographics

1. Evaluate the value of the Technical Theater Certificate to students in light of the fact that the core class has not run due to low enrollment in recent years.

Assessment

2. As a faculty, review the relationship between Certificate and AA PLOs and, if appropriate, revise assessment practices accordingly.
3. Engage with the Creative Arts Pathway community to help communicate the value of the skills learned in the certificate to the Theater AA as well as other degrees; to help articulate students' ability to build on skills; and to encourage

students to register as early as possible in order to avoid course cancellations.

C. Narrative

The Technical Theatre Certificate gives students the skills to perform technical work in theater including: backstage work such as crew, stage management, front of house management; design such as set, lighting and sound; and leadership roles such as direction, assistant direction, and technical direction. Starting with Introduction to Technical Theatre, students learn about the principles of design, set building, prop and costume construction. Technical theater offers employment in multiple areas, including lighting, sound, and set construction. There are also many related venues and industries that employ people with the same skills such as hotels, restaurants, conventions, weddings, concerts and sporting events. At the completion of the Technical Theater Certificate students can operate sound and lighting systems and build sets and other physical elements.

Theater faculty are connected to professional theater and film. Students participate in major school projects in the Photographic Imaging Department and for CCPTV, providing valuable experience.

Other academic programs at the College offer Technical Theater courses, which allow students to complete the Certificate while pursuing their degrees. Theater courses all fit into the Communication Studies and Mass Media programs as either Directed or General Electives. This allows students to explore multiple interests and receive credentials in multiple areas.

Community College *of* Philadelphia

Dashboard

1.0 Student Success

Indicator of Success										
		2014-15	2015-16	2016-17	2017-18	2018-19	CCP Trend	Aspirational Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase Enrollment									+3 to 5% pts
1.1	First-time (FTIC) Full-time Students (Fall Admission)	1,346	1,611	1,615	1,526	1,494	→			
1.2	First-time Part-time Students (Fall Admission)	2,940	2,744	2,442	2,174	2,031	↓			
1.3	Total Fall Credit Hours	158,471	160,972	152,326	147,244	145,623	↓			
	Increase Persistence	Fall 2014 to Fall 2015	Fall 2015 to Fall 2016	Fall 2016 to Fall 2017	Fall 2017 to Fall 2018*	Fall 2018 to Fall 2019				+5 to 7% pts
1.4	Fall to Fall New Full-time Students	53.5%	55.3%	58.5%	54.2%	Data Available Nov. 2019	→	61%	↗	
1.5	Fall to Fall New Part-time Students	40.8%	43.0%	42.7%	42.0%	Data Available Nov. 2019	→	45%	↗	
1.6	Fall to Spring (All first-time) Students ¹	70.6%	72.0%	72.3%	71.4%	Data Available Nov. 2019	→	Data Not Reported		

* Projected data

¹ All New Students (FTIC, Non-Degree Seeking, and Transfer)

Community College *of* Philadelphia

		2011 Cohort 2014	2012 Cohort 2015	2013 Cohort 2016	2014 Cohort 2017	2015 Cohort 2018	CCP Trend	Aspirational Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase 3-Year CCP Completion									+7 to 10% pts
1.7	3-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards (IPEDS)	10%	12%	12%	13%	16%	↗	25%	↗	
1.8	New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 3 years (IPEDS)	27%	25%	24%	21%	21%	→	17.1%	↗	
1.9	Total percentage of satisfactory student outcomes ²	37%	37%	36%	34%	37%	→	42.1%	→	

		FTIC Cohort 2008	FTIC Cohort 2009	FTIC Cohort 2010	FTIC Cohort 2011	FTIC Cohort 2012	CCP Trend	Aspirational Cohort	CCP to Aspirational Cohort	5-Year Goal 2020
	Increase 6-Year CCP Completion									+7 to 10% pts
1.10	6-Yr Cohort, Full-time, First-time College Associate Degree/Certificate Awards (National Community College Benchmark Project)	20%	19%	22%	21%	Available Fall 2019	→	Data Not Reported		
1.11	New Full-time Students Who Left the College Prior to Earning a Degree and Transferred within 6 years	32%	31%	32%	30%	Available Fall 2019	→	Data Not Reported		
1.12	Total percentage of satisfactory student outcomes	52%	50%	53%	52%	Available Fall 2019	→	Data Not Reported		

² Sum measures 1.7 + 1.8

Community College *of* Philadelphia

		Grad Year 2015	Grad Year 2016	Grad Year 2017	Grad Year 2018 ³	CCP Trend
	Increase Completion					
1.13a	Unduplicated Number of Completers by Graduation Year	2,103	2,046	2,074	1,942 ⁴	→
1.13b	Degrees Awarded	2,420	2,357	2,437	2,235	→

		2014-15	2015-16	2016-17	2017-18	CCP Trend	5-Year Goal 2020
	Improve Success Rates of Students in Developmental English	Fall 2014	Fall 2015	Fall 2016	Fall 2017		+7% pts
1.14	Placed Developmental English (Decrease annually)	54.9%	46.6% ⁵	36.8%	30.0%	↗	
1.15	First-Year Success in ENGL 098 (Increase annually)	63.8%	64.1%	63.6%	69.7%	↗	
1.16	Completed ENGL 101 within two years (Improve annually)	44.0%	40.9%	46.9%	Data Available Fall 2019	↗	
	Improve Success Rates of Students in Developmental Math						+7% pts
1.17	Placed Developmental Math (FNMT 016 and 017) (Decrease annually)	46.4%	44.0%	51.5%	51.7%	→	
1.18	First-Year Success in Foundational Math (FNMT) 017 (Increase annually)	32.6%	36.3%	53.4%	40.9% ⁵	↘	
1.19	Completed Foundational Math (FNMT) 118 within two years (Improve annually)	17.0%	18.9%	31.3%	Data Available Dec. 2019	↗	
	Improve Achievement Gap in First Year Success in Developmental English						+5% pts
1.20	All First-time	63.8%	64.1%	63.6%	69.7%	↗	
1.21	Black	59.7%	58.6%	59.5%	60.2%	↗	
1.22	Hispanic	65.4%	64.9%	66.7%	76.4%	↗	
1.23	White	73.2%	77.1%	76.6%	79.7%	↗	

³ Grad year is from July 1st through June 30th

⁴ Unduplicated graduates with associates degrees, academic certificates, and proficiency certificates

⁵ Reflects changes in placement cut-off scores

Community College *of* Philadelphia

	Improve Career Preparation and Employment	2014-15	2015-16	2016-17	2017-18	5-Year Goal 2020
1.24	Career Program Job Placement Rates ⁶	85.2%	87.6%	84.9%	Data Available Fall 2019	90%
1.25a	Career Program Graduates' Wages and Wage Growth	\$43,123	\$41,253	\$43,173	Data Available Fall 2019	Rate of Inflation
1.25b	Number of Graduate Survey respondents	433	416	405	Data Available Fall 2019	
1.26	Licensure Exam Pass Rates					
	Dental Hygiene	100%	100%	100%	96%	100%
	Diagnostic Medical Imaging	100%	100%	100%	100%	100%
	Medical Laboratory Technician	100%	86%	100%	91%	90%
	Nursing	67.1%	83.2%	87.5%	95.7%	90%
	Respiratory Care Technology	100%	100%	100%	100%	100%

2.0 Facilities

2.0	Facilities	Updates	Target Completion	Progress	5-Year Goal 2020
	Projects				
2.1	The Hamilton	Construction Started	February 2019	100%	100%
2.2	Library/Learning Commons	Bids for Construction	Late Spring 2019	85%	100%
2.3	Public Art	Installation of Artwork	Summer 2019	60%	100%
2.4	Career & Advanced Technology Center	Selection of Architect	February 2019	100%	100%

⁶ For Indicators 1.24 and 1.25a, data are obtained via graduate surveys conducted six months after graduation.

Community College *of* Philadelphia

3.0 Finance

3.0	Finance	Quarterly Report September 2018 (In Millions)	Quarterly Report December 2018 (In Million)	Quarterly Report March 2019 (In Millions)	Quarterly Report June 2019 (In Millions)	Quarterly Report September 2019 (In Millions)
3.1	Operating Budget Status 2018-2019	\$28M	\$64M			
3.2	Operating Cash Position 2018-2019	\$21M	\$39M			
3.3	Long Term Cash Investments 2018-2019	\$22M	\$22M			
		FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
3.4	Stabilize % of Operating Revenues from Student Sources	57%	57%	57%	57%	57%
3.5	Stabilize Reserve Balance as % of Operating Budget	28%	28%	28%	28%	28%
3.6	Liquidity as % of Operating Budget	34%	34%	34%	34%	34%

4.0 Workforce Development

4.0	Workforce Development	2015-16	2016-17	2017-18	5-Year Goal 2020
4.1	Annual Enrollments – Contract Training, Open Enrollment, Corporate College	2,904	3,031	3,298	+3-5% (3,093)
4.2	Revenue (after expenses)	\$1,166,266	\$1,306,304	\$1,614,183	+35%
4.3	Number of Unique Clients Served (WedNet, Contract Training, Corporate College)	43	50	31*	90

* New Business Development Director Hired

Community College *of* Philadelphia

		2015-16	2016-17	2017-18	5-Year Goal 2020
4.4	10KSB # of Businesses Served Annually (Cohorts)*	82 (Cohorts 7,8,9)	76 (Cohort 10, 11, 12 Graduation)	76 (Cohort 13, 14, 15 Graduation)	90
4.5	10KSB Retention Rate	99% (Cohorts 1-9)	99% (Cohorts 1-12)	99% (Cohorts 1-15)	99%
4.6	10KSB % Scholars Who Increased Revenues at 6 months	71% (Cohorts 1-9)	71% (Cohorts 1-12)	71% (Cohorts 1-15)	+2% Nat'l Average
4.7	10KSB % Scholars who created Jobs at 6 months	53% (Cohorts 1-9)	54% (Cohorts 1-12)	52% (Cohorts 1-15)	+2% Nat'l Average
4.8	Career Connections Total Student Contacts	4,512	3,399	3,985	+20%
4.8a	Career Connections Number of Student Career Related Activities/Participants	82/1,349	168/2851**	186/1,672	+20%
4.9	Career Connections Number of Employer Engagement Opportunities/Participants/Employers	2/354/75 Career Fairs Only	54/1,188/155	74/1,226/198	+20%
4.9a	Students Interviewed/Students Hired	Not Previously Tracked	Not Previously Tracked	40/190/48	+10%
4.10	Career Connections – Technology Tool Usage: Jobs/Internships Posted, Student Registrations, Big Interview and Virtual Job Shadow	Not Previously Tracked	Not Previously Tracked	910/913/774/4,436	+5%
4.11	Career Connections - Experiential Learning Opportunities Created	Not an existing activity	Not an existing activity	3	+5%

*10KSB Grant Renewal through September 2018

**Job Fair Data included in 16-17 metrics moved to 4.9 for 17/18

5.0 Community Relationships

5.0	Community Relationships	2016-17	2017-18	5-Year Goal 2020
5.1	Number of College-community partnerships	30	43	50
5.2	Number of student volunteer hours	86	2,260	10,000
5.3	Monetary value of faculty/staff volunteer hours	\$1,120	\$59,717	\$500,000
5.4	Number of visitors for events open to the public	1,200	1,600	3,000

ACADEMIC PATHWAYS 2018-19

COMMUNITY COLLEGE OF PHILADELPHIA

Health Care	Science & Technology	Design, Construction & Transportation	Business, Entrepreneurship & Law	Creative Arts	Liberal Arts & Communications	Education & Human Services
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DEGREES

Dental Hygiene*	Applied Science & Engineering Technology	Architecture*	Accounting	Art and Design	American Sign Language/English Interpreting*	Behavioral Health/Human Services
Diagnostic Medical Imaging*	Biology*	Automotive Technology	Business – Accelerated*	Digital Video Production	Communication Studies	Education: Early Childhood
Health Care Studies	Chemistry*	Building Science	Business - General	Music Performance*	English	Education: Middle Level
Health Services Management*	Computer Information Systems – IT	Construction Management	Culinary Arts	Photographic Imaging	International Studies	Education: Secondary Humanities/Social Studies Option
Medical Laboratory Technician*	Computer Science*	Facility Management - Construction Option	Digital Forensics	Sound Recording and Music Technology	Liberal Arts	Education: Secondary Math/Science Option
Nursing*	Cybersecurity	Facility Management - Design Option	Fire Science	Theater	Liberal Arts - Honors Option*	Liberal Arts – Social/Behavioral Science
Respiratory Care Technology*	Engineering Science*	Interior Design*	Hospitality Management		Mass Media	Psychology
	Mathematics*		Justice		Religious Studies	
	Network Technology Management and Administration		Paralegal Studies*			
			Technical Studies*			

ACADEMIC AND PROFICIENCY CERTIFICATES

Medical Assistant PC	Biomedical Equipment Technology I PC	Architectural Visualization PC	Accounting Paraprofessional PC	Acting PC	Creative Writing AC	Early Childhood Education PC
Medical Insurance Billing PC	Biomedical Equipment Technology II PC	Automotive Service I PC	Culinary Arts I PC	Digital Imaging PC		Human Services AC
Ophthalmic Technician PC	Computer Programming & Software Development PC	Automotive Service II PC	Culinary Arts II PC	Digital Video Production PC		Recovery & Transformation AC
Patient Service Representative PC	Cybersecurity I PC	Energy Conservation AC	Electronic Discovery PC	Music Production PC		Recovery Leadership PC
	Cybersecurity II PC		Entrepreneurship PC	Technical Theater PC		
	Network & Systems Administration PC		Fire Science & Public Safety PC			
	Process Technology PC		Geographic Information Systems PC			
	Web Development PC		Paralegal Studies* PC			
			Post-Baccalaureate Accounting PC			

* Select program

FALL 2018 (Updated 7/18/18)

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, May 22, 2019 – 9:00 A.M.**

Present: Mr. Jeremiah J. White, Jr. (presiding); Mr. Harold Epps, Mr. Steve Herzog (*via* teleconference), Mr. Michael Soileau (*via* teleconference); Dr. Donald Generals, Mr. Jacob Eapen, Ms. Lisa Hutcherson, Mr. Gim Lim, Mr. James P. Spiewak, Victoria Zellers, Esq. and Invited Guest: Mr. Andre Allen, Phoenix Capital Partners, LLP (*via* teleconference)

AGENDA

PUBLIC SESSION

(1) Highlights on the 2019 Bond Issue. (Information Item):

Mr. Eapen reported that on May 8, 2019, the College successfully issued \$10,183,783 Series 2019 bonds with a premium of \$1,028,783. The Series 2019 bonds were issued to assist with the College undertaking a capital project consisting of the development, construction, improvement, furnishing, equipping and fit out of a new, approximately 75,000 square foot building on land owned by the College in West Philadelphia, which facility will be used to house the College's Career and Advanced Technology Center; the demolition of an existing building on such site; and other miscellaneous capital improvements at such site, including parking, landscaping and related improvements. Andre Allen of Phoenix Capital partners, who is the College's financial advisor emphasized the success of the bond offering at a yield of approximately 2.8%. He noted that even though it was of a relatively small size it was oversubscribed with some of the later maturities four times oversubscribed. Mr. Allen stated that the underwriter, PNC Capital Markets LLC, did a great job of marketing the bonds to the appropriate group of investors. The annual debt service will approximate \$675,000 which is significantly lower than the \$725,000 that was originally estimated. Attachment A contains the final Credit Opinion from Moody's. Mr. Eapen stated that the College is rated A3 – Stable and discussed what Moody's noted as the strengths and challenges of the College. Committee members discussed the challenges around the union contract and deferred maintenance. Attachment B contains the Final Numbers Report prepared by PNC Capital Markets, LLC.

In response to questions, Mr. Eapen noted that the Career and Advanced Technology Center project is on schedule but due to construction activity in the City, constructions costs are increasing over what was originally projected. He noted that the consultant is working on getting CDEs interested in the College's project and that PIDC has been updated on the status of the project. Mr. Eapen stated that in addition to borrowing funds the College is actively seeking private donations, including a \$5 million request made to the Lenfest Foundation, as well as additional RACP funds.

(2) 2019-20 College Budget (Action Item):

Discussion: Dr. General initiated the discussion by stating that the budget priorities centered around the Strategic Plan and the five pillars. He noted that decisions were made in regards to where additional resources were needed, particularly in regards to additional positions. All vacant positions were reviewed and several were removed from the budget. New positions were added in the Workforce and Economic Initiatives and Career Connections areas and two additional advisors and an administrator for the Dual Enrollment program were also added along with a government relations position. In response to questions, Dr. General indicated that the impact of full-time advisors on the persistence and graduation rates is significant and this is confirmed by national research. He indicated that eventually he would like to see more full-time advisors hired since by their activities in increasing student persistence, the pay for themselves. Committee members and staff discussed the College's efforts around dual enrollment and the multiple efforts with various entities that were underway. They also discussed the need for the College to have a more active relationship with manufacturers and other employers in the northeast region of the City. Mr. White stated the College will need to build an assessment metric to see the results of new activities, particularly in student job placements. Mr. Eapen reported that the proposed 2019-20 operating budget amounting to \$133,257,735 is balanced without any tuition or fee increases and provides sufficient dollars to fund all essential services. He mentioned that of the Pennsylvania community colleges, CCP's tuition rates are now in the middle range as opposed to a few years ago when they were the highest. The 2019-20 expenditure plan totals \$148,009,184. Mr. Eapen discussed the various initiatives of the Colleges noting that these costs, in addition to all costs associated with the recent contract settlement, are included in the budget. Mr. Spiewak reviewed variances between the FY 19-20 proposed budget and the FY 18-19 revised budget and discussed the budgetary assumptions. The recommended educational and general expenditures budget (including the Student Activities, Athletics and Commencement budget) totals \$135,214,827; the auxiliary enterprises budget totals \$556,115; and the capital budget totals \$13,038,243, of which \$11,778,243 is debt service. The budget includes a planned use of prior years' carryover funds in the amount of \$748,436. The use of \$386,180 of the Quasi-Endowment Fund is required to balance the Student Activities, Athletics and Commencement budget. Attachment C contains highlights of the 2019-20 College Budget.

In response to Committee questions, staff indicated that there are a few large contracts that will expire during the fiscal year including contracted security, contracted cleaning and the bookstore operations. In regards to IT equipment leases, Mr. Spiewak noted that the College intends to purchase, rather than lease, new items during FY 19-20 utilizing the IT Refresh Reserve. Mr. Eapen stated that an updated multi-year capital plan will be presented to the Committee at the August, 2019 meeting. He also stated that all recommendations contained in the security audit have been completed. Committee members wanted a balanced budget which will be prepared.

Action: Mr. Soileau moved and Mr. Epps seconded the motion that the Committee recommend to the full Board approval of the 2019-20 College Budget with the stipulation that the budget should be submitted as a balanced budget by transferring funds from the reserves to offset any deficits. The motion passed unanimously.

(3) Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees (Action Item):

Committee members discussed a proposed resolution related to salary and benefit changes for administrative, including Cabinet-level, employees and confidential employees. As a result of the discussions, it was agreed that staff would modify the resolution and schedule a conference call for later in the month for action by the Committee.

(4) Next Meeting Date:

The next regularly scheduled meeting of the Committee will be held on Wednesday, June 19th at 9:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

EXECUTIVE SESSION

An Executive Session followed the Public Session.

ATTACHMENT A

Moody's Final Credit Opinion

CREDIT OPINION

25 April 2019

✓ Rate this Research

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Community College of Philadelphia, PA

Update to credit analysis

Summary

Community College of Philadelphia's (CCP; A3 stable) very good credit quality is supported by its important role as the only community college provider in Pennsylvania's most populous city. Credit stability is also aided by historically strong financial support from the [Commonwealth of Pennsylvania](#) (Aa3 stable) and [City of Philadelphia](#) (A2 stable). Combined, they make up almost half of the college's revenue, and will continue to provide strong funding for operations, as well as measurable capital support. Consistent operating performance and manageable leverage for its size add to the college's credit strength.

However, the college faces ongoing enrollment pressures. While the college has taken measures to cut expenses, falling enrollment combined with a lack of tuition increases may challenge the college's ability to continue growing net tuition revenue in the future. Further, exposure to a large OPEB liability tempers the college's financial flexibility. While limited expense flexibility remains a challenge, a large scope of operations provides the college with opportunities for economies of scale.

Credit strengths

- » History of good financial support for operations and capital from the Commonwealth of Pennsylvania and City of Philadelphia
- » Important role as the only community college provider in Pennsylvania's largest city serving over 25,000 students annually
- » Large operating scale for a community college, with \$155 million in fiscal 2018 operating revenue, provides for economies of scale
- » Predictable, entirely fixed rate debt structure with relatively rapid principal pay down

Credit challenges

- » Enrollment softening over the last three years after a history of stable enrollment adds pressure to net tuition revenue
- » Limited expense flexibility with a significant portion of unionized faculty and staff
- » Sizeable and growing post-retirement benefit (OPEB) liability, representing an elevated 10% of total operating expenses in fiscal 2018
- » Growing age of plant with limited capital spending over the last five years

Rating outlook

The stable outlook reflects our expectations that CCP will maintain steady liquidity and continue receiving favorable support from the commonwealth and city, including for a portion of debt service. It also includes the likely possibility of another debt issuance of \$20 million in fiscal 2020.

Factors that could lead to an upgrade

- » Sustained growth in net tuition revenue driving an improvement in operating performance and cash flow
- » Material increase in financial reserves relative to debt

Factors that could lead to a downgrade

- » Disruption in commonwealth or city financial support
- » Materially weakened debt service coverage
- » Deterioration in liquidity

Key indicators

Exhibit 2

COMMUNITY COLLEGE OF PHILADELPHIA, PA

	2014	2015	2016	2017	2018	2018 + Series 2019A (\$9M)
Total FTE Enrollment	19,119	18,971	18,124	17,298	16,675	16,675
Operating Revenue (\$000)	156,226	155,198	155,722	152,459	154,938	154,938
Annual Change in Operating Revenue (%)	1.0	-0.7	0.3	-2.1	1.6	1.6
Total Cash & Investments (\$000)	50,403	49,254	54,153	57,590	62,242	62,242
Total Debt (\$000)	85,460	73,902	74,878	68,618	76,372	85,382
Spendable Cash & Investments to Total Debt (x)	0.5	0.6	0.6	0.7	0.7	0.6
Spendable Cash & Investments to Operating Expenses (x)	0.3	0.3	0.3	0.3	0.4	0.4
Monthly Days Cash on Hand (x)	104	101	112	120	127	127
Operating Cash Flow Margin (%)	12.6	11.9	11.3	10.3	11.7	11.7
Total Debt to Cash Flow (x)	4.3	4.0	4.2	4.4	4.2	4.7
Annual Debt Service Coverage (x)	1.3	1.2	1.7	1.5	1.8	1.8

Source: Moody's Investors Service

Profile

Established in 1965, Community College of Philadelphia is the only community college in Philadelphia, PA. Along with its main campus, the college has three additional locations throughout the city: Northeast Regional Center, Northwest Regional Center, and West Regional Center. The college has \$155 million in operating revenue and serves over 25,000 students annually.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moody.com for the most updated credit rating action information and rating history.

Detailed credit considerations

Market profile: important role as Philadelphia's only community college, but confronting enrollment pressures

Similar to other Pennsylvania community colleges, CCP will continue to confront enrollment pressures. CCP enrolled 16,675 students in fall 2018, 13% lower than fall 2014 totals. Favorably, to offset these trends, the college is taking a number of measures to strengthen demand and improve retention. These actions include technology investments, program adjustments, and strategic outreach to local high schools and international students. The college's recent addition of a workforce development division highlights the college's efforts to be responsive to the city's labor market needs. These factors will stabilize enrollment over the longer term and management reports that fall 2019 enrollment is expected to be at least in line with that of fall 2018.

Tuition revenue, representing 49% of total operating revenue, will remain challenged due to enrollment declines and the absence of tuition increases. Favorably, the college's low cost pricing, which remains below the fiscal 2019 maximum Pell grant award of \$6,195, affords additional pricing flexibility. Restoring net tuition revenue growth is critical to the longer term credit quality of the college.

Operating performance: multiple years of softening operating performance a result of ongoing revenue pressures

Despite enrollment pressures over the last three years, the college has had overall stable operating performance, with operating cash flow margins remaining sound in the 10-12% range from fiscal 2016 to fiscal 2018. However, this is weaker than operating cash flow margins from fiscal 2014 and prior years. This contraction is largely a result of a softening in student charges. While these revenue pressures will persist, management continues to proactively implement measures to adjust expenses. Among others, the college has implemented early retirement incentives to generate sustained savings and has renegotiated expenses associated with the college's healthcare costs. Based on college provided financial information, we expect fiscal 2019 operations to be in line with fiscal 2018 results.

Significant exposure to collective bargaining units and OPEB limits expense flexibility. Favorably, the college's large scale, with over \$155 million in operating revenue, is a credit strength. Additionally, the college has strong revenue diversity, state appropriations and city funding representing 23% and 20% of total operating revenue, respectively. City funding is budgeted to grow modestly in fiscal 2019 while there are currently no increases in the state budget for the college.

Wealth and liquidity: solid absolute wealth at the rating level and growing liquidity

At the current rating level, CCP will maintain solid absolute wealth, with fiscal 2018 total cash and investments of \$62 million. However, financial reserve growth will remain modest due to ongoing capital needs. Favorably, with continued spending discipline, spendable cash and investments to operating expenses will remain comparable to the 0.4x cushion in fiscal 2018.

Liquidity

Liquidity will continue to provide a solid cushion relative to operations. In fiscal 2018, monthly liquidity of \$49 million provides 127 monthly days cash on hand. Favorably, the college's liquidity position has improved materially relative to the 98 monthly days cash on hand in fiscal 2013.

Leverage: elevated debt relative to financial reserves

Debt will remain elevated relative to financial reserves despite relatively fast principal pay down. Spendable cash and investments provide a modest 0.6x cushion relative to approximately \$85 million of pro forma debt, inclusive of the Series 2019A bonds, which will fund a career and advanced technology center. Favorably, both the commonwealth and city provide annual capital appropriations to pay a large share of debt service, which partly mitigates the debt burden. In conjunction with the Series 2019A bonds, near term debt plans include an additional \$20 million for a second phase of the career and advanced technology center.

Legal security

The underlying rating reflects the unsecured general obligation of the college, payable from any revenues, including commonwealth and local sponsor subsidy payments.

In addition, the Community College Act provides for a direct payment of debt service from commonwealth appropriations if the college fails to make a required debt service payment. Under the statute, upon notification to the commonwealth's Secretary of Education of a community college's failure to pay debt service as scheduled, the Secretary will withhold a sufficient amount of state aid remaining to be distributed in the current fiscal year for remission to the bond trustee. Under the Loan Agreement for the Series A of

2019 bonds, each Loan Payment date is fifteen (15) days prior to the applicable debt service payment date, providing the Trustee with time to notify the Secretary of the Department of the Commonwealth to withhold the debt service due on the Series A of 2019 Bonds

Debt structure

All pro forma debt is fixed rate, providing predictable fixed costs to incorporate into budgets. There are no debt service reserve funds.

Debt-related derivatives

There are no debt-related derivatives.

Pensions and OPEB

The increasing OPEB liability represents an ongoing credit challenge. Under GASB 45, CCP recorded \$78 million OPEB liability in fiscal 2017. Under GASB 75, CCP was required to recognize \$178 million OPEB liability in fiscal 2018. OPEB expenses represent a very high 10% of total fiscal 2018 operating expenses, limiting financial flexibility for the college. The plan is funded on a pay-as-you-go basis.

Favorably, the College has taken steps to address the sizeable OPEB liability with new collective bargaining contracts. As a result of the new contracts, which will now limit new employees to a maximum of five years of post employment benefits, the college expects a \$30 million dollar OPEB reduction.

Overall, exposure to pension liabilities is manageable, with a three-year average Moody's adjusted net pension liability of \$7.5 million, modest relative to the college's \$54 million spendable cash and investments. Most employees participate in one of two defined contribution plans, with a limited number of employees in either Public School Employees' Retirement System (PSERS) or State Employees' Retirement System (SERS), which are multiple-employer cost-sharing defined benefit pension plans. However, the relatively weak funding status of these pension plans (42% Moody's weighted average adjusted funded ratio) could translate into higher contribution levels for the college in the future. Participation in defined benefit plans is closed to new employees.

Governance and management: strong governance by the city; executive leadership team engages in comprehensive financial planning

CCP is strongly linked to the city by its board of trustees, which consists of 15 members, appointed by the Mayor from a list submitted by the Nominating Panel established by Councilmanic Ordinance. Each board member is appointed for a term of six years and serve until their successors are appointed.

CCP's planning-focused management team has been able to maintain good operations. The college's conservative budgeting and ability to cut expenses demonstrate careful and thoughtful planning, supporting the college's very good strategic positioning. The college's budgets incorporate reasonable assumptions and sensitivities. Additionally, the college makes regular adjustments to its programmatic offerings to remain in-line with area labor market needs.

ATTACHMENT B

Final Numbers Report from PNC Capital Markets, LLC

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**Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
*Final Numbers***

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SOURCES AND USES OF FUNDS

Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
Final Numbers

Dated Date 05/22/2019
Delivery Date 05/22/2019

Sources:

Bond Proceeds:	
Par Amount	9,155,000.00
Net Premium	1,028,783.75
	10,183,783.75

Uses:

Project Fund Deposits:	
Project Fund	10,000,000.00
Delivery Date Expenses:	
Cost of Issuance	112,500.00
Underwriter's Discount	37,516.43
Bond Insurance	30,358.39
	180,374.82
Other Uses of Funds:	
Additional Proceeds	3,408.93
	10,183,783.75

BOND PRICING
Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
Final Numbers

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Yield to Maturity	Call Date	Call Price	Premium (-Discount)	Principal Cost	Takedown
Serial Bonds:											
	06/15/2020	280,000	5.000%	1.760%	103.398	-	-	-	9,514.40	289,514.40	1,500
	06/15/2021	295,000	5.000%	1.820%	106.411	-	-	-	18,912.45	313,912.45	2,750
	06/15/2022	310,000	5.000%	1.880%	109.245	-	-	-	28,659.50	338,659.50	2,750
	06/15/2023	325,000	5.000%	1.950%	111.859	-	-	-	38,541.75	363,541.75	3,750
	06/15/2024	340,000	5.000%	2.000%	114.378	-	-	-	48,885.20	388,885.20	3,750
	06/15/2025	360,000	5.000%	2.040%	116.801	-	-	-	60,483.60	420,483.60	3,750
	06/15/2026	375,000	5.000%	2.080%	119.089	-	-	-	71,583.75	446,583.75	3,750
	06/15/2027	395,000	5.000%	2.140%	121.077	-	-	-	83,254.15	478,254.15	3,750
	06/15/2028	415,000	5.000%	2.210%	122.801	-	-	-	94,624.15	509,624.15	4,000
	06/15/2029	435,000	5.000%	2.330%	123.828	-	-	-	103,651.80	538,651.80	4,000
	06/15/2030	455,000	5.000%	2.430%	122.820 C	2.612%	06/15/2029	100.000	103,831.00	558,831.00	4,000
	06/15/2031	480,000	5.000%	2.530%	121.822 C	2.850%	06/15/2029	100.000	104,745.60	584,745.60	4,000
	06/15/2032	505,000	5.000%	2.600%	121.130 C	3.029%	06/15/2029	100.000	106,706.50	611,706.50	4,000
		4,970,000							873,393.85	5,843,393.85	
Term Bond 2034:											
	06/15/2033	530,000	5.000%	2.710%	120.051 C	3.300%	06/15/2029	100.000	106,270.30	636,270.30	4,000
	06/15/2034	555,000	5.000%	2.710%	120.051 C	3.300%	06/15/2029	100.000	111,283.05	666,283.05	4,000
		1,085,000							217,553.35	1,302,553.35	
Term Bond 2036:											
	06/15/2035	585,000	3.000%	3.090%	98.812	-	-	-	(6,949.80)	578,050.20	4,000
	06/15/2036	600,000	3.000%	3.090%	98.812	-	-	-	(7,128.00)	592,872.00	4,000
		1,185,000							(14,077.80)	1,170,922.20	
Term Bond 2039:											
	06/15/2037	620,000	3.000%	3.170%	97.489	-	-	-	(15,568.20)	604,431.80	4,000
	06/15/2038	640,000	3.000%	3.170%	97.489	-	-	-	(16,070.40)	623,929.60	4,000
	06/15/2039	655,000	3.000%	3.170%	97.489	-	-	-	(16,447.05)	638,552.95	4,000
		1,915,000							(48,085.65)	1,866,914.35	
		9,155,000							1,028,783.75	10,183,783.75	

BOND PRICING

Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
Final Numbers

Dated Date	05/22/2019
Delivery Date	05/22/2019
First Coupon	06/15/2019
Par Amount	9,155,000.00
Premium	1,028,783.75
Production	10,183,783.75
Underwriter's Discount	(37,516.43)
Purchase Price	10,146,267.32
Accrued Interest	-
Net Proceeds	10,146,267.32
	111.237398%
	(0.409792%)
	110.827606%

BOND SUMMARY STATISTICS

**Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
*Final Numbers***

Dated Date	05/22/2019
Delivery Date	05/22/2019
Last Maturity	06/15/2039
Arbitrage Yield	2.788794%
True Interest Cost (TIC)	2.925348%
Net Interest Cost (NIC)	3.085607%
All-In TIC	3.077494%
Average Coupon	3.982926%
Average Life (years)	12.067
Duration of Issue (years)	9.485
Par Amount	9,155,000.00
Bond Proceeds	10,183,783.75
Total Interest	4,399,934.03
Net Interest	3,408,666.71
Total Debt Service	13,554,934.03
Maximum Annual Debt Service	678,850.00
Average Annual Debt Service	675,588.57
Underwriter's Fees (per \$1000)	
Average Takedown	3.791917
Other Fee	0.306000
Total Underwriter's Discount	4.097917
Bid Price	110.827606

Bond Component	Par Value	Price	Average Coupon	Average Life	Duration	PV of 1 bp change
Serial Bonds	4,970,000.00	117.573	5.000%	7.742	6.630	3,568.85
Term Bond 2034	1,085,000.00	120.051	5.000%	14.575	10.921	1,063.30
Term Bond 2036	1,185,000.00	98.812	3.000%	16.570	13.149	1,552.35
Term Bond 2039	1,915,000.00	97.489	3.000%	19.082	14.591	2,795.90
	9,155,000.00			12.067		8,980.40

	TIC	All-In TIC	Arbitrage Yield
Par Value	9,155,000.00	9,155,000.00	9,155,000.00
+ Accrued Interest	-	-	-
+ Premium (Discount)	1,028,783.75	1,028,783.75	1,028,783.75
- Underwriter's Discount	(37,516.43)	(37,516.43)	
- Cost of Issuance Expense	-	(112,500.00)	
- Other Amounts	-	(30,358.39)	(30,358.39)
Target Value	10,146,267.32	10,003,408.93	10,153,425.36
Target Date	05/22/2019	05/22/2019	05/22/2019
Yield	2.925348%	3.077494%	2.788794%

BOND DEBT SERVICE

Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
Final Numbers

Period Ending	Principal	Coupon	Interest	Debt Service
06/30/2019	-	-	25,284.03	25,284.03
06/30/2020	280,000	5.000%	395,750.00	675,750.00
06/30/2021	295,000	5.000%	381,750.00	676,750.00
06/30/2022	310,000	5.000%	367,000.00	677,000.00
06/30/2023	325,000	5.000%	351,500.00	676,500.00
06/30/2024	340,000	5.000%	335,250.00	675,250.00
06/30/2025	360,000	5.000%	318,250.00	678,250.00
06/30/2026	375,000	5.000%	300,250.00	675,250.00
06/30/2027	395,000	5.000%	281,500.00	676,500.00
06/30/2028	415,000	5.000%	261,750.00	676,750.00
06/30/2029	435,000	5.000%	241,000.00	676,000.00
06/30/2030	455,000	5.000%	219,250.00	674,250.00
06/30/2031	480,000	5.000%	196,500.00	676,500.00
06/30/2032	505,000	5.000%	172,500.00	677,500.00
06/30/2033	530,000	5.000%	147,250.00	677,250.00
06/30/2034	555,000	5.000%	120,750.00	675,750.00
06/30/2035	585,000	3.000%	93,000.00	678,000.00
06/30/2036	600,000	3.000%	75,450.00	675,450.00
06/30/2037	620,000	3.000%	57,450.00	677,450.00
06/30/2038	640,000	3.000%	38,850.00	678,850.00
06/30/2039	655,000	3.000%	19,650.00	674,650.00
	9,155,000		4,399,934.03	13,554,934.03

NET DEBT SERVICE

Community College of Philadelphia (5-8-2019)
Series 2019 Bonds
AGM Insurance
Final Numbers

Period Ending	Principal	Coupon	Interest	Total Debt Service	Net Debt Service
06/30/2019	-	-	25,284.03	25,284.03	25,284.03
06/30/2020	280,000	5.000%	395,750.00	675,750.00	675,750.00
06/30/2021	295,000	5.000%	381,750.00	676,750.00	676,750.00
06/30/2022	310,000	5.000%	367,000.00	677,000.00	677,000.00
06/30/2023	325,000	5.000%	351,500.00	676,500.00	676,500.00
06/30/2024	340,000	5.000%	335,250.00	675,250.00	675,250.00
06/30/2025	360,000	5.000%	318,250.00	678,250.00	678,250.00
06/30/2026	375,000	5.000%	300,250.00	675,250.00	675,250.00
06/30/2027	395,000	5.000%	281,500.00	676,500.00	676,500.00
06/30/2028	415,000	5.000%	261,750.00	676,750.00	676,750.00
06/30/2029	435,000	5.000%	241,000.00	676,000.00	676,000.00
06/30/2030	455,000	5.000%	219,250.00	674,250.00	674,250.00
06/30/2031	480,000	5.000%	196,500.00	676,500.00	676,500.00
06/30/2032	505,000	5.000%	172,500.00	677,500.00	677,500.00
06/30/2033	530,000	5.000%	147,250.00	677,250.00	677,250.00
06/30/2034	555,000	5.000%	120,750.00	675,750.00	675,750.00
06/30/2035	585,000	3.000%	93,000.00	678,000.00	678,000.00
06/30/2036	600,000	3.000%	75,450.00	675,450.00	675,450.00
06/30/2037	620,000	3.000%	57,450.00	677,450.00	677,450.00
06/30/2038	640,000	3.000%	38,850.00	678,850.00	678,850.00
06/30/2039	655,000	3.000%	19,650.00	674,650.00	674,650.00
	9,155,000		4,399,934.03	13,554,934.03	13,554,934.03

NET DEBT SERVICE

Community College of Philadelphia (5-8-2019)
 Series 2019 Bonds
 AGM Insurance
 Final Numbers

Date	Principal	Coupon	Interest	Total Debt Service	Net Debt Service	Annual Net D/S
06/15/2019	-	-	25,284.03	25,284.03	25,284.03	-
06/30/2019	-	-	-	-	-	25,284.03
12/15/2019	-	-	197,875.00	197,875.00	197,875.00	-
06/15/2020	280,000	5.000%	197,875.00	477,875.00	477,875.00	-
06/30/2020	-	-	-	-	-	675,750.00
12/15/2020	-	-	190,875.00	190,875.00	190,875.00	-
06/15/2021	295,000	5.000%	190,875.00	485,875.00	485,875.00	-
06/30/2021	-	-	-	-	-	676,750.00
12/15/2021	-	-	183,500.00	183,500.00	183,500.00	-
06/15/2022	310,000	5.000%	183,500.00	493,500.00	493,500.00	-
06/30/2022	-	-	-	-	-	677,000.00
12/15/2022	-	-	175,750.00	175,750.00	175,750.00	-
06/15/2023	325,000	5.000%	175,750.00	500,750.00	500,750.00	-
06/30/2023	-	-	-	-	-	676,500.00
12/15/2023	-	-	167,625.00	167,625.00	167,625.00	-
06/15/2024	340,000	5.000%	167,625.00	507,625.00	507,625.00	-
06/30/2024	-	-	-	-	-	675,250.00
12/15/2024	-	-	159,125.00	159,125.00	159,125.00	-
06/15/2025	360,000	5.000%	159,125.00	519,125.00	519,125.00	-
06/30/2025	-	-	-	-	-	678,250.00
12/15/2025	-	-	150,125.00	150,125.00	150,125.00	-
06/15/2026	375,000	5.000%	150,125.00	525,125.00	525,125.00	-
06/30/2026	-	-	-	-	-	675,250.00
12/15/2026	-	-	140,750.00	140,750.00	140,750.00	-
06/15/2027	395,000	5.000%	140,750.00	535,750.00	535,750.00	-
06/30/2027	-	-	-	-	-	676,500.00
12/15/2027	-	-	130,875.00	130,875.00	130,875.00	-
06/15/2028	415,000	5.000%	130,875.00	545,875.00	545,875.00	-
06/30/2028	-	-	-	-	-	676,750.00
12/15/2028	-	-	120,500.00	120,500.00	120,500.00	-
06/15/2029	435,000	5.000%	120,500.00	555,500.00	555,500.00	-
06/30/2029	-	-	-	-	-	676,000.00
12/15/2029	-	-	109,625.00	109,625.00	109,625.00	-
06/15/2030	455,000	5.000%	109,625.00	564,625.00	564,625.00	-
06/30/2030	-	-	-	-	-	674,250.00
12/15/2030	-	-	98,250.00	98,250.00	98,250.00	-
06/15/2031	480,000	5.000%	98,250.00	578,250.00	578,250.00	-
06/30/2031	-	-	-	-	-	676,500.00
12/15/2031	-	-	86,250.00	86,250.00	86,250.00	-
06/15/2032	505,000	5.000%	86,250.00	591,250.00	591,250.00	-
06/30/2032	-	-	-	-	-	677,500.00
12/15/2032	-	-	73,625.00	73,625.00	73,625.00	-
06/15/2033	530,000	5.000%	73,625.00	603,625.00	603,625.00	-
06/30/2033	-	-	-	-	-	677,250.00
12/15/2033	-	-	60,375.00	60,375.00	60,375.00	-
06/15/2034	555,000	5.000%	60,375.00	615,375.00	615,375.00	-
06/30/2034	-	-	-	-	-	675,750.00
12/15/2034	-	-	46,500.00	46,500.00	46,500.00	-
06/15/2035	585,000	3.000%	46,500.00	631,500.00	631,500.00	-
06/30/2035	-	-	-	-	-	678,000.00
12/15/2035	-	-	37,725.00	37,725.00	37,725.00	-
06/15/2036	600,000	3.000%	37,725.00	637,725.00	637,725.00	-
06/30/2036	-	-	-	-	-	675,450.00
12/15/2036	-	-	28,725.00	28,725.00	28,725.00	-
06/15/2037	620,000	3.000%	28,725.00	648,725.00	648,725.00	-
06/30/2037	-	-	-	-	-	677,450.00
12/15/2037	-	-	19,425.00	19,425.00	19,425.00	-
06/15/2038	640,000	3.000%	19,425.00	659,425.00	659,425.00	-
06/30/2038	-	-	-	-	-	678,850.00
12/15/2038	-	-	9,825.00	9,825.00	9,825.00	-
06/15/2039	655,000	3.000%	9,825.00	664,825.00	664,825.00	-
06/30/2039	-	-	-	-	-	674,650.00
	9,155,000		4,399,934.03	13,554,934.03	13,554,934.03	13,554,934.03

FORM 8038 STATISTICS

Community College of Philadelphia (5-8-2019)
 Series 2019 Bonds
 AGM Insurance
 Final Numbers

Dated Date 05/22/2019
 Delivery Date 05/22/2019

Bond Component	Date	Principal	Coupon	Price	Issue Price	Redemption at Maturity
Serial Bonds:						
	06/15/2020	280,000.00	5.000%	103.398	289,514.40	280,000.00
	06/15/2021	295,000.00	5.000%	106.411	313,912.45	295,000.00
	06/15/2022	310,000.00	5.000%	109.245	338,659.50	310,000.00
	06/15/2023	325,000.00	5.000%	111.859	363,541.75	325,000.00
	06/15/2024	340,000.00	5.000%	114.378	388,885.20	340,000.00
	06/15/2025	360,000.00	5.000%	116.801	420,483.60	360,000.00
	06/15/2026	375,000.00	5.000%	119.089	446,583.75	375,000.00
	06/15/2027	395,000.00	5.000%	121.077	478,254.15	395,000.00
	06/15/2028	415,000.00	5.000%	122.801	509,624.15	415,000.00
	06/15/2029	435,000.00	5.000%	123.828	538,651.80	435,000.00
	06/15/2030	455,000.00	5.000%	122.820	558,831.00	455,000.00
	06/15/2031	480,000.00	5.000%	121.822	584,745.60	480,000.00
	06/15/2032	505,000.00	5.000%	121.130	611,706.50	505,000.00
Term Bond 2034:						
	06/15/2033	530,000.00	5.000%	120.051	636,270.30	530,000.00
	06/15/2034	555,000.00	5.000%	120.051	666,283.05	555,000.00
Term Bond 2036:						
	06/15/2035	585,000.00	3.000%	98.812	578,050.20	585,000.00
	06/15/2036	600,000.00	3.000%	98.812	592,872.00	600,000.00
Term Bond 2039:						
	06/15/2037	620,000.00	3.000%	97.489	604,431.80	620,000.00
	06/15/2038	640,000.00	3.000%	97.489	623,929.60	640,000.00
	06/15/2039	655,000.00	3.000%	97.489	638,552.95	655,000.00
		9,155,000.00			10,183,783.75	9,155,000.00

	Maturity Date	Interest Rate	Issue Price	Stated Redemption at Maturity	Weighted Average Maturity	Yield
Final Maturity	06/15/2039	3.000%	638,552.95	655,000.00	-	-
Entire Issue	-	-	10,183,783.75	9,155,000.00	11.8111	2.7888%

Proceeds used for accrued interest	0.00
Proceeds used for bond issuance costs (including underwriters' discount)	150,016.43
Proceeds used for credit enhancement	30,358.39
Proceeds allocated to reasonably required reserve or replacement fund	0.00

ATTACHMENT C

Highlights of the 2019-2020 College Budget

Community College of Philadelphia
 Fiscal Year 2019-2020 Proposed Budget
KEY INITIATIVES

The Student Experience

Guided Pathways Reform Efforts -full-scale implementation of redesigned programs, developmental education and support services
 Educational Planning Module via Starfish
 New Degree and Certificate Programs - Computer Programming I & II, Web & Database Development, Cloud Computing, Advanced Automotive Repair
 Professional, Business Leadership, Corporate Social Responsibility, Digital Investigations, Fashion Retail Sales, Tourism and Hospitality Management,
 ASL/IE Post-Baccalaureate
 Two new Full Time Advisors (to a total of 14)
 Dual Enrollment Expansion and 1 new position

Workforce Development, Readiness and Economic Innovation

2 Additional Staff in Career Connections - Manager of Student Outreach & Engagement, Career Pathway Coordinator
 2 Additional Staff in WEI - Recruitment & Outreach Coordinator, Operations Data Coordinator
 CNC Lab at West Regional Center
 New Robotics module for the Electro-Mechanical program
 New certificate and training programs - Message Therapy, Certified Production Technician, Certified Logistics Technician, Bookkeeping certificate,
 Office Manager certificate, CDL, Social Media & Technology, Cloud Computing bootcamp, Digital Mapping, Adobe Creative workshops, Social Media
 certificate, Diversity workshops, Facilitation workshops, Change Management workshops, Conflict Resolution workshops, Human Resources for the non-
 HR Manager workshops

Fiscal Stability and Sustainability

Fundraising Activities
 Implementation of new CRM system
 Implementation of new Assessment Management system
 Implementation of new Contract Management software
 Implementation of new eProcurement software
 Implementation of new Collections & Receivable software
 New Approach and Funding for Marketing Efforts

World-class Facilities

Renovations for Library Learning Commons project
 Building of West Regional Center Career and Advanced Technology Center
 Upgrades to Classroom Technology
 New Classroom Furniture
 Multiple Deferred Maintenance and Renovation Projects

External and Internal Community Relations

New Government Relations position

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>
<u>REVENUES</u>			
Student Tuition and Fees	68,798,280	69,039,567	\$241,287
Commonwealth of Pennsylvania	31,791,114	31,791,114	0
City of Philadelphia	26,446,073	29,190,402	2,744,330
Other Income	2,282,864	2,488,216	205,352
TOTAL REVENUES	\$129,318,330	\$132,509,299	\$3,190,969
<u>EXPENSES *</u>			
Salaries, Net of Lapsed Funds	74,370,320	76,825,016	\$2,454,696
Fringe Benefits	31,863,116	33,001,000	1,137,884
Other Expenses	22,002,902	22,631,719	628,817
PowerUp Your Business	<u>800,000</u>	<u>800,000</u>	<u>0</u>
TOTAL EXPENSES	129,036,338	133,257,735	\$4,221,397
Transfer TO (FROM) Carry Forward Funds	<u>\$281,993</u>	<u>(\$748,436)</u>	

Assumptions

No Increase in Tuition or Fees (only 1 increase to tuition in last six years)

No Increase from State; **\$3.5 M from City**

Credit Enrollments are same as FY 18-19

Salary increases based upon contract settlement; Faculty positions based upon load selections as of 5/9/19

4% Increase in Healthcare Costs over FY19 Revised Projection prior to savings from contract settlement

Debt Service includes 1 payment of \$821,961 from the City appropriation for Phase II financing of Career and Advanced Technology Center

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>
<u>OPERATING REVENUES</u>			
State Funding	31,653,624	31,653,624	-
State Lease funding	<u>137,490</u>	<u>137,490</u>	-
Total State Revenues	31,791,114	31,791,114	-
Tuition - Credit Students , net of write-offs, discounts & other offsets	52,985,730	53,114,667	128,937
Technology Fee	9,768,000	9,768,000	-
Course & Other Fees	4,220,550	4,246,800	26,250
Net Contribution from Noncredit Programs	675,000	755,000	80,000
Other Student Fees	<u>1,149,000</u>	<u>1,155,100</u>	<u>6,100</u>
Total Student Tuition & Fees	68,798,280	69,039,567	241,287
City Operating Funds	26,446,073	29,190,402	2,744,330
Investment Income	744,800	744,800	-
Vocational Education Funding	300,000	300,000	-
Indirect Costs, Administrative Allowances	500,000	500,000	-
Parking Proceeds & Miscellaneous Income	<u>738,064</u>	<u>943,416</u>	<u>205,352</u>
Total Other Income	2,282,864	2,488,216	205,352
TOTAL OPERATING REVENUES	129,318,330	132,509,299	3,190,969
			27.8%
			9.0%
			2.5%

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>
<u>OPERATING EXPENSES *</u>			
Salaries			
Full-Time Administrative Salaries	17,910,285	18,700,740	790,456
Full-Time Faculty Salaries	28,565,956	29,093,314	527,359
Full-Time Classified & Confidential Salaries	10,814,808	10,717,737	(97,071)
Total Full-Time Salaries	57,291,048	58,511,791	1,220,743
Less Projected Lapsed Funds	(2,950,000)	(1,800,000)	-39.0%
Net Full-Time Salaries	54,341,048	56,711,791	2,370,743
Part-Time & Overload Credit Salaries	10,352,748	10,366,248	13,500
Summer Credit Instruction	3,948,000	4,040,036	92,036
Noncredit Instructional Salaries	462,577	414,174	(48,403)
Part-Time Laboratory/Professional	1,236,438	1,241,472	5,034
Classified Part-Time and Overtime	640,395	679,157	38,762
Extended Time	629,139	697,386	68,247
Tutors, Student & Other College Co-Ops	431,938	617,138	185,200
All Other Salaries	1,228,037	1,287,739	59,702
Early Retirement Incentive Payments	1,100,000	769,875	(330,125)
Other than Full-Time Salaries	20,029,272	20,113,225	83,953
Total Salaries	74,370,320	76,825,016	2,454,696
Staff Benefits			
Medical Program	20,600,000	21,208,200	608,200
Retirement Contributions	6,056,100	6,365,500	309,400
FICA	3,084,800	3,203,000	118,200
All Other Benefits	2,122,216	2,224,300	102,084
Total Fringe Benefits	31,863,116	33,001,000	1,137,884
			3.6%

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>
<u>Facility Expenses</u>			
Utilities	1,964,506	2,027,170	62,664
Contracted Security	1,980,000	2,085,145	105,145
Contracted Cleaning	1,500,932	1,560,696	59,764
All Other Facility Expenses	<u>2,566,772</u>	<u>2,533,811</u>	<u>(32,961)</u>
Total Facility Expenses	8,012,210	8,206,822	194,612
<u>All Other Expenses</u>			
Leased Equipment & Software	4,012,099	4,226,810	214,711
Contracted Services	2,253,164	2,088,203	(164,961)
Catalogs and Advertising	1,872,752	1,795,250	(77,502)
Supplies-Pool	1,377,270	1,329,758	(47,512)
Institutional & Departmental Contingency	21,068	400,000	378,932
Insurance	729,300	735,400	6,100
Legal Fees	568,000	411,000	(157,000)
Maintenance & Repairs	426,568	520,284	93,716
Consulting	673,473	508,117	(165,356)
Other Expenses	<u>2,056,998</u>	<u>2,410,075</u>	<u>353,077</u>
Total All Other Expenses	13,990,692	14,424,897	434,205
PowerUp Your Business	800,000	800,000	-
TOTAL OPERATING EXPENSES	<u>129,036,338</u>	<u>135,257,735</u>	<u>4,221,397</u>
			3.1%
			0.0%
			3.3%

**CONFERENCE CALL OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Thursday, May 30, 2019 – 2:30 P.M.**

Present: Mr. Jeremiah J. White, Jr. (presiding); Mr. Harold Epps, Mr. Steve Herzog, Dr. Donald Generals, Mr. Jacob Eapen, Mr. James P. Spiewak and Victoria Zellers, Esq.

AGENDA

PUBLIC SESSION

(1) Resolution for Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees (Action Item):

Discussion: At the May 22, 2019 meeting, Committee members discussed a proposed resolution related to salary and benefit changes for administrative, including Cabinet-level, employees and confidential employees. As a result of the discussions, it was agreed that staff would modify the resolution. Attachment A contains the revised Resolution. The revised Resolution for administrators and confidential employees provides raises and benefits commensurate with the Union raises and benefits for only this fiscal year (which was reflected in the revised budget for 2018-2019) and for the upcoming fiscal year (2019-2020) as approved at the May 22, 2019, Business Affairs Committee meeting for the upcoming year's budget. All references were taken out to the later years for all employees with the clarification that these employees are eligible to receive the raises subject to evaluation and performance but did not guarantee the raises. The Cabinet is included since it is limited to this year and the upcoming fiscal year. Also included in the Resolution is that based on HR practice, the percentage raise for employees not employed during the entire prior fiscal year will be pro-rated. Future proposed increases for administrators and confidential employees will be presented when the budget for those years are presented.

Action: Mr. Herzog moved and Mr. Epps seconded the motion that the Committee recommend to the full Board the approval of the Resolution for Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees as reflected in Attachment A. The motion passed unanimously.

(2) Revision to the 2019-2020 College Budget (Action Item):

Discussion: Mr. Eapen stated that after the Business Affairs Committee meeting of May 22, 2019, Dr. Generals asked for a balanced budget. After reviewing the strong Fall enrollments that are up 10% over last year, it was decided to project a one percent increase in credit enrollments. This generated additional tuition and fees of approximately \$648,000. It was also decided to budget the lapse salary assumption at \$1.9 million, the same amount that has been budgeted (and exceeded) in previous years. With these changes, the fiscal year 2019-2020 Operating Budget is balanced. Attachment B contains a revised summary of the 2019-2020 College Budget. The staff recommended the approval of the FY 2019-2020 Budget.

Action: Mr. Epps moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board the approval of the FY 2019-2020 Budget. The motion passed unanimously. Please note that the 2019-2020 College Budget is appended separately to these minutes.

(3) Next Meeting Date:

The next regularly scheduled meeting of the Committee will be held on Wednesday, June 19th at 9:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

JE/lm
Attachments
BAC\MAY 30, 2019MINUTES.DOC

ATTACHMENT A

**Resolution for Wage Increases and Health Plan Changes for
Administrators, Grant Administrators, and Confidential Employees**

Resolution for Business Affairs Committee Meeting May 30th, 2019

Resolution for Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees

Whereas on June 1, 2017, the Board of Trustees approved a two percent (2%) salary increase for the Community College of Philadelphia's Administrators (excluding the Vice Presidents and General Counsel) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees effective July 1, 2017;

Whereas on June 7, 2018, the Board of Trustees approved a two percent (2%) salary increase for the Community College of Philadelphia's Administrators (excluding the Vice Presidents and General Counsel) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees effective July 1, 2018;

Whereas on October 4, 2018, the Board of Trustees approved a two percent (2%) salary increase for the Community College of Philadelphia's Vice Presidents and General Counsel serving on the College's Cabinet retroactively to July 1, 2018;

Whereas on April 4, 2019, the Board of Trustees approved the three Memorandum of Agreements ("MOAs") with the College's unionized staff for full-time faculty, adjunct and visiting lecturer faculty, and classified agreements which included both wage increases and health plan changes;

Now, therefore, on this 30th day of May, 2019, the Business Affairs Committee of the Board of Trustees recommends that the full Board of Trustees approve the following:

- (1) Subject to evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a retroactive raise for July 1, 2018 – June 30, 2019 so that their total combined raises from July 1, 2017 - June 30, 2019, are commensurate with the percentage raise approved for the full-time faculty, adjunct teaching and visiting lecturer faculty and classified staff for Academic Year September 1, 2018 - August 30, 2019 as set forth in the MOAs; provided however that the percentage of the raise shall be pro-rated for any employee who was not employed for the entire fiscal year and the preceding fiscal year in accordance with College practice;
- (2) Subject to evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a 3% raise for fiscal year July 1, 2019- June 30, 2020, which is commensurate with the raise that the full-time faculty, adjunct teaching and visiting lecturer faculty and classified staff were approved to receive for Academic Year September 1, 2019 - August 30, 2020 as set forth in the MOAs; provided however that the percentage of the raise shall be pro-rated for any employee who was not employed for the entire prior fiscal year in accordance with College practice;
- (3) Starting September 1, 2019, the increased medical plan deductibles, premium costs for the PPO Personal Choice medical plan, and the prescription drug benefit changes that were approved for the unionized employees in the MOAs will apply to the benefits available to College's Administrators, Grant Administrators, and Confidential Employees to the extent applicable to

the benefits available for each group of employees, except that for College Administrators making over \$150,000: the premium costs for PPO Personal Choice plan shall be as follows: (a) for September 1, 2019-August 31, 2020, the cost shall be \$32.88 for employee only coverage; \$49.32 for employee/spouse or employee/child; and \$65.76 for family coverage; and (b) for September 1, 2020-August 31, 2021, the premium costs for the PPO Personal Choice plan shall be \$51.96 for employee only coverage; \$77.88 for employee/spouse or employee/child; and \$103.84 for family coverage; and

- (4) Eligibility for post-retirement medical benefits and the form and amount of benefits for full-time College Administrators and full-time confidential staff shall be changed to be consistent with the post-retirement medical benefits for full-time faculty and full-time confidential staff as outlined in the MOAs.

ATTACHMENT B

Revised Summary to the 2019-2020 College Budget

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget
KEY INITIATIVES

The Student Experience

Guided Pathways Reform Efforts -full-scale implementation of redesigned programs, developmental education and support services

Educational Planning Module via Starfish

New Degree and Certificate Programs - Computer Programming I & II, Web & Database Development, Cloud Computing, Advanced Automotive Repair Professional, Business Leadership, Corporate Social Responsibility, Digital Investigations, Fashion Retail Sales, Tourism and Hospitality Management, ASL/IE Post-Baccalaureate

Two new Full Time Advisors (to a total of 14)

Dual Enrollment Expansion and 1 new position

Workforce Development, Readiness and Economic Innovation

2 Additional Staff in Career Connections - Manager of Student Outreach & Engagement, Career Pathway Coordinator

2 Additional Staff in WEI - Recruitment & Outreach Coordinator, Operations Data Coordinator

CNC Lab at West Regional Center

New Robotics module for the Electro-Mechanical program

New certificate and training programs - Message Therapy, Certified Production Technician, Certified Logistics Technician, Bookkeeping certificate, Office Manager certificate, CDL, Social Media & Technology, Cloud Computing bootcamp, Digital Mapping, Adobe Creative workshops, Social Media certificate, Diversity workshops, Facilitation workshops, Change Management workshops, Conflict Resolution workshops, Human Resources for the non-HR Manager workshops

Fiscal Stability and Sustainability

Fundraising Activities

Implementation of new CRM system

Implementation of new Assessment Management system

Implementation of new Contract Management software

Implementation of new eProcurement software

Implementation of new Collections & Receivable software

New Approach and Funding for Marketing Efforts

World-class Facilities

Renovations for Library Learning Commons project

Building of West Regional Center Career and Advanced Technology Center

Upgrades to Classroom Technology

New Classroom Furniture

Multiple Deferred Maintenance and Renovation Projects

External and Internal Community Relations

New Government Relations position

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>	
<u>REVENUES</u>				
Student Tuition and Fees	68,798,280	69,688,003	\$889,723	1.3%
Commonwealth of Pennsylvania	31,791,114	31,791,114	0	0.0%
City of Philadelphia	26,446,073	29,190,402	2,744,330	10.4%
Other Income	2,282,864	2,488,216	205,352	9.0%
TOTAL REVENUES	\$129,318,330	\$133,157,735	\$3,839,405	3.0%
<u>EXPENSES *</u>				
Salaries, Net of Lapsed Funds	74,370,320	76,725,016	\$2,354,696	3.2%
Fringe Benefits	31,863,116	33,001,000	1,137,884	3.6%
Other Expenses	22,002,902	22,631,719	628,817	2.9%
PowerUp Your Business	<u>800,000</u>	<u>800,000</u>	<u>0</u>	0.0%
TOTAL EXPENSES	129,036,338	133,157,735	\$4,121,397	3.2%
Transfer TO (FROM) Carry Forward Funds	<u>\$281,993</u>	<u>\$0</u>		

Assumptions

No Increase in Tuition or Fees (only 1 increase to tuition in last six years)

No Increase from State; **\$3.5 M from City**

Credit Enrollments - 1% increase over FY 18-19

Salary increases based upon contract settlement; Faculty positions based upon load selections as of 5/9/19

4% Increase in Healthcare Costs over FY19 Revised Projection prior to savings from contract settlement

Debt Service includes 1 payment of \$821,961 from the City appropriation for Phase II financing of Career and Advanced Technology Center

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>	
<u>OPERATING REVENUES</u>				
State Funding	31,653,624	31,653,624	-	0.0%
State Lease funding	<u>137,490</u>	<u>137,490</u>	-	0.0%
Total State Revenues	31,791,114	31,791,114	-	0.0%
Tuition - Credit Students , net of write-offs, discounts & other offsets	52,985,730	53,658,073	672,343	1.3%
Technology Fee	9,768,000	9,873,030	105,030	1.1%
Course & Other Fees	4,220,550	4,246,800	26,250	0.6%
Net Contribution from Noncredit Programs	675,000	755,000	80,000	11.9%
Other Student Fees	<u>1,149,000</u>	<u>1,155,100</u>	<u>6,100</u>	0.5%
Total Student Tuition & Fees	68,798,280	69,688,003	889,723	1.3%
City Operating Funds	26,446,073	29,190,402	2,744,330	10.4%
Investment Income	744,800	744,800	-	0.0%
Vocational Education Funding	300,000	300,000	-	0.0%
Indirect Costs, Administrative Allowances	500,000	500,000	-	0.0%
Parking Proceeds & Miscellaneous Income	<u>738,064</u>	<u>943,416</u>	<u>205,352</u>	27.8%
Total Other Income	2,282,864	2,488,216	205,352	9.0%
TOTAL OPERATING REVENUES	129,318,330	133,157,735	3,839,405	3.0%

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>	
<u>OPERATING EXPENSES *</u>				
<u>Salaries</u>				
Full-Time Administrative Salaries	17,910,285	18,700,740	790,456	4.4%
Full-Time Faculty Salaries	28,565,956	29,093,314	527,359	1.8%
Full-Time Classified & Confidential Salaries	<u>10,814,808</u>	<u>10,717,737</u>	<u>(97,071)</u>	-0.9%
Total Full-Time Salaries	57,291,048	58,511,791	1,220,743	2.1%
Less Projected Lapsed Funds	<u>(2,950,000)</u>	<u>(1,900,000)</u>	<u>1,050,000</u>	<u>-35.6%</u>
Net Full-Time Salaries	54,341,048	56,611,791	2,270,743	4.2%
Part-Time & Overload Credit Salaries	10,352,748	10,366,248	13,500	0.1%
Summer Credit Instruction	3,948,000	4,040,036	92,036	2.3%
Noncredit Instructional Salaries	462,577	414,174	(48,403)	-10.5%
Part-Time Laboratory/Professional	1,236,438	1,241,472	5,034	0.4%
Classified Part-Time and Overtime	640,395	679,157	38,762	6.1%
Extended Time	629,139	697,386	68,247	10.8%
Tutors, Student & Other College Co-Ops	431,938	617,138	185,200	42.9%
All Other Salaries	1,228,037	1,287,739	59,702	4.9%
Early Retirement Incentive Payments	<u>1,100,000</u>	<u>769,875</u>	<u>(330,125)</u>	-30.0%
Other than Full-Time Salaries	20,029,272	20,113,225	83,953	0.4%
Total Salaries	74,370,320	76,725,016	2,354,696	3.2%
<u>Staff Benefits</u>				
Medical Program	20,600,000	21,208,200	608,200	3.0%
Retirement Contributions	6,056,100	6,365,500	309,400	5.1%
FICA	3,084,800	3,203,000	118,200	3.8%
All Other Benefits	<u>2,122,216</u>	<u>2,224,300</u>	<u>102,084</u>	4.8%
Total Fringe Benefits	31,863,116	33,001,000	1,137,884	3.6%

Community College of Philadelphia
Fiscal Year 2019-2020 Proposed Budget Compared with FY 2018-2019 Revised Budget

	<u>FY 2018-19</u> <u>Revised Budget</u>	<u>FY 2019-20</u> <u>Proposed Budget</u>	<u>Variance</u>	
<u>Facility Expenses</u>				
Utilities	1,964,506	2,027,170	62,664	3.2%
Contracted Security	2,030,000	2,085,145	55,145	2.7%
Contracted Cleaning	1,534,932	1,560,696	25,764	1.7%
All Other Facility Expenses	<u>2,482,772</u>	<u>2,533,811</u>	<u>51,039</u>	2.1%
Total Facility Expenses	8,012,210	8,206,822	194,612	2.4%
<u>All Other Expenses</u>				
Leased Equipment & Software	4,012,099	4,226,810	214,711	5.4%
Contracted Services	2,253,164	2,088,203	(164,961)	-7.3%
Catalogs and Advertising	1,872,752	1,795,250	(77,502)	-4.1%
Supplies-Pool	1,377,270	1,329,758	(47,512)	-3.4%
Institutional & Departmental Contingency	21,068	400,000	378,932	1798.6%
Insurance	729,300	735,400	6,100	0.8%
Legal Fees	568,000	411,000	(157,000)	-27.6%
Maintenance & Repairs	426,568	520,284	93,716	22.0%
Consulting	673,473	508,117	(165,356)	-24.6%
Other Expenses	<u>2,056,998</u>	<u>2,410,075</u>	<u>353,077</u>	17.2%
Total All Other Expenses	13,990,692	14,424,897	434,205	3.1%
PowerUp Your Business	800,000	800,000	-	0.0%
TOTAL OPERATING EXPENSES	<u>129,036,338</u>	<u>133,157,735</u>	<u>4,121,397</u>	3.2%

Resolution for Board of Trustees Meeting June 6, 2019

Resolution for Wage Increases and Health Plan Changes for Administrators, Grant Administrators, and Confidential Employees

Whereas on June 1, 2017, the Board of Trustees approved a two percent (2%) salary increase for the Community College of Philadelphia’s Administrators (excluding the Vice Presidents and General Counsel) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees effective July 1, 2017;

Whereas on June 7, 2018, the Board of Trustees approved a two percent (2%) salary increase for the Community College of Philadelphia’s Administrators (excluding the Vice Presidents and General Counsel) and Grant Administrators and a two percent (2%) increase to the hourly rate for Confidential Employees effective July 1, 2018;

Whereas on October 4, 2018, the Board of Trustees approved a two percent (2)% salary increase for the Community College of Philadelphia’s Vice Presidents and General Counsel serving on the College’s Cabinet retroactively to July 1, 2018;

Whereas on April 4, 2019, the Board of Trustees approved the three Memorandum of Agreements (“MOAs”) with the College’s unionized staff for full-time faculty, adjunct and visiting lecturer faculty, and classified agreements which included both wage increases and health plan changes;

Whereas on May 30th, 2019, the Business Affairs Committee of the Board of Trustees approved a motion recommending that the full Board of Trustees approve a Resolution as outlined below:

Now, therefore, on this 6th day of June, 2019, the Board of Trustees approves the following:

- (1) Subject to evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a retroactive raise for July 1, 2018 – June 30, 2019 so that their total combined raises from July 1, 2017 - June 30, 2019, are commensurate with the percentage raise approved for the full-time faculty, adjunct teaching and visiting lecturer faculty and classified staff for Academic Year September 1, 2018 - August 30, 2019 as set forth in the MOAs; provided however that the percentage of the raise shall be pro-rated for any employee who was not employed for the entire fiscal year and the preceding fiscal year in accordance with College practice;
- (2) Subject to evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a 3% raise for fiscal year July 1, 2019- June 30, 2020, which is commensurate with the raise that the full-time faculty, adjunct teaching and visiting lecturer faculty and classified staff were approved to receive for Academic Year September 1, 2019 - August 30, 2020 as set forth in the MOAs; provided however that the percentage of the raise shall be pro-rated for any employee who was not employed for the entire prior fiscal year in accordance with College practice;
- (3) Starting September 1, 2019, the increased medical plan deductibles, premium costs for the PPO Personal Choice medical plan, and the prescription drug benefit changes that were approved for the unionized employees in the MOAs will apply to the benefits available to College’s

Administrators, Grant Administrators, and Confidential Employees to the extent applicable to the benefits available for each group of employees, except that for College Administrators making over \$150,000: the premium costs for PPO Personal Choice plan shall be as follows: (a) for September 1, 2019-August 31, 2020, the cost shall be \$32.88 for employee only coverage; \$49.32 for employee/spouse or employee/child; and \$65.76 for family coverage; and (b) for September 1, 2020-August 31, 2021, the premium costs for the PPO Personal Choice plan shall be \$51.96 for employee only coverage; \$77.88 for employee/spouse or employee/child; and \$103.84 for family coverage; and

- (4) Eligibility for post-retirement medical benefits and the form and amount of benefits for full-time College Administrators and full-time Confidential Staff shall be changed to be consistent with the post-retirement medical benefits for full-time faculty and full-time confidential staff as outlined in the MOAs.

June 2019 Calendar of Events

Client Appreciation Reception

Workforce and Economic Innovation

June 4, Center for Business & Industry, C2-05, 5:30 p.m. – 7:00 p.m.

Gateway Graduation

Gateway to College Program

June 6, Winnet Student Life Building, Great Hall, 5:00 p.m. – 7:00 p.m.

Spring Open House

Office of Admissions

June 10, Pavilion Building, The Klein Cube, 4:30 p.m. – 7:00 p.m.

K.E.Y.S. Graduation

K.E.Y.S. Program

June 12, Pavilion Building, The Klein Cube, 10:00 a.m. – 1:00 p.m.

Black and Gold Gala

Office of Institutional Advancement

June 12, Vie, 600 N. Broad Street, 6:00 p.m.- 10:00 p.m.

Trio Upward Bound Summer Session Begins

TRIO Upward Bound Program

June 17, Winnet Student Life Building, Great Hall, 8:00 a.m. – 3:00 p.m.

Dental Hygiene Pinning Ceremony

Dental Hygiene Program

June 20, Winnet Student Life Building, Great Hall, 6:00 p.m. – 8:00 p.m.

AIDS Education –Dating in the Digital Age

Division Access Community Engagement

June 25, Pavilion Building, The Klein Cube, 11:00 a.m. – 1:00 p.m.

The Path to Possibilities™