

# Community College of Philadelphia

*The Path to Possibilities.*

JOINT MEETING OF THE BOARD OF TRUSTEES  
AND FOUNDATION BOARD OF DIRECTORS  
Thursday, March 3, 2011 – 12:00 noon  
Northeast Regional Center – 12901 Townsend Road  
Community Room #124

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JOINT MEETING OF THE BOARD OF TRUSTEES  
AND FOUNDATION BOARD OF DIRECTORS

AGENDA

Thursday, March 3, 2011 – 12:00 Noon  
Northeast Regional Center – 12901 Townsend Road  
Community Room #124

- (1) Consent Agenda – Board of Trustees
  - (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of February 3, 2011
  - (b) Gifts and Grants
  - (c) Clinical Laboratory Technician Program Audit
  - (d) Board Resolutions of Support for 2011-12 State Capital Applications
  - (e) SPSBA Funding Resolution
- (2) Consent Agenda – Foundation Board
  - (a) Minutes of the January 16, 2011 Board Meeting
  - (b) Foundation's IRS Form 990
  - (c) Mini-Grant Funding Recommendations
- (3) Report of the Chair – Board of Trustees
- (4) Report of the President – Foundation Board
- (5) Report of the President
  - (a) Fundraising Overview
  - (b) Expanding Possibilities: Strategies for the Finish
  - (c) Expanding Possibilities: The Needs
  - (d) The Role of the Boards
  - (e) Post Campaign
- (6) New Business

Next Board of Trustees Meeting: Thursday, April 7, 2011  
3:00 p.m. – Isadore A. Shrager Boardroom

**TOUR OF NORTHEAST REGIONAL CENTER TO FOLLOW MEETING**

Future Committee Meetings:

Student Outcomes	Thursday, March 17, 2011 9:00 a.m. – M2-34
Business Affairs	Wednesday, March 23, 2011 9:00 a.m. – Isadore A. Shrager Boardroom
Jane S. Abrahams Award Interviews	Thursday, April 7, 2011 12:00 noon – M2-34

Upcoming Events:

College Closed – Spring Break	March 7 – March 13, 2011
Commission for Community Colleges Annual Meeting	April 4-5, 2011 Harrisburg, PA

**See attached list of Important Dates**

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# Community College *of* Philadelphia

*The Path to Possibilities™*

TO: Board of Trustees

FROM: Stephen M. Curtis  
President

DATE: March 3, 2011

SUBJECT: Important Dates

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The following is a list of important activities to which you are invited:

<u>Event</u>	<u>Date</u>	<u>Time</u>	<u>Board Representative</u>
Lobby Day	Tuesday, April 5, 2011	7:30 a.m. Harrisburg, PA	
Northeast Regional Center (NERC) Grand Opening	Wednesday, April 20, 2011	10:30 a.m. - NERC	
Retirees Reception	Thursday, April 21, 2011	4:00 p.m. – Isadore A. Shrager Boardroom	
Pathways Magazine Event	Monday, April 25, 2011	4:00 p.m. - NERC Community Room	
Becker Awards Breakfast	Thursday, April 28, 2011	8:00 a.m. – C2-5	
Distinguished Leadership Awards Breakfasts:			
Northeast Regional Center	Tuesday, May 3, 2011	8:00 a.m.	
Northwest Regional Center	Wednesday, May 4, 2011	8:00 a.m.	
West Regional Center	Thursday, May 5, 2011	8:00 a.m.	
College Honors Tea	Wednesday, May 4, 2011	4:00 p.m. – Rotunda	
Nurses Pinning	Friday, May 6, 2011	10:00 a.m. Gymnasium	

Academic Awards & Reception	Friday, May 6, 2011	6:00 p.m. Large Auditorium – BG-10
Commencement	Saturday, May 7, 2011	10:00 a.m. Liacouras Center
Classified/Confidential Luncheon	Wednesday, May 11, 2011	12:00 noon Bonnell Cafeteria
Pathways Awards Breakfast	Tuesday, June 7, 2011	8:00 a.m – Union League
PA Commission for Community Colleges – All-Trustee Assembly	September 22-23, 2011	Hershey Lodge Harrisburg, PA
Foundation Annual Golf Tournament	Monday, October 3, 2011	11:30 a.m. Torresdale Frankford Country Club
40th Annual ACCT Leadership Congress	October 12-15, 2011	Dallas, TX

**DIRECTIONS TO:**

**COMMUNITY COLLEGE OF PHILADELPHIA  
NORTHEAST REGIONAL CENTER  
12901 TOWNSEND ROAD  
PHILADELPHIA, PA 19154  
215-972-6237**

**FROM I-95**

Take Woodhaven Road exit. Proceed to Thornton Road exit. Turn right onto Thornton Road to Southampton/Byberry Road and turn left onto Southampton Road. Proceed on Southampton Road to Townsend Road. Turn right onto Townsend Road to the stop sign. Make a right onto McNulty Road to the parking lot entrance.

**FROM PA TURNPIKE**

Take exit 28 (Philadelphia) and follow signs to Route 1 South. Take Route 1 south to Southampton Road. Turn left onto Southampton Road. Proceed to Townsend Road and make a left onto Townsend Road to the stop sign. Make a right onto McNulty Road to the parking lot entrance.

**FROM THE ROOSEVELT BOULEVARD**

Follow Roosevelt Boulevard north to Southampton. Make a right turn onto Southampton Road. Proceed to Townsend Road and make a left onto Townsend Road to the stop sign. Make a right onto McNulty Road to the parking lot entrance.

**FROM ACADEMY ROAD**

Going north on Academy Road, turn left onto Byberry Road. Proceed to Townsend Road and make a right onto Townsend to the stop sign. Make a right onto McNulty Road to the parking lot entrance.

COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, February 3, 2011 – 3:00 p.m.

Present: Mr. Wetzel, and Ms. Fernandez, presiding; Mr. Bergheiser, Mr. Blatstein, Ms. Cunningham, Ms. Hernández-Vélez, Ms. Holland, Mr. Honickman, Mr. Lassiter, Representative Roebuck, Ms. Sumners Rush, Ms. Vieira, Mr. White, Ms. Bauer, Ms. DiGregorio, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

(1) Executive Session

The Executive Session was devoted to a discussion of Board procedural issues.

(2) Report of the Chair

Mr. Wetzel welcomed the Board and wished them a Happy New Year.

(2a) Board Appointments

Mr. Wetzel reported that the Mayor had confirmed the following five appointments to the Board of Trustees: Mr. Bart Blatstein, Mr. Chad Lassiter, Mr. Willie Johnson, Representative Jim Roebuck, and Ms. Bia Vieira. Mr. Wetzel welcomed Mr. Blatstein, Mr. Lassiter, and Ms. Vieira to the Board meeting. He congratulated Representative Roebuck on his reappointment. Mr. Wetzel stated that a Board orientation will be scheduled for new members of the Board. The College will also acknowledge the service of our outgoing trustees at a future date.

(2b) Election of Board Chair

Mr. Wetzel reported that because George Davis, our current chair of the Board was not reappointed, his term and service as chair comes to an end in the middle of our fiscal year. The Board, therefore must elect a chair to fill out Mr. Davis' term through August. Mr. Wetzel stated that the Bylaws specify that, should an elected office become vacant, the Board will elect a successor for the duration of the unexpired term. Mr. Wetzel stated that the Executive Committee noted the election process that is prescribed in the Bylaws and followed that process, in an accelerated timeframe, so that the Board can elect a successor today. The Executive Committee appointed three trustees to serve as the Nominating Committee: Ms. Cunningham, chair; Ms. Holland and Ms. Hernández Vélez. Mr. Wetzel asked Ms. Cunningham to report on behalf of the Nominating Committee.

Ms. Cunningham reported that the Nominating Committee had met and was recommending that Ms. Fernandez be elected as Chair of the Board of Trustees. There was unanimous confirmation of Ms. Cunningham's recommendation.

Mr. White asked that the Nominating Committee consider the election of a vice chair since there have been two vice chairs serving as Board officers. It was the consensus of the Board not to pursue this recommendation at this time.

At this point in the meeting, Ms. Fernandez assumed her position as Chair of the Board and requested Mr. Wetzel to complete the Report of the Chair.

(2c) Board Committees

Mr. Wetzel reported that the Executive Committee appointed Ms. Holland as Chair of the Student Outcomes Committee and Ms. Cunningham as Vice Chair. Both will serve in this capacity for the remainder of the term. Additionally, Mr. Lassiter and Ms. Vieira will serve on the Student Outcomes Committee and Mr. Blatstein and Mr. Johnson will serve on the Business Affairs Committee for the remainder of the term. Mr. Wetzel stated that in September, all Trustees will be asked regarding their preference of committee (s) on which they wish to serve.

(2d) Celebration of the Stars

Mr. Wetzel reported that the Celebration of the Stars and Holiday took place on December 22, 2010. He thanked Ms. Cunningham for representing the Board at the event.

(2e) Announcements

Mr. Wetzel informed the Board about the article in *Philadelphia Magazine* that talked about the revitalization of West Philadelphia and key people who are making West Philadelphia shine. Among those was Mr. Bergheiser of the University City District. Members of the Board congratulated Mr. Bergheiser.

Mr. Wetzel informed the Board that Dr. Curtis had been named co-chair of the Greater Philadelphia Leadership Exchange. This is an initiative of the Economy League to develop leaders of business, civic, and government organizations into visionaries to making Greater Philadelphia a world class region. Through in-region programming and out of region learning visits, the Leadership Exchange exposes leaders to best practices, forges new connections across sectors and industries, and deepens participants' understanding of Greater Philadelphia's potential. Mr. Wetzel stated that this is a two-year assignment by the Pennsylvania Economy League and it will culminate in a group of 100 Philadelphia leaders visiting a major city in 2012.

Mr. Wetzel reminded members of the Board that the March 3, 2011 Board meeting will be a joint meeting of the Board of Trustees and Foundation Board of Directors. The meeting

will be held at 12:00 noon, in Community Room #124 at the Northeast Regional Center at 12901 Townsend Road. A tour of the new building will follow the meeting.

Mr. Wetzel reported that the College was hosting a dinner with former members of the Board of Trustees. He stated that he and Ms. Fernandez will be in attendance representing the present members of the Board.

(3) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of December 2, 2010
- (b) Gifts and Grants
- (c) CCP TV Air Conditioning System and Auxiliary Data Electrical Closets
- (d) Change Orders – Northeast Regional Center Project
- (e) Change Orders – Main Campus Project

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

(4) Foundation Report

Mr. Wetzel reported that the Foundation Board had met on January 6, 2011.

(4a) Capital Campaign

Mr. Wetzel reported that over \$8 million has been raised for the Expanding Possibilities Campaign. He stated that an additional \$638,000 in private gifts to meet the Kresge Challenge must be raised. Mr. Wetzel stated that if the College is successful in raising the additional funds, the College will receive \$1.2 million from Kresge and achieve the \$10 million campaign goal.

(4b) Annual Fund

Mr. Wetzel reported that as of December 31, 2010, the Annual Fund has raised a total of \$81,665, a 25% increase over last year. He stated that five Trustees have given gifts to the Annual Fund, totaling \$16,300. Mr. Wetzel stated that annual fund dollars are important unrestricted dollars which are used to support the general operation of the College and are separate from gift/pledge to the Expanding Possibilities Campaign. He stated that follow-up letters will be sent in February to those who have not yet contributed to the Fund.

(4c) Announcements

Mr. Wetzel reported that the 4<sup>th</sup> Annual Pathways Breakfast will be held on June 7, 2011 from 8:00 a.m. to 9:30 a.m. at the Union League of Philadelphia. This year's recipient of the Bonnell Award is Ms. Jane G. Pepper, past president of the Pennsylvania Horticultural Society.

The Foundation's Annual Golf Tournament is scheduled for October 3, 2011.

(5) Report of the President

Dr. Curtis welcomed the new members of the Board.

(5a) State Meetings

Dr. Curtis reported that the Commission for Community College meeting took place on January 31-February 1, 2011. For the benefit of the new members of the Board, Dr. Curtis stated that the Commission for Community College serves as the advocacy group for the community colleges at the State level.

Dr. Curtis stated that the Commission has tried to meet with the new gubernatorial administration and new leadership in the General Assembly. He stated that the presidents had met with Representatives William Adolph and Joseph Markosek, the Republican and Democratic chairs, respectively of the House Appropriations Committee. Dr. Curtis stated that the presidents were scheduled to meet with the new Secretary of Education, but because of expected inclement weather, the second day of the meeting was canceled.

For the benefit of the new members of the Board, Dr. Curtis stated that AdvancePA is a statewide campaign calling on policymakers and candidates to make expanding opportunities at community colleges an economic priority in Pennsylvania. He stated that community college leaders, students, alumni, and community members voiced their concerns about the role of community colleges by signing an electronic petition. Dr. Curtis stated that 20,000 signatures have been collected and that the goal has now been raised to 25,000 signatures. He stated that the 20,000 petitions will be sent to Governor Corbett. Signed petitions will also be sent to the General Assembly.

Dr. Curtis stated that a day of lobbying in Harrisburg is scheduled for April 5, 2011.

(5b) City Developments

Dr. Curtis reported that the College had submitted its budget request to the City. He stated that the College had requested an increase of \$1.5 million. He stated that the increase included replacing the \$1 million that was cut in this year's budget. Dr. Curtis stated that the rationale for the increase was that the College has experienced extraordinary growth and funds are needed to support student programs and services. Dr. Curtis reported that he and Ms.

Brown-Sow have been meeting with each member of City Council to advocate support for increased funding for the College.

(5c) Off-Campus Events

Dr. Curtis participated in the following off-campus events during the month of December 2010 and January 2011:

- Urban League of Philadelphia Empowerment Awards luncheon on December 3, 2010;
- The Pennsylvania Society Dinner and related events in New York City on December 10-12, 2010;
- The Martin Luther King Day Luncheon on January 17, 2011;
- The Chamber of Commerce Economic Outlook session on January 19, 2011; and
- Taping of a panel discussion for the Larry Kane show on Comcast News to discuss the book “Academically Adrift”, and the related study regarding the impact of the first two years of college on students.

(5d) On-Campus Events

Dr. Curtis participated in the following on-campus events during the month of December 2010 and January 2011:

- The Retirees Reunion on December 14, 2010;
- The Kick-Off Your Career Achievement Ceremony on January 13, 2011; and
- The VIST Financial Futures Scholarship Breakfast on January 28, 2011.

(5e) Announcements

Dr. Curtis reported that the Joint Review Committee on Education in Radiologic Technology awarded accreditation of the College’s Radiologic Technology Program for a period of 8 years.

Dr. Curtis reported that the State Board of Education held its Board meeting on campus on January 11-12, 2011. It was the first time that the State Board had met at a community college.

Dr. Curtis reported that the College is hosting the U.S. Department of Education Northeast Regional Summit on February 28, 2011. The summit is a follow-up to the White House Community Colleges Summit held last October.

Dr. Curtis reported that that the College is hosting the National Council of Black American Affairs spring meeting on March 17-18, 2011.

(5f) Faculty Presentation

Dr. Curtis introduced Ms. Tara Timberman, assistant professor of English, who gave a brief presentation on the Re-entry Support Project at the College.

(5g) David Baime, Vice President for Government Relations and Research, American Association of Community Colleges

Dr. Curtis introduced Mr. David Baime, vice president for Government Relations and Research at the Association of Community Colleges in Washington, DC. Mr. Baime presented an overview of policy and funding issues in the changing environment at the Federal level.

(6) New Business

Ms. Holland stated that the Student Outcomes Committee is soliciting nominations for honorary degree recipients. Nomination forms are available for Board members who wish to make a nomination. The deadline for submission of the nominations is March 1, 2011. Ms. Holland stated that nominations for honorary degree will be reviewed at the March 17, 2011 meeting of the Student Outcomes Committee.

Ms. Holland reported that the Jane S. Abrahams Award interviews are scheduled to take place on April 7, 2011 at 12:00 noon in M2-34.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, March 3, 2011, at 12:00 noon. The meeting will be a joint meeting with the Foundation Board and will be held at the Northeast Regional Center.

The meeting adjourned at 4:55 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, February 3, 2011 – 3:00 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Wetzel, and Ms. Fernandez, presiding; Mr. Bergheiser, Mr. Blatstein, Ms. Cunningham, Ms. Hernández-Vélez, Ms. Holland, Mr. Honickman, Mr. Lassiter, Representative Roebuck, Ms. Sumners Rush, Ms. Vieira, Mr. White, Ms. Bauer, Ms. DiGregorio, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

(1) Executive Session

The Executive Session was devoted to a discussion of Board procedural issues.

(2) Report of the Chair

(2a) Board Appointments

The Mayor confirmed the following five appointments to the Board of Trustees: Mr. Bart Blatstein, Mr. Chad Lassiter, Mr. Willie Johnson, Representative Jim Roebuck, and Ms. Bia Vieira.

(2b) Election of Board Chair

The Board elected Ms. Fernandez Chair of the Board.

(2c) Board Committees

The Executive Committee appointed Ms. Holland as Chair of the Student Outcomes Committee and Ms. Cunningham as Vice Chair. Mr. Lassiter and Ms. Vieira will serve on the Student Outcomes Committee, and Mr. Blatstein and Mr. Johnson will serve on the Business Affairs Committee.

(2d) Celebration of the Stars

The Celebration of the Stars and Holiday took place on December 22, 2010.

(2e) Announcements

Mr. Bergheiser was cited in the article in *Philadelphia Magazine* about the revitalization of West Philadelphia as one of the key people who are making West Philadelphia shine.

Dr. Curtis has been named co-chair of the Greater Philadelphia Leadership Exchange, an initiative of the Economy League.

The March 3, 2011 Board meeting will be a joint meeting of the Board of Trustees and Foundation Board of Directors.

(3) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions  
Meeting of December 2, 2010
- (b) Gifts and Grants
- (c) CCP TV Air Conditioning System and Auxiliary Data Electrical Closets
- (d) Change Orders – Northeast Regional Center Project
- (e) Change Orders – Main Campus Project

(4) Foundation Report

The Foundation Board met on January 6, 2011.

(4a) Capital Campaign

Over \$8 million has been raised for the Expanding Possibilities Campaign. An additional \$638,000 must be raised in private gifts to meet the Kresge Challenge.

(4b) Annual Fund

As of December 31, 2010, the Annual Fund has raised a total of \$81,665, a 25% increase over last year.

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The Foundation's Annual Golf Tournament is scheduled for October 3, 2011.

(5) Report of the President

(5a) State Meetings

Dr. Curtis reported that the Commission for Community College meeting took place on January 31-February 1, 2011.

Lobby Day in Harrisburg is scheduled for April 5, 2011.

(5b) City Developments

The College has submitted its budget request to the City.

(5c) Off-Campus Events

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- Urban League of Philadelphia Empowerment Awards luncheon on December 3, 2010;
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(5g) David Baime, Vice President for Government Relations and Research, American Association of Community Colleges

Mr. David Baime, vice president for Government Relations and Research at the Association of Community Colleges presented an overview of policy and funding issues in the changing environment at the Federal level.

(6) New Business

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The Jane S. Abrahams Award interviews are scheduled to take place on April 7, 2011 at 12:00 noon in M2-34.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, March 3, 2011, at 12:00 noon. The meeting will be a joint meeting with the Foundation Board and will be held at the Northeast Regional Center.

The meeting adjourned at 4:55 p.m.

<b>Community College of Philadelphia</b>				
<b>Office of Institutional Advancement</b>				
<b>Record of Grants and Gifts to the College</b>				
<b>March 2011</b>				
<b>SUMMARY</b>				
	<b>Prior Balance</b>	<b>Current Month</b>	<b>Year-to-Date</b>	<b>Grant Goal</b>
<b>Total Grant Dollars</b>	\$6,552,381.00	\$57,138.00	\$6,609,519.00	\$ 7,000,000.00
<b>Total Number of Grants</b>	35	3	38	
<b>Total Gift Dollars</b>	\$26,221.82		\$26,221.82	
<b>Total Number of Gifts</b>	9		9	
<b>Summary by Grant Type:</b>				
<b>Corporation</b>	7,423.00		7,423.00	
<b>Foundation</b>	395,281.00	\$7,625.00	\$402,906.00	
<b>Federal</b>	2,571,825.00		\$2,571,825.00	
<b>State</b>	3,469,408.00		\$3,469,408.00	
<b>Local</b>	69,444.00	\$48,513.00	\$117,957.00	
<b>Other</b>	39,000.00	\$1,000.00	\$40,000.00	
<b>GRANT TOTAL</b>	\$6,552,381.00	\$57,138.00	\$6,609,519.00	
<b>Summary by Gift Type:</b>				
	<b>Prior Balance</b>	<b>Current Month</b>	<b>Year-to-Date</b>	
<b>Gift</b>				
<b>Gift-in-Kind</b>	\$26,221.82		\$26,221.82	
<b>GIFT TOTAL</b>	26,221.82		\$26,221.82	

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

**Foundation Grant**

The Gap Foundation has funded the Skills for America's Future Program grant for \$7,625. This program is designed to help prepare students of partner community colleges for the workforce through on-campus and in-store learning, scholarship and employment opportunities. Seven (7) students will receive a scholarship for \$1,000 each. Gap store leadership will provide in-store job shadowing and facilitated learning sessions for a select group of students twice annually and conduct on-campus interviewing for seasonal and full-time sales and supervisory roles at Gap stores.

**Local Grant**

The School District of Philadelphia has funded the Parent University – ESL Classes grant for \$48,513. This program is a partnership with the School District's Parent University to provide ESL classes to parents of School District students. In the 2010-11 academic year, the College will provide six ESL classes at four regional schools for local parents. Classes will follow the Comprehensive Adult Student Assessment Systems competencies, and be held over a period of 10 weeks.

**Other Grant**

The Turkish American Friendship Society of the United States has funded the Turkey 2011 grant for \$1,000. This grant will provide funding to support the 2011 study abroad program to Turkey for College faculty and students.

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

**MINUTES**

**Thursday, February 3, 2011**

**1:30 p.m. – M2-34**

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

**(1) Executive Session**

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

**(2) Public Session**

**(a) Approval of Minutes of December 2, 2010**

The minutes were accepted.

**(b) Audio Visual Services Administrative Unit Audit**

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

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

**(c) March and April Meeting Dates**

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

**Attachments**

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

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

**MINUTES**

**Thursday, December 2, 2010**

**1:30 p.m. – M2-34**

**Presiding:** Ms. Sallie Glickman  
**Present:** Dr. Stephen Curtis, Dr. Judith Gay, Dr. Sam Hirsch, Dr. James Roebuck  
and Ms. Dorothy Sumners Rush  
**Guests:** Dr. Mary Anne Celenza, Mr. George Davis, Dr. Linda Hansell,  
Ms. Robin Krefetz

**(1) Executive Session**

There was no Executive Session.

**(2) Public Session**

**(a) Approval of Minutes of November 4, 2010**

The minutes were accepted.

**(b) Work Plan**

The Work Plan, as amended to reflect a suggestion by Stacy Holland,  
was approved.

**(c) Noel Levitz Student Survey**

There was a discussion about student outcomes in career versus transfer programs. Dr. Curtis stated that career programs usually have better retention and completion rates than transfer programs. Career programs often are select programs and have students in cohorts. Community colleges that have more career programs often have better retention rates overall.

Ms. Glickman said she is interested in discussing what can be done for the large number of students in the Liberal Arts programs. For example, is there a way to embed career awareness in Liberal Arts programs?

Dr. Curtis stated that ACCT and AACC are working on a Voluntary Framework for Accountability (VFA). The goal is to identify performance indicators that will reflect community college outcomes better than solely looking at traditional indicators like graduation rates. The VFA will be discussed by the Cabinet in the near future.

Ms. Glickman said the Board needs to understand and be able to articulate what the College is doing to enhance performance. Ms. Glickman also stated that the Achieving the Dream presentation at the November meeting was positive and perhaps should be presented to the full Board in the future.

Dr. Hirsch gave an overview of the Noel Levitz Survey data from 2010 compared to the data from 2008. The data comes from a random sample of students from the Spring semesters. Ms. Sumners Rush commented that the fact that the surveys are based on random samples of students is positive.

Dr. Hirsch stated that the College showed improvement on six of the eight indicators. Ms. Glickman commented that there is other College data that shows that people for whom CCP is a first college choice are more satisfied with the College. The Noel Levitz data might be even more positive if that variable was considered.

One of the lowest rated indicators is parking. There is not enough parking for the number of students who drive to the College. Ms. Glickman asked if the College has approached SEPTA about adding additional routes to reduce reliance on parking. Dr. Curtis stated that the number of routes is not an issue. Dr. Hirsch said the College has been able to make arrangements with SEPTA for discounted monthly passes for students.

Dr. Hirsch and Dr. Gay explained how they are using the data from the Noel Levitz survey to think about strategies to improve student satisfaction.

There was agreement that the trend for the results is in the right direction and that the number of indicators at or above 5.0 is positive.

#### **(d) Enrollment Management Plan**

Dr. Hirsch gave an update on the Enrollment Management Plan. He stated that he feels there has been good progress on the plan. Some of the improvements have been in recruitment. Dr. Hirsch distributed a newly created program guide to illustrate how the College is taking a customized approach to recruitment. As an example of outreach to the Latino community, Dr. Hirsch distributed a Spanish version of a popular publication that explains registration in five easy steps. A Spanish version of a financial aid publication is also being created. Other efforts involve increased contact with parents and increased engagement of faculty in open house events and recruitment.

Mr. Davis asked about enrollment. Dr. Curtis stated that our continuing student numbers have been increasing while our new student numbers have been flat or down. He said those figures reflect the impact of the College's retention efforts.

Mr. Davis stated that the College still seems to be the best deal in the City in terms of cost. There was a discussion of whether there may be increased competition in the future from other institutions. There was a discussion of the status of PASSHE's interest in increasing their presence in Philadelphia. Dr. Roebuck commented that the seamless transfer of credits between public institutions benefits the College. There was a brief discussion about the adult market, and the increased interest of adults in pursuing post secondary education.

Dr. Hirsch mentioned a new initiative with the Freshman Orientation Seminar (FOS 101) and the Academic Check-up as additional initiatives to improve student retention.

Mr. Davis stated that, beyond the benefit to students, from a business perspective, it is important to keep students until graduation. Dr. Roebuck asked whether there are ways to get degrees completed with 60 credits and whether there is some way to get credit for students who accumulate a lot of credits at the College but transfer without getting the degree. Dr. Curtis stated that last year the College pursued students who had 60+ credits but who had not graduated. It was determined that a number of them had enough credits to graduate if they changed their degree goal to Liberal Arts. A number of students did that and graduated from the College. Dr. Curtis again mentioned the VFA. Twenty to 25 colleges are piloting the VFA.

Ms. Sumners Rush asked about the purpose of the strategy on page 5 of the update that mentioned collaboration with Corporate Solutions. Dr. Hirsch said that strategy is deferred while they consider the goal.

Ms. Sumners Rush asked whether the strategy on page 7 of the update for an "Academic Check-up" presupposes that students are getting the right counseling. Dr. Hirsch stated that this is an instrument to enhance the counseling experience.

Ms. Sumners Rush asked about the strategies on page 8 related to credit by exam and credit for life experience. Dr. Hirsch explained that the College provides an opportunity for students who have prior knowledge to document it through exams. Dr. Gay added that this opportunity varies by department. Dr. Gay explained that the College provides an opportunity for credit for life experience that students can document. A faculty member coordinates this effort. Students can get up to 18 credits of credit for life experience in the Applied Studies curriculum.

(e) **Clinical Laboratory Technician Program Audit**

Ms. Robin Krefetz was asked about the certification exam outcomes of students. Ms. Krefetz stated that as of two days ago eight of the 20 students who graduated in 2010 had taken and passed the certification exam. Not everyone takes the exam since it is not required for employment. Students are eligible to take the exam when they complete our program because our program is accredited.

Dr. Gay asked Ms. Krefetz to comment on efforts that the faculty have made to improve certification exam outcomes. Ms. Krefetz stated that the faculty have taught test taking strategies; created time management exercises; developed creative study and review sessions and recommended that students take advantage of review sessions provided by organizations in the area.

Ms. Krefetz was asked whether any ESL students were among the eight students who passed the exam. She responded in the affirmative. She also stated that cost is a factor that prevents some students from taking the exam.

Ms. Glickman asked why students should bother to take the exam if it is not required. Ms. Krefetz said employers prefer to hire those who have passed the exam. Dr. Roebuck asked whether the exam can be built into the curriculum. Ms. Krefetz stated that that approach is not allowed by the accrediting body.

Ms. Glickman asked about the status of equipment in the program. Dr. Celenza stated that the faculty keep the equipment functional as long as possible. She said that as an outcome of the audit, they will be working on an equipment replacement plan.

Ms. Sumners Rush asked if there is a budget line for equipment. Dr. Celenza stated that there is a line for maintenance and repairs. Equipment purchases are part of the capital budget. Dr. Gay added that some equipment has been purchased with Perkins funding.

Dr. Roebuck asked about the impact of using equipment that is not state of the art. Ms. Krefetz said the program is not designed to have everything on site. Students get experience on equipment at the clinical sites. Some things are not possible to simulate in a lab. Students need to work on the equipment in the clinical setting. Ms. Krefetz said she is confident that students can use the equipment if they understand the concepts. Ms. Glickman stated that it is probably good that students have to adapt to the reality of changing equipment since that is what happens on the job.

Dr. Celenza mentioned that changes in technology are helping reduce the size of equipment and the cost of equipment.

Ms. Sumners Rush thanked the presenters for the information about the program and commended the program faculty for addressing all of the issues from the previous audit.

**The Student Outcomes Committee of the Board recommends accepting the Clinical Laboratory Technician Program audit and approving the Clinical Laboratory Program for five years.**

**(3) Next Meeting**

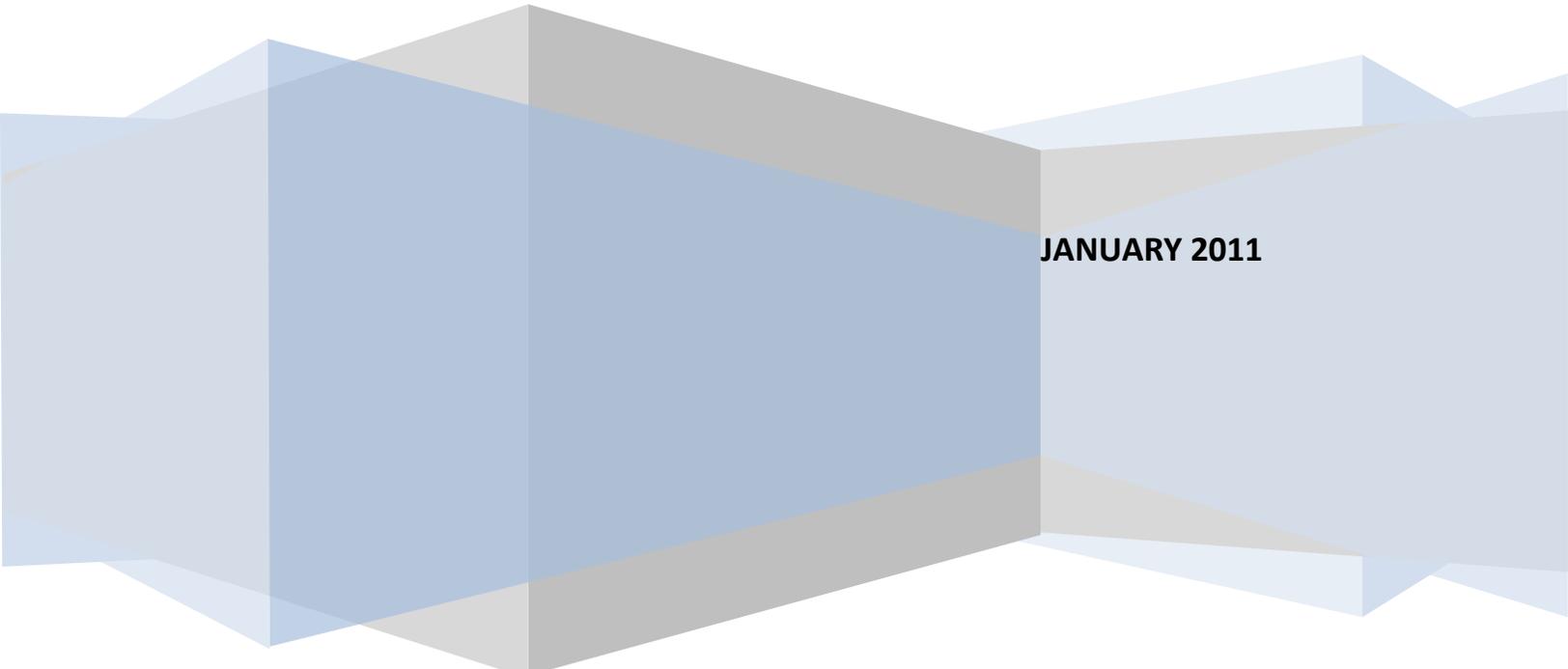
The next meeting of the Student Outcomes Committee is January 6, 2011 at 1:30 p.m. in M2-34.

**Attachments**

Community College of Philadelphia

**ADMINISTRATIVE  
FUNCTION AND SUPPORT  
SERVICE AUDIT  
AUDIO VISUAL SERVICES**

**Executive Summary**



**JANUARY 2011**

## **Audio Visual Services Audit Committee**

Sharon Thompson (team lead) - Associate Vice President, Academic Affairs and Dean of Liberal Studies

Arnold Di Blasi – Academic Computing

Robert Dauval – Audio Visual Services

Peter Llewellyn – Division of Adult and Community Education

Michael Loughran – English

Joseph Mc Fadden – Audio Visual Services

Mark Piazza – Biology

David Prejsnar – History, Philosophy, Religious Studies

Kirsten Quinn – English

Carline Rucker – Audio Visual Services

## **History**

Audio Visual Services (AVS) started providing services in 1966. AV staff handled distribution of film, shipping and receiving of various media to support the administration and faculty. When the College moved to the current campus in 1983, Audiovisual Services evolved to include support for special events at the College. In the late 1990's administrative responsibility for AVS was moved from the Educational Resources Center ( the former Library ) to the Division of Educational Support Services (ESS). This decision was made in the context of aligning Academic Computing, Distance Education and related technology support in one Division. In 2006 further reorganization in Academic Affairs took place and as a result, in 2008 AVS became part of the newly created Division of Flexible Learning Options and Academic Technology (FLOAT). The Division's primary mission is to enhance education through technology and creative expansion of learning opportunities. The Division now includes AVS; the department of Academic Computing; the Office of Distance Education; the administrative offices for the Regional Centers and neighborhood sites; and CCPTV.

## **Mission and Role**

The mission of AVS is to support the College's mission by providing professional, up-to-date multimedia technology services and support the internal College community and its external constituents. The major activities of Audio Visual Services center on the distribution of equipment to faculty and classrooms. The staff also provides equipment set up and are available to trouble shoot any problems that may occur. The unit provides this support for regularly scheduled credit and non-credit courses, and other College-wide instructional activities. AVS supports literally every College wide event that uses technology. This includes graduation, Professional development days and weeks, and a range of activities sponsored by Student Affairs. As CCPTV has expanded, the involvement of the AV staff in providing video, audio and editing for the station has increased. Since AVS is responsible for the College auditoria, the unit also provides support for special events on campus hosted by outside organizations such as meetings and conferences, lectures for public service information, staff development training sessions, job fairs, town meetings and satellite broadcast meetings.

Audio Visual Services fosters the mission of the College by enhancing teaching and learning through the use of technological equipment and services. The services provided are consistent with the College's Strategic Plan, vision and core values. All programs and faculty that use multimedia devices are supported by AVS. AVS is also integral to the Communication Arts curriculum productions and activities.

The three College Regional Centers (Northeast, Northwest and West) currently supply audiovisual services to faculty through the administrative offices at each Center. None of the three Centers has audiovisual staff permanently assigned and at the time of the audit, none of the Centers had smart classrooms with dedicated smart podiums. Faculty members and staff reserve the audiovisual equipment at the Center's administrative office and either pick-up the equipment for use in the classrooms or arrange for Center staff to deliver the equipment to the classroom.

## **Staff, Budget and Facility Needs**

At the time of the audit, AVS staff included: a coordinator; auditorium manager/night manager; eight full time technical craft specialists; two part time technical craft specialists.

The budget for Audiovisual Services for the time period between July1, 2009 to June 30, 2010 was \$ 703,169.00. The main expense line item, approximately 80% each year, is payroll. Supplies, media and maintenance represent an additional ten to fifteen percent of overall operating. The past couple of years have seen decreases in the audiovisual media, supplies and maintenance line items as greater efficiencies were put in place.

Upgrades and equipment replacements are handled on a case by case basis. Despite the lack of a comprehensive multiyear plan, AVS has responded to emerging technologies. The need to include a plan for regular funding of upgrades, replacements and new technology adaptations is necessary for the College to position itself as a progressive teaching institution.

Audiovisual Services operating costs cover maintenance of the many audio, projection and TV systems throughout the College. In addition, the budget is used to purchase video based media for all departments. Recently, in response to observations made by staff and management, new policies have been enacted to set up an approval process for faculty media purchases. AVS has partnered with Teaching Center to offer instructors more training on the equipment AV offers. This ongoing partnership may cut down on the wear and tear of equipment.

The re-energizing of CCPTV has impacted on AVS. A schedule of regular original programming has been put in place which requires the support of staff. Continued quality programming will require more investment in both staff and equipment. Another area of projected future expense is related to the two auditoria. The original sound system in the Large Auditorium was replaced with state of the art equipment that can be multi-purposed for other events both on and off campus. Upgrading or replacement is needed for: the lighting system; curtains; seats and carpets; main projection screen. A safety harness system needs to be installed in the lighting grid to bring us up to OSHA code requirements. The Small Auditorium will be renovated to make it into a Black Box theatre.

The Great Hall (S 2-19) needs to be totally overhauled. The installed sound system is ineffective with a majority of the speakers distorting any programming run through them. Production lighting and projection systems are nonexistent and need to be addressed. The Coffeehouse sound system is currently functioning but at sometime in the near future will also need to be replaced. S2-03 was recently refurnished and re-carpeted. The audio, lighting and projection systems are all in working order but could use some minor upgrades to streamline production efficiencies. S1-09 and S2-21 conference rooms are currently in need of audio and projection systems. Most of these budgetary needs are listed as line items on the yearly capital budget requests.

## **Research**

A SWOT analysis in 2008-2009 showed the strengths of AVS are: long-term, dedicated employees; AV Coordinator, known for his ability to keep equipment working, strong customer service focus and ability to develop contingency plans as necessary; the variety and quality of equipment (both multimedia and PC); technical support provided.

The SWOT analysis included the following perceived weaknesses: overall staff size and /or deployment; staff weaknesses associated with attendance and punctuality, lack of initiative, and varied skill levels; limited delegation of responsibility. The Committee also identified: inadequate level of support for the Regional Centers and neighborhood sites; need to update software and hardware for video production, especially as it pertains to the television studio and the auditoria.

In order to collect data on user perceptions of and satisfaction with Audio Visual Services, the audit team issued a survey questionnaire. Of the 1,645 possible respondents, 290 completed surveys were received for an overall return rate of 17.6%. The majority of respondents were faculty (63% overall). 67% of respondents reported that AV equipment was important to them and 60% said AV services are important to them. The 'smart cart' was the most used piece of equipment. The AV service used the most is 'troubleshooting' (32%). The second highest service (21%) used is AV production services. 25% of respondents reported that AV service was not punctual (fair or poor), and 20% rated staff issues with courtesy (rating it fair or poor). 25% believe that more information should be available about the services of the area. There was an opportunity for respondents to reply to open-ended questions. On open ended questions, 17% complained that equipment consistently arrived too late to be of any use for the 8:00 AM classes; 18% believe that the department needs to be upgraded to a more professional atmosphere including some type of 'uniform' shirt and the elimination of staff watching TV in the office. The most frequent comments were about "rude and unprofessional" staff.

## **Goals**

The unit identified seven (7) goals:

1. To re-name Audio Visual Services to better represent the area's efforts to modernize and meet the new demands of the College community.
2. To clearly inform the College community regarding the various resources available from Audio Visual Services.
3. To continue to meet the expanding multimedia service and support needs of internal and external constituencies.
4. To identify appropriate assessment tools to review services and outcomes in order to foster continuous improvement.

5. To improve the inventory of state-of-the-art multimedia equipment and technology.
6. To develop a plan to ensure the AVS staff is reliable and competent.
7. To improve the delivery of multimedia service and support to the Regional Centers and neighborhood sites.

## **Findings and Recommendations**

The work of the audit committee and the attention the process drew to AVS was positive. The opportunity to develop unit mission and goals as well as to begin to analyze the issues facing the unit has led to reorganization of the area and vast improvements in quality and efficiency. Specific recommendations for the future include the following:

1. Vision

Re-name Audio Visual Services to better reflect the unit's present and future direction. (Note: The name change to Multimedia Services became effective July 2010). Create a broader vision for AVS through strategic planning in concert with the other units of the FLOAT Division.

2. Fully implement goal two of the unit goals (i.e., to clearly inform the College community regarding the various resources available from Audio Visual Services).

The faculty and staff survey indicated that the AV service used the most is 'troubleshooting' indicating that increased training for users or clear information on the equipment may be indicated. Equipment usage guides should be produced and be made available at the AV counter. Regular faculty and staff training sessions should be provided. Training sessions should be augmented by an expanded Web presence. Overall communication with the College community as well as internal unit communication needs to be enhanced.

3. Engage in a process of external review.

The audit process did not use the services of an external auditor for review. At the time the audit process was concluding, changes in management were made. Once the permanent Dean is in place, s/he should consider the value of engaging an external consultant.

4. Regional Center support

Review the feasibility of specific suggestions in the Audit with Regional Center staff and develop a plan for implementation. Recommendations included the need for more comprehensive support to the Regional Centers to include preventative maintenance of the equipment, training sessions for faculty and staff, publication of a handbook describing operation of the most common equipment as well as AVS policies, procedures and a list of services available, additional smart podiums installed permanently in Regional Center classrooms.

## 5. Staff

The audit pointed out several issues related to AVS staff – issues of punctuality, courtesy and lack of a professional atmosphere. Enhanced communication and training provides an opportunity for rejuvenated staff morale and improved performance. Regular staff meetings should be put in place. Steps should be taken to create a culture of customer service within the area.

Provide professional development for staff to enable them to meet the maintenance and troubleshooting needs of emerging technologies.

Create a program of staff development and a delineated program of cross training. The program should also address staff initiative and skill levels.

Clarify the relation of AVS to CCPTV to ensure appropriate staff deployment.

Provide appropriate administrative oversight to ensure that staff issues related to attendance and punctuality are addressed and that delegation of responsibility to appropriate staff takes place.

## 6. Equipment

Create a long term equipment and capital plan.

Complete an analysis of current inventory of all media and equipment.

## 7. Identify metrics that will be used to provide information about outcomes on an ongoing basis.

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE  
OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, February 17, 2010 – 9:00 A.M.**

Present: Mr. Gil Wetzel, presiding; Rhonda R. Cohen, Esq., Mr. George E. Davis, Ms. Varsovia Fernandez, Ms. Lydia Hernandez Velez, Mr. Jeremiah White, Jr., Dr. Stephen M. Curtis, Mr. Gary Bixby, Ms. Ellen Fernberger, Dr. Thomas R. Hawk, Mr. Todd Murphy, Mr. James P. Spiewak, and Jill Garfinkle-Weitz, Esq.

**AGENDA – PUBLIC SESSION**

**2009-10 Year Budget Status Report (Information Item):**

Staff provided an overview of the College's budget status for fiscal year 2009-10. Dr. Hawk stated that the 2009-10 budget had been based upon a tightly-controlled expenditure plan under which a broad set of initiatives had been undertaken to control operating expenditures. Using this approach, the 2009-10 budget presented to the Board showed a projected surplus of \$150,000. The tight expenditure plan, contained within the 2009-10 budget, has been fully adhered to during the fiscal year. However, the financial position of the College has improved significantly based upon the substantial enrollment growth which has occurred in excess of the levels that were anticipated at the time the budget was prepared. The current projection is that the College will end the year with a \$3.4 million surplus.

Dr. Hawk noted that the surplus being generated in the current year provides an opportunity for funds to be used to support the 2010-11 budget which could reduce the pressure for a large tuition increase. A variety of issues associated with financial planning for the 2010-11 year were discussed. Dr. Curtis stated that the increase in credit enrollments for the current fiscal year, which is approximately 12 percent greater than in the 2008-09 year, had created significant new demands on the institution's resources. As a result, it will be necessary to provide additional resources in the next budget, including new staff positions, to accommodate the substantial enrollment growth which has occurred as well as the new facilities which will open during the year. The current and projected institutional growth will add to the new revenues needed for the 2010-11 budget. The realities of both the City's and State's financial conditions make it unrealistic to assume that there is any possibility for growth in increased funding from either source for the next fiscal year. Mr. Wetzel noted that the structural shortfall in revenues being experienced at the State level suggested that it would be many years before State revenues could fully recover, if ever, to a point where annual increases in funding could be assumed. Key issues, such as pension funding and social services needs, are creating enormous and growing pressures on State revenues. Ms. Cohen commented that because of the long-term revenue shortfall from public sources which can be anticipated, careful stewardship of the College's reserves was essential to maintain long-term financial stability of the College. Staff emphasized the importance of avoiding too large of a tuition increase both in order to facilitate student access to educational opportunity during a time of significant economic difficulty in the City, as well as to support the Mayor's goal of encouraging additional Philadelphians to achieve college degrees. After some discussion, it was agreed that initial planning for the next budget would include some use of reserves created by the 2009-10 surplus.

Mr. Spiewak reviewed the various enrollment and expense circumstances which are contributing to improving the budget performance during the current year. Attachment A contains the handout provided to the Committee. Credit enrollments are approximately 12 percent higher than they were in the prior fiscal year and approximately nine percent higher than budgeted. Non-credit enrollments are slightly under the level of enrollments achieved in the 2008-09 year. Ms. Cohen asked what were the financial implications associated with the flat or declining non-credit enrollments. Dr. Hawk responded that the majority of non-credit offerings actually have had a negative impact on the College's budget. The largest non-credit program, Adult Literacy, operates with a loss. Non-credit programs offered by the Center for Business and Industry do make a net revenue contribution; but, the contributions from these non-credit enrollments are relatively small and do not offset the negative net revenue impact of the adult literacy programs. However, the Adult Literacy Program is an important programmatic component in the overall achievement of the College's mission.

Revenues for the fiscal year are \$3.8 million greater than was assumed at the time the budget was approved by the Board. State funding is approximately \$678,000 less than budgeted. This is due to the .21 percent decrease in State funding that was implemented across the board to community college funding from the amount received in the 2008-09 year, and the fact that Act 46 provisions were not followed in the 2009-10 State revenue allocation process. Instead of allocating the high priority program pool based upon FTEs taught in the targeted program areas, the approved State budget simply used the 2008-09 funding level in all categories including high priority programs, and reduced that by .21 percent. This resulted in approximately \$800,000 less in State funding from what would have been received by the College if the Act 46-defined allocation approach had been followed.

Student tuition and fee revenues are approximately \$3.9 million greater than budgeted based upon the substantial growth in credit enrollments which took place. City funding for operating budget purposes is \$602,000 greater than budgeted based upon approval received during the current fiscal year for the full 50 percent State support of the 2008 Bond Issue. This had the impact of freeing up City dollars for the operating budget that otherwise would have been required to be used to amortize the debt service payments for the 2008 Bond Issue. Investment income for the year is projected to be slightly higher than the amount received in fiscal year 2009. This is a result of unit-value recovery in the fixed-income investments held by the College. During the financial meltdown, which occurred during the 2008-09 fiscal year, many fixed-income investments experienced substantial unrealized losses in unit values. This resulted in the reporting of unrealized losses in the 2009 fiscal year. As unit-value losses have been reversed during the financial recovery, this is creating unrealized gains for the 2010 fiscal year.

Dr. Hawk noted that investment rates that are available to the College in short-term fixed-income options are currently extremely low. Obtaining a rate of return higher than one percent is difficult to do at the present time. One option is to move some of the College's operating cash into longer-term fixed-income investments where interest rates are currently higher. This strategy is allowable under the College's current Investment Guidelines. However, there is a greater risk of unit-value depreciation in the longer-term fixed-income investments. A representative from the Commonfund will attend a future meeting of the Committee to discuss the range of options that are available to the College for longer-term investments, and to look at the relationship between risk and greater rate of return that would result through a different investment strategy. Based upon a similar analysis two years earlier, staff have moved some of

the operating cash into longer-term investments (the Multi-Strategy Bond Fund) where higher rates of return are currently being realized.

The expense budget has not changed greatly from the one which was approved by the Board in June 2009. Full-time salary expenditures are essentially on target with the amount that was originally budgeted. Because of the tight budgeting which took place with respect to full-time staff positions for the 2009-10 year, it has been essential to fill all available full-time positions as soon as possible. As a result, the amount of salary dollars which are lapsing in the current fiscal year is significantly less than has been the case in the last several fiscal years. Part-time salaries for the fiscal year will be slightly higher than originally budgeted based upon the enrollment growth which created the need to add additional sections.

Current projections are that healthcare costs will be approximately \$500,000 higher than assumed at the time that the 2009-10 budget was prepared. Mr. Spiewak noted that the 2009-10 healthcare expense projection was made prior to receiving the very large (33 percent) Blue Cross rates for the 2009-10 year which led to the subsequent decision to move to self-insurance. As discussed in the third agenda item, the movement to self-insurance has resulted in a substantial reduction in the College's healthcare costs from what would have occurred if the College had been required to pay the Blue Cross premium increases. The only other fringe benefit category where a change in the budget is currently projected is in the workers' compensation insurance costs where the final insurance cost for the year is approximately \$42,000 less than was assumed at the time the budget was prepared. The extension of unemployment benefits that has been put in place as a part of the federal stimulus funding efforts has resulted in greater actual expenditures for unemployment insurance in the current year than in prior years. As a result, further year-end savings in this budget line cannot be anticipated.

Utility costs are expected to be approximately \$80,000 less than budgeted. Mr. Spiewak noted that the College's expenditures on utilities are at a level equivalent to what was spent approximately five years earlier. The wide range of energy-saving strategies that the College has put in place through the Johnson Controls performance contract, as well as other steps that have been taken to conserve energy costs, have had a very favorable impact on the College's electricity consumption. It was noted that the deregulation of electrical rates, effective January 1, 2011, will have an adverse impact on the College's utility costs. This will have to be addressed in the next fiscal year budget.

A range of facility repair costs have been incurred during the current fiscal year that has added approximately \$159,000 to the College's projected expenditures in the facility operations. Committee members noted that because of the favorable financial condition that the College was experiencing in the current year, if there were other capital repairs and improvement projects that should be undertaken, this would be an opportune time to move forward with them while the College had additional revenues available. Consultant costs are projected to be \$123,000 greater than budgeted. This is primarily attributable to the imaging project that is being undertaken in the Student Affairs area to comprehensively image all student records and eliminate a large volume of paper files stored on campus and in Iron Mountain storage facilities. The imaging expenses are for the consulting time required for the training and full implementation of the software. Overall, total College expenses are currently projected to be approximately \$508,000 greater than assumed at the time the budget was approved. As a result of the changes in revenues and expenditures, the originally projected surplus of \$150,000 has increased to \$3.42 million.

### **A-133 Audit Results – Report of the Audit Committee (Action Item):**

Information: Mr. Wetzel reported that the first meeting of the newly-created Board Audit Committee had met by telephone conference on Thursday, February 11, 2010. The agenda for the Committee had been twofold: (1) to review the A-133 audit findings for the 2008-09 year; and (2) to have a formative discussion about the role that the Audit Committee should play in the future. Attachment B contains the minutes from the Audit Committee. Mr. Richard Downs, a graduate of the College and a current Foundation Board member, has agreed to serve as the Chair of the Audit Committee. Prior to the first meeting of the Audit Committee, Mr. Downs met with Ms. Chris Chepel, Partner at KPMG, to discuss the potential roles that the Audit Committee should play. These are summarized in the Audit Committee minutes. The suggested responsibilities parallel those established for an Audit Committee created for a for-profit organization under the Sarbanes-Oxley legislation. As outlined in the minutes, it is probable that the Audit Committee will meet approximately three times a year: in late fall or early spring to discuss the results of the A-133 Audit Report; in May, prior to the onset of the financial audit process, to discuss new accounting issues and special audit issues to be addressed by the auditors in conducting the fiscal year audit; and finally, in September, to review and accept the results of the fiscal year audit. Meetings at other times in the year may be appropriate depending upon the issues and ultimate statement of roles developed for the Audit Committee.

Mr. Wetzel noted that under the current By-laws of the Board, the Audit Committee reports to the Business Affairs Committee which, in turn, reports to the full Board. This creates a redundancy in the process that is probably not the best use of Board members' times. Other Business Affairs Committee members concurred that a potential revision to the Board By-laws should be seriously considered which would result in the Audit Committee reporting directly to the Board of Trustees. Dr. Curtis noted that another change was that the proposed reporting relationship of the Internal Auditor to the Audit Committee. This means that the Internal Auditor will present her periodic reports to the Audit Committee, not to the Business Affairs Committee. Dr. Hawk stated that Mr. Downs had requested that a sub-Committee of the Audit Committee meet to develop a formal charge for the Audit Committee, as well as to identify the procedures which the Committee will follow in carrying out its responsibilities over the course of the fiscal year.

Mr. Murphy summarized the results of the A-133 Audit. There were no findings with respect to the College's management of the Title IV programs. There were two findings associated with the College's management of the Perkins Grant which supports career education programs. As described in more detail in the Audit Committee minutes, the findings related to lack of documentation for competitive bid processes for some items procured with federal Vocation Funds, and use of Perkins funds to pay for CCP student tutors. Mr. Murphy stated that the College concurred with both findings. Procedures have been established in the Purchasing Department to ensure that all competitive bid processes are fully documented and filed with the purchase order. With respect to the second finding, there has been a longstanding practice both at CCP and nationally to use Perkins funds for student employment purposes. The guidelines which support Perkins funds usage encourage creation of meaningful opportunities for students. However, a recent interpretation of the guidelines is that the funds cannot be used for current-student tutors. As a result, the \$18,000 associated with this finding was returned to the federal government.

As shown on page 51 of the A-133 audit, the College is qualified to be designated as a “low-risk auditee” under the A-133 audit guidelines.

Action: Mr. Davis moved and Ms. Hernandez Velez seconded the motion that the Committee recommend to the full Board acceptance of the A-133 audit. The motion passed unanimously.

**Please Note: The 2008-09 A-133 Audit Report will be mailed under separate cover to the Board of Trustees.**

**Update on Blue Cross Self-Insurance Program (Information Item):**

Effective September 1, 2009, the College elected to move to self-insurance for its medical coverages for employees and their dependents. (Because of the relatively small number of insured individuals, the retiree healthcare program must remain on a standard premium basis.)

Attachment C contains the Executive Summary from the report provided by Gallagher Benefits summarizing projected healthcare costs for the current and next fiscal years based upon the actuarial assessment of the results from the first four months of self-insurance. The results to date have been favorable. Current actuarial estimates of the costs for the 2009-10 year are \$16.4 million, as opposed to the \$16.8 million estimate provided to the College at the time the decision was made to move to self-insurance.

Attachment C contains a summary of projected healthcare expenses for the 2009-10 and 2010-11 policy years. The healthcare policy year is September through August. As shown in the 2010-11 forecast section, healthcare expenses are projected to be \$1.9 million or 12 percent higher than projected for 2009-10. As explained in the Executive Summary, this is the upper end (worst case) estimate for next year’s healthcare costs.

Ms. Fernberger noted that the management of the self-insurance program from a staff perspective had gone well. In addition to achieving the targeted savings, the plan had not posed any unusual burdens on staff to manage in a self-insurance format. From a user perspective, the plan had been transparent. There were no adverse impacts on any staff members when the plan was implemented, including the fact that all insured individuals were able to use the same insurance cards.

**Phase II – Main Campus project – Painting Bid Results (Action Item):**

Information: The painting bids for the second phase of the Main Campus Construction Project (Mint, Bonnell and West Building renovation) received on December 3, 2009 were non-compliant. As a result, the paint scope was re-bid and received on February 16, 2010. Bids received are shown below:

**SUMMARY OF PAINTING RE-BID RESULTS -- MAIN CAMPUS PROJECT**

**Mint, Bonnell and West Renovations**

Cont. #	Contractor	Bidder	Base Bid	Prime Contract			Sub-contract EOP \$ Value	Status
				MBE	WBE	DBE		
1	Paint	Torrado Construction, Inc.	\$ 309,000	100%			\$ 49,900	Union
2	Paint	Puente Construction Enterprise	\$ 351,535	0%	0%	0%	\$ -	Union
3	Paint	Schnoll Painting	Non-responsive					

One bidder, Schnoll Painting, was considered non-responsive due to the failure to provide the required documentation with the bid. Mr. Bixby noted that this was the second time this bidder had submitted a non-responsive bid. With assistance from the construction management, Torrado has been established to be a fully-responsive bidder. Mr. Bixby noted that Torrado is a minority-owned firm. In addition, Torrado will partner with a second minority firm as a subcontractor to create an additional opportunity in support of the College’s minority and women-owned business goals.

Action: Ms. Cohen moved and Mr. Davis seconded the motion that the Committee recommend to the full Board that the painting contract be awarded to Torrado Construction, Inc. in the amount of \$309,000 for the second phase of the Main Campus Construction Project (Mint, Bonnell and West Building renovation). The motion passed with Ms. Fernandez abstaining.

**Change Orders - Pavilion Building**

Committee recommendation of the following change orders to the Board was requested:

**(a) Recycling of Demolition Debris - \$126,775 (Action Item):**

Information: Mr. Bixby explained that in order to meet LEED certification requirements as well as to address sub-surface site conditions that were not apparent until construction began, additional site demolition costs were incurred. These included providing and managing dumpsters (\$47,643) and disposal costs for additional debris (\$79,132).

Action: Mr. Davis moved and Ms. Fernandez seconded the motion that the Committee recommend to the full Board that the change order for the recycling of demolition debris in the amount of \$126,775 be approved. The motion passed unanimously.

**(b) Relocation of Basin #3 – Pavilion - \$234,000 (Action Item):**

Information: Mr. Bixby explained that the original layout for storm water management basin #3 interfered with underground utilities (fire and sewer lines) not previously identified by site surveys or inspections. The change order costs are largely associated with unit pricing for stone removal. In addition, the contractor was shut down temporarily while a solution for the basin relocation was designed and approved. The total cost for the delay and additional site development effort is \$234,000.

Action: Ms. Hernandez Velez moved and Mr. White seconded the motion that the Committee recommend to the full Board that the change order for the relocation of basin #3 – Pavilion Building in the amount of \$234,000 be approved. The motion passed unanimously.

**Construction Projects Update (Information Item):**

Mr. Bixby summarized progress to date on both the Main Campus Construction and Northeast Regional Center Projects. He also presented an update with respect to Public Art for both projects.

With regard to the Main Campus Construction Project, Mr. Bixby stated that the major demolition effort is complete and preparations for beginning the renovations of the bookstore are underway. Caissons are being drilled, and some associated site issues are currently being handled with the Department of Environmental Protection guidelines.

With regard to the Northeast Regional Center Project, Mr. Bixby reported that the shell is fully enclosed and interior work is well underway. Plans are being made to begin to receive outfitting items and food service equipment in April. A mid-May occupancy of the new building is expected.

An initial meeting on the Public Art for both projects was held with the Philadelphia Redevelopment Authority Fine Arts Committee. The RDA Committee is supportive of the College's proposed locations for the Public Art, and the goal to reflect the College's commitment to green design and environmental responsibility through the art. As a next step, a consultant will be identified and will meet with an advisory group from the College to begin the artist selection process.

**Next Meeting:**

The next meeting date of the Committee is scheduled for **Wednesday, March 24, 2010 at 9:00 A.M.** in the College's Isadore A. Shrager Boardroom, M2-1.

TRH/lm  
Attachments  
BAC0210MINS.DOC

# **ATTACHMENT A**

**COMMUNITY COLLEGE OF PHILADELPHIA  
OPERATING BUDGET PROJECTIONS  
FISCAL YEAR 2009-10  
AS OF FEBRUARY 17, 2010**

**Community College of Philadelphia**  
**Enrollment Information (FTEs) for Fiscal Year 2009-10**  
**As of February 17, 2010**

CREDIT	Actual FY 08- 09	Budgeted FY 09- 10	Actual FY 09- 10	Actual FY 10 vs Actual FY 09	% Variance	Actual FY 10 vs Budgeted FY 10	% Variance
Summer 2	1,661	1,750	1,842	181	10.89%	92	5.26%
Fall	11,869	12,400	13,278	1,409	11.87%	878	7.08%
Spring	12,134	12,350	13,653	1,519	12.52%	1,303	10.55%
<b>Annual Credit FTE Variance</b>				<b>1,555</b>		<b>1,137</b>	
<b>NONCREDIT</b>							
Summer 2	88	90	123	35	39.14%	33	36.67%
Fall	918	955	938	20	2.13%	(17)	-1.78%
Spring	885	852					
<b>Annual Noncredit FTE Variance</b>				<b>27</b>		<b>8</b>	

Community College of Philadelphia						
Operating Budget Projections						
Fiscal Year 2009-10						
As of February 17, 2010						
	Original		Current		Over (Under)	
	Budget		Projection		Budget	
State Funding	\$31,830,042		\$31,152,104		(\$677,938)	Reflects the State budget reduction of .21% and pro-rata funding based upon FY 08-09 funding; the Act 46 formula for High Priority Programs that would have resulted in additional stipend funding for the College was not followed this year. This amount also includes approximately \$2.8 million of federal stimulus funds.
State Lease funding	303,000		267,000		(36,000)	
<b>Total State Revenues</b>	<b>32,133,042</b>		<b>31,419,104</b>		<b>(713,938)</b>	
Tuition - Credit Students	48,674,836		52,210,534		3,535,698	Reflects higher-than-budgeted FTEs for S2, Fall and Spring terms; assumes S1 FTEs will equal budget.
Technology Fee	10,338,092		11,069,184		731,092	Reflects higher-than-budgeted FTEs for S2, Fall and Spring terms; assumes S1 FTEs will equal budget.
Net Contribution from: Contracted Noncredit Instruction; Other Noncredit Instruction; Adult Community Noncredit Instruction	810,900		642,065		(168,835)	Reflects: (1) lower-than-budgeted amounts for adult community education and general interest non-credit programs and (2) distribution from Collegiate Consortium.
Course Fees	2,713,654		2,916,407		202,753	Reflects higher-than-budgeted enrollments in courses that have a fee.
Student Regulatory Fees	915,120		883,035		(32,085)	
Tuition Adjustments - Student Receivable Write-offs, Collection Costs, Credit Card Costs & Senior Citizen Discount	(2,330,000)		(2,728,838)		(398,838)	Reflects higher-than-budgeted tuition waivers associated with the Opportunity Now Program.
<b>Total Student Tuition &amp; Fees</b>	<b>61,122,602</b>		<b>64,992,387</b>		<b>3,869,785</b>	
<b>City Operating Funds</b>	<b>19,042,455</b>		<b>19,644,361</b>		<b>601,905</b>	Reflects additional State funding (to 50%) for the 2008 Bond Issue (Main Campus and NERC construction projects).
Investment Income	1,140,000		1,343,326		203,326	Reflects continued low rate of return on investments offset by the appreciation in unit values of bond fund investments (\$500,000).
Vocational Education Funding	426,400		300,000		(126,400)	Reduction is based upon actual FY 08-09 funding.
Indirect Costs, Administrative Allowances	300,000		300,000		0	
Parking Proceeds & Miscellaneous Income	552,100		499,000		(53,100)	
<b>Total Other Income</b>	<b>2,418,500</b>		<b>2,442,326</b>		<b>23,826</b>	
<b>TOTAL OPERATING REVENUES</b>	<b>\$114,716,599</b>		<b>\$118,498,178</b>		<b>\$3,781,578</b>	

Community College of Philadelphia					
Operating Budget Projections					
Fiscal Year 2009-10					
As of February 17, 2010					
	Original Budget	Current Projection	Over (Under) Budget		
State Funding	\$31,830,042	\$31,152,104	(\$677,938)		Reflects the state budget reduction of .21% and pro-rata funding based upon FY 08-09 funding; the Act 46 formula for High Priority Programs that would have resulted in additional stipend funding for the college was not followed this year. This amount also includes approximately \$2.8 million of federal stimulus funds.
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Net Contribution from: Contracted Noncredit Instruction; Other Noncredit Instruction; Adult Community Noncredit Instruction	810,900	642,065	(168,835)		Reflects: (1) lower than budgeted amounts for adult community education and general interest non-credit programs and (2) distribution from Collegiate Consortium.
Course Fees	2,713,654	2,916,407	202,753		Reflects higher than budgeted enrollments in courses that have a fee.
Student Regulatory Fees	915,120	883,035	(32,085)		
Tuition Adjustments - Student Receivable Write-offs, Collection Costs, Credit Card Costs & Senior Citizen Discount	(2,330,000)	(2,728,838)	(398,838)		Reflects higher than budgeted tuition waivers associated with the Opportunity Now Program.
<b>Total Student Tuition &amp; Fees</b>	<b>61,122,602</b>	<b>64,992,387</b>	<b>3,869,785</b>		
<b>City Operating Funds</b>	<b>19,042,455</b>	<b>19,644,361</b>	<b>601,905</b>		Reflects additional state funding (to 50%) for the 2008 Bond issue (Main Campus and NERC construction projects).
Investment Income	1,140,000	1,343,326	203,326		Reflects continued low rate of return on investments offset by the appreciation in unit values of bond fund investments (\$500,000).
Vocational Education Funding	426,400	300,000	(126,400)		Reduction is based upon actual FY 08-09 funding
Indirect Costs, Administrative Allowances	300,000	300,000	0		
Parking Proceeds & Miscellaneous Income	552,100	499,000	(53,100)		
<b>Total Other Income</b>	<b>2,418,500</b>	<b>2,442,326</b>	<b>23,826</b>		
<b>TOTAL OPERATING REVENUES</b>	<b>\$114,716,599</b>	<b>\$118,498,178</b>	<b>\$3,781,578</b>		



Community College of Philadelphia				
Operating Budget Projections				
Fiscal Year 2009-10				
As of February 17, 2010				
	Original	Current	Over (Under)	
	<u>Budget</u>	<u>Projection</u>	<u>Budget</u>	
<b>Fringe Benefits</b>				
				Projected costs with self-funding arrangement is higher than original budget; this still represents a substantial savings from premium increases quoted by IBC.
Medical Premiums	16,443,985	16,943,985	500,000	
Retirement	5,120,169	5,120,169	0	
FICA	2,676,718	2,676,718	0	
Tuition Remission	603,352	603,352	0	
Group Life	351,046	351,046	0	
Unemployment Compensation	327,020	327,020	0	
Workers' Compensation	325,000	283,058	(41,942)	Reflects lower-than-budgeted premiums.
Unused Vacation	269,750	269,750	0	
Disability Premium	260,000	260,000	0	
Forgivable Education Loan	126,858	126,858	0	
<b>Total Fringe Benefits</b>	<b>26,503,898</b>	<b>26,961,956</b>	<b>458,058</b>	

**Community College of Philadelphia**  
**Operating Budget Projections**  
**Fiscal Year 2009-10**  
**As of February 17, 2010**

	Original Budget	Current Projection	Over (Under) Budget	
<b>Facility Expenses</b>				
				Reflects lower-than-budgeted costs in the following areas: Electricity - Main Campus (\$50,000); Electricity - NWRC (\$20,000); and Water - Main Campus (\$10,000).
Utilities	2,691,100	2,611,100	(80,000)	
Contracted Security	1,160,665	1,160,665	0	
Contracted Cleaning	1,143,300	1,143,300	0	
All Other Facility Expenses	1,414,838	1,573,838	159,000	Reflects increased costs for: Minor Building Alterations (\$90,000); H1N1 Supplies (27,000); and time and material costs for HVAC repairs (\$42,000).
<b>Total Facility Expenses</b>	<b>6,409,903</b>	<b>6,488,903</b>	<b>79,000</b>	
<b>All Other Expenses</b>				
Leased Equipment & Software	3,298,029	3,344,665	46,636	Reflects miscellaneous budget revisions
Catalogs and Advertising	1,600,399	1,585,014	(15,385)	Reflects miscellaneous budget revisions
Supplies-Pool	1,279,836	1,258,769	(21,067)	Reflects miscellaneous budget revisions
Consultant	747,652	870,296	122,644	Reflects impact of Enrollment Services scanning project.
Contracted Services	956,527	956,527	0	
Maintenance & Repair	581,397	581,397	0	
Postage	490,415	490,415	0	
Insurance	498,750	498,750	0	
Travel	490,415	490,415	0	
Other Expenses	1,929,467	1,663,216	(266,251)	Reflects miscellaneous budget revisions, primarily from contingency accounts.
<b>Total All Other Expenses</b>	<b>11,872,887</b>	<b>11,739,464</b>	<b>(133,423)</b>	
<b>King Scholarship</b>	<b>105,000</b>	<b>123,500</b>	<b>18,500</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$114,566,331</b>	<b>\$115,074,159</b>	<b>\$507,828</b>	
<b>OPERATING BUDGET SURPLUS (DEFICIT)</b>	<b>\$150,268</b>	<b>\$3,424,019</b>	<b>\$3,273,750</b>	
<b>prior to Impact of GASB45 (\$5,046,451 *)</b>				
*projected				

# **ATTACHMENT B**

**MINUTES OF THE COMMUNITY COLLEGE OF PHILADELPHIA'S  
BOARD OF TRUSTEES AUDIT COMMITTEE MEETING  
HELD ON THURSDAY, FEBRUARY 11, 2010**

**MEETING OF AUDIT COMMITTEE**  
**Community College of Philadelphia**  
**Thursday, February 11, 2010 – 11:00 A.M.**

Present: Mr. Richard Downs, presiding, Mr. Harold A. Honickman, Ms. Dorothy Sumners Rush, Mr. Gil Wetzel, Dr. Stephen M. Curtis, Dr. Thomas R. Hawk, Mr. Todd Murphy, Mr. James P. Spiewak; and representing KPMG: Ms. Chris Chepel

**AGENDA – PUBLIC SESSION**

Because of the inclement weather conditions, the Committee met by phone. Richard Downs, Committee Chair, welcomed the members of to the first meeting of the Audit Committee.

**2008-09 A-133 Audit Report (Action Item):**

Discussion: Ms. Chris Chepel of KPMG presented the 2008-09 A-133 audit results. Ms Chepel provided a brief overview of the A-133 (Single Audit) process. Historically, institutions receiving federal funds were subject to audits from each of the federal agencies providing funding to the institution. This resulted in multiple auditors appearing on campus each year, sometimes at the same time. In order to eliminate this burden, the single audit process was enacted which created a federal program audit process under which the institution's federal programs are audited annually in a single audit process undertaken by the institution's public accounting firm. Using federally-defined criteria, a subset of the institution's federal programs are selected each year for the single audit.

Ms Chepel noted that the introduction of the ARRA (American Recovery and Reinvestment Act of 2009), federal stimulus funding for colleges and universities, had created more complexity and visibility for the A-133 audit process. Fiscal 2010 will be the first time period in which the College will have an audit of stimulus-money-funded programs. In addition to more audit complexity, the audit reports will be available on-line to the general public for the first time.

In addition to the College's federal financial aid programs, the single audit focus of the KPMG audit during the 2008-09 year was an examination of the College's Vocational Education Local Plan programs. During the audit of the Vocational Education programs, two specific audit recommendations were developed: (a) a recommendation that the College consistently maintain a policy of retaining all documentation related to competitive bidding; and (b) a recommendation that the College no longer fund student tutoring with Perkins Local Plan funds. The College concurs with both recommendations. The College's response to each recommendation is included in the Audit (pages 54 to 56). There are no findings with respect to the College's management of its Title IV federal financial aid programs.

The A-133 Audit contains three separate reports to the Board of Trustees. The first report is the general Opinion Letter that was issued to the Board at the time the Financial Statements were accepted in October 2009. This opinion, which is unqualified, has not been changed from the one issued previously except to include language referencing adherence to governmental

audit standards in completing the A-133 audit. Mr. Honickman noted that the language in the second paragraph stating no opinion on internal controls seemed contradictory to information in the rest of the letter. Ms. Chepel explained that language used was consistent with the wording that auditors used in all non-profit entity audits. Unlike the audit of a for-profit firm, non-profit audit standards do not require that internal controls be tested for values associated with every line on the financial statements. A controls testing is undertaken on lines which are deemed to be material to the institution's financial condition. The level of testing that is used results in the language used in the Auditors' Opinion Letters.

Page 45 contains the schedule of federally funded programs for the 2008-09 year. The schedule includes loan programs under which no loans were made in 2008-09, but where student collection activity was ongoing. A discrepancy in the Note 3 (page 46) and schedule on the amount of Perkins Loans that were outstanding was pointed out by Mr. Downs. Subsequent to the meeting, it was established that the \$180,131 was mistakenly carried over from last year's A-133 Report.

The second report to the Board is provided on page 47. The report specifically addresses the controls in place for federally-funded programs. The report states that there are no material weaknesses in the College's controls for the management of federally-funded programs.

The third report to the Board begins on page 49. This report addresses institutional compliance with the use of funds regulations for the various federally-funded programs. Because of the College's successful record of compliance with federal regulations in the last several audits, the College has been designated as a "low risk auditee."

Ms. Chepel noted that since the dollar amounts of funding for most of the federal programs were relatively low, the level of materiality for a non-compliance finding is also relatively low. Based upon this low threshold of materiality, as noted above, there were two areas where questioned costs in the management of federal funds were found. The two findings were: lack of documentation of competitive bid results in the award of three personal computer leases with a total lease amount of \$52,217, and the use of Perkins dollars to pay student tutors in the amount of \$18,034. College staff agreed with both findings. The corrective action plans are provided on pages 55 and 56 of the audit report.

Mr. Spiewak explained that the bid documentation issue arose from the failure to attach copies of e-mails from an electronic bid process to the purchase orders for the computer leases. This problem was identified in 2008 and Purchasing Office procedures are in place to ensure that this does not happen in the future. In response to a question from Mr. Honickman, Mr. Spiewak stated that the College threshold for required competitive bids was \$5,000.

Mr. Murphy noted that the Perkins funding regulations with respect to student employment are very ambiguous. Creating meaningful employment opportunities for students is strongly encouraged in the Perkins Grant Guidelines, and the College has a many year practice of paying tutors from the Perkins funds. However, a new interpretation of the regulations now makes paying CCP student from the funds non-compliant. The College has returned the \$18,034 that was paid to student tutors in fiscal 2009 and will no longer use Perkins funds in this manner.

Action: Mr. Wetzel moved and Mr. Honickman seconded the motion that the Audit Committee recommend to the Business Affairs Committee the acceptance of the 2008-09 A-133 audit report. The motion passed unanimously.

**Note: Once the A-133 audit is accepted by the Board, the A-133 audit will be consolidated in the College's 2009 Financial Statements. The 2009 Financial Statements were reviewed and accepted by the Board of Trustees at the October 1, 2009 meeting. The page numbering in the Audit reflects the final placement of the A-133 audit report within the 2009 Financial Statements.**

**Future Role of Audit Committee (Information Item):**

Members of the Committee and Ms. Chepel discussed priorities and procedures which will guide future operations for the Audit Committee. Mr. Downs stated that based upon a conversation that he held with Ms. Chepel, the following functions were proposed for the Committee:

1. Overseeing the external auditors,
2. Reviewing the annual financial statements and other audits performed by the public accounting firm,
3. Reviewing high risk financial transactions,
4. Ongoing assessment of the College's internal controls environment,
5. Overseeing the internal audit activities of the College. This would include having the Internal Auditor attend meetings of the Audit Committee, and
6. Review of the Foundation's 990 Return.

Mr. Wetzel noted that the Board had recently gone through a conflict of interest training. He noted that one of the topics addressed had been a discussion of what would constitute inappropriate lobbying efforts by the Board and staff members. Dr. Curtis noted that Ms. Lynette Brown-Sow was registered as lobbyist for the College. Nothing in the training suggested that College Board and staff members were engaged in activities that would constitute an inappropriate conflict of interest. It was agreed that monitoring potential conflict of interest issues would be an appropriate topic for the Audit Committee.

Mr. Downs stated that By-laws for the Committee will need to be developed. Dr. Curtis pointed out that the College's Board By-laws provide some, but probably not complete, definitions on how the Committee is to operate. A committee composed of Mr. Downs, Ms. Chepel, Mr. Honickman and Dr. Hawk will meet to develop a proposed charter and procedures for the Committee's review.

A projected annual calendar of meetings for the Committee is as follows:

February	A-133 Audit Review
May	Financial Audit Planning Meeting
September	Financial Audit Results Review

Because of its reporting relationship, the Audit Committee needs to meet in advance of the Business Affairs Committee. A date for the next Audit Committee meeting was set for May 13, 2010 at 10:00 AM.

TRH/lm

Attachments

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# **ATTACHMENT C**

**COMMUNITY COLLEGE OF PHILADELPHIA  
FOUR MONTH REVIEW OF EMPLOYEE SELF-INSURED  
HEALTH PLAN COVERING THE PERIOD  
SEPTEMBER 1 TO DECEMBER 31, 2009**

**PREPARED BY GALLAGHER BENEFIT SERVICES  
FEBRUARY 1, 2010**

## Executive Summary

### 1. 2009/10 Plan Year Experience

- Year-to-date paid medical plus pharmacy claim costs for the four months ending December 31, 2009 under the self-funded health plan totaled \$3.9 million for active employees and \$368,000 for the retiree pharmacy plan. Runout claims paid from the fully insured plan, which we used as a proxy for the required claim reserve build-up, totaled \$665,000, for a total incurred claim cost of \$4.9 million. This is very consistent with our expectation.
- We estimate fixed costs were another \$600,000 for the period, bringing total expenses to \$5.5 million.
- We project annual expense for the 2009/10 plan year to be \$14.6 million in claims and \$1.8 million in fixed costs, for a total of \$16.4 million.
- When we did the original self-funded feasibility analysis, we projected total self-funded expenses for 2009/10 of \$16.8 million, compared to projected fully insured premiums based on the IBC renewal of \$17.8 million, including the same self-funded retiree drug expense (\$4.7 million) in both projections. At this point, we still believe our original estimate of annual savings of \$1 million through self-funding is a reasonable estimate.
- As we would expect, the POS experience has been much more favorable than the Personal Choice (PPO) experience. For the year, we project the POS claims to average approximately 65% of the Personal Choice claims on a PEPM basis. It is almost a universal occurrence that the plan perceived as richer by employees will have worse experience than a plan that is perceived to be not as rich.
- The actual enrollment mix based on a census file provided by IBC is significantly different than what we had assumed in the original forecast. There is less enrollment in the dependent tiers than we had assumed. As a result, the revenue generated by the funding rates is approximately 5% to 6% less than we had projected. This will need to be corrected at the renewal.

### 2. Preliminary 2010/11 Renewal

- With experience tracking so close to expected, we project an increase for the 2010/11 plan year of very close to medical trend. We expect actual expense will increase by 10% to 12%, depending on the fixed cost renewals. If the plan continues to run slightly under budget, the increase will be smaller relative to the 2009/10 budget. We will also need to address the funding rate issue related to the mix by dependent tier noted above.
- It should be kept in mind that it is still very early and experience is subject to change.

### **3. Large Claim Experience**

- There have been 3 claimants with over \$100,000 in paid claims through December 2009, excluding pharmacy claims. These claims made up 15% of the plan's medical cost. None of the claims has reached the \$150,000 specific deductible, but all three have reached \$130,000, so the additional exposure on each is limited.

### **4. Pharmacy Costs**

- The total pharmacy costs for active members have remained very flat from last year. This is consistent with our expectation that improved pharmacy pricing would largely offset pharmacy trends.
- Despite the flat overall cost, pharmacy utilization and costs remain higher than average. Excluding the retirees, CCP members are averaging approximately 1.2 scripts per member per month (pmpm). We expect this type of population to be higher than our norms of 0.8 to 0.9 pmpm, but this is even more variation than we would expect.
- Generic drugs account for approximately 60% of the total scripts dispensed to CCP members. This is 5% to 10% lower than the norms we see today. Each 1% shift from brand to generic drugs will reduce the total drug spend by 1% to 1.5%. With total drug expenses of \$4.5 million, that represents a savings opportunity of \$250,000 or more.
- We will monitor the drug costs in future reports and suggest way so of further improving the performance of the drug plan.

<b>Total Projected Claim Expense</b>							
Plan	Measure	2009/10			2010/11		
		Medical	Pharmacy	Total	Medical	Pharmacy	Total
PPO	PEPM	\$ 821.24	\$ 299.73	\$ 1,120.97	\$ 929.57	\$ 334.63	\$ 1,264.20
	Lives	752	752	752	754	754	754
	\$	\$ 7,410,892	\$ 2,704,786	\$ 10,115,678	\$ 8,410,724	\$ 3,027,771	\$ 11,438,496
POS	PEPM	\$ 568.09	\$ 147.48	\$ 715.57	\$ 637.27	\$ 157.44	\$ 794.71
	Lives	397	397	397	397	397	397
	\$	\$ 2,705,819	\$ 702,454	\$ 3,408,273	\$ 3,035,972	\$ 750,023	\$ 3,785,996
Retiree Rx	PEPM		\$ 351.61	\$ 338.90		\$ 369.10	\$ 369.10
	Lives		275	275		276	276
	\$		\$ 1,118,017	\$ 1,118,017		\$ 1,222,468	\$ 1,222,468
Total	PEPM	\$ 733.79	\$ 264.85	\$ 856.96	\$ 828.75	\$ 292.00	\$ 960.46
	Lives	1,149	1,424	1,424	1,151	1,427	1,427
	\$	\$ 10,116,710	\$ 4,525,257	\$ 14,641,968	\$ 11,446,697	\$ 5,000,262	\$ 16,446,959
<b>Projected Fixed Costs</b>							
		2009/10			2010/11		
		Lives	PEPM	Annual Cost	Lives	PEPM	Annual Cost
ASO Fee		1,149	\$ 66.75	\$ 920,247	1,151	\$ 69.41	\$ 958,736
Specific Stop Loss (\$150,000)		1,149	\$ 58.86	\$ 811,503	1,151	\$ 67.69	\$ 934,934
Aggregate Stop Loss		1,149	\$ 2.33	\$ 32,124	1,151	\$ 2.68	\$ 37,016
Total		1,149	\$ 127.94	\$ 1,763,873	1,151	\$ 139.78	\$ 1,930,687
<b>Total Projected Cost</b>							
		2009/10		2010/11			
		PEPM	Annual Cost	PEPM	Annual Cost		
Medical Claims		\$ 733.79	\$ 10,116,710	\$ 828.75	\$ 11,446,697		
Pharmacy Claims		\$ 328.23	\$ 4,525,257	\$ 362.02	\$ 5,000,262		
Total Claims		\$ 1,062.01	\$ 14,641,968	\$ 1,190.77	\$ 16,446,959		
Fixed Costs		\$ 127.94	\$ 1,763,873	\$ 139.78	\$ 1,930,687		
<b>Total Expense</b>		<b>\$ 1,189.95</b>	<b>\$ 16,405,841</b>	<b>\$ 1,330.56</b>	<b>\$ 18,377,646</b>		

**COMMUNITY COLLEGE OF PHILADELPHIA FOUNDATION**  
**Minutes from the January 6, 2011 Meeting**  
**Center for Business and Industry – Room C2-5**

**Present:** Arlene Yocum, presiding; Flora Becker, Lorraine Brown, Stanley Cohen, Stephen Curtis, Richard Downs, Jac Ferber, Varsovia Fernandez, Scott Magargee, Lorina Marshall-Blake, Stephen Mullin (via conference call), Al Murphy, George Nise, Esther Ponnocks, Marsha Ray, Steve Simons, Craig Stock and Patricia Weigand

**Staff:** Molly Clark Davis, Bianca Cummings, Anne Greco, Lyvette Jones, Jean Kemper and Greg Murphy

**I. Call to Order and Announcements**

Ms. Yocum called the meeting to order at 12:16 p.m.

**A. Announcements**

- Ms. Yocum officially welcomed Flora Becker to the Foundation Board. She added that Ms. Becker has been a presence at College events for a number of years. Ms. Becker possesses a strong belief in the mission of the College and welcomes an opportunity to advocate on behalf of the College and Foundation.
- Ms. Yocum noted the updated contact list included in today's handouts, which includes Ms. Becker's contact information.
- Ms. Yocum reported that the Foundation has received a gift of \$100,000 from Independence Blue Cross toward the *Expanding Possibilities: The Campaign for Community College of Philadelphia*.
- Ms. Yocum stated that the Foundation will re-launch the College Family Tree Campaign on January 10, 2011 during the opening session of Professional Development week. The presentation will include a video featuring several donors to the campaign.
- Ms. Yocum noted that the March 3, 2011 meeting will be a joint meeting of the Foundation and the Trustees. The meeting will be held at the Northeast Regional Center. She asked all Board members to make plans to attend.

**B. College Announcements**

Dr. Curtis reported:

- The joint meeting of the boards on March 3, 2011 at the Northeast Regional Center will focus on fundraising and resource development. He added that a brief tour of the regional center will follow the meeting.
- The Main Campus renovation is in progress with a target completion date of summer 2012.
- Dr. Curtis reported that the overall credit enrollment for spring 2011 is up 4%.
- Dr. Curtis noted that this spring, enrollments at the West and Northeast Regional centers have increased approximately 20% and 15% respectively.
- Dr. Curtis stated that due to the College's improved retention efforts, enrollment of continuing students has increased. He added that the College enrolls primarily part-time students (approximately 70%). New student enrollment for this group has increased; however, full-time new student enrollment has declined.

- Dr. Curtis reminded the Board that President Obama and Dr. Jill Biden hosted the first-ever White House Summit on Community Colleges on October 5<sup>th</sup>. He added that the purpose of the Summit was to address the critical role of community colleges in America's economic vision for the future. Dr. Curtis added that President Obama and Dr. Biden will host four regional follow up summits at community colleges. Community College of Philadelphia will serve as one of the hosts for the summit.
- Dr. Curtis reported that we have not received notification from the City regarding additional funding in the College's budget. He noted that the College has asked for an increase in funding of \$1.5 million.
- Dr. Curtis reminded the Board that the College received approximately \$28 million from the State, 10% of which comes from stimulus funding. Dr. Curtis added that if the State does not provide additional funding in the next fiscal year, the College may potentially incur a budget deficit. He noted that the number one priority for community colleges is not to lose the stimulus dollars, but for the State to make up the difference.
- Dr. Curtis reminded the Board to sign the petition for the *AdvancePA* campaign online at <http://www.advancepa.net/>. He stated that the campaign calls on policymakers and candidates to make expanding opportunities at community colleges an economic priority in Pennsylvania.

### C. Institutional Advancement Announcements

Ms. Ray reported:

- Ms. Ray introduced Greg Murphy as the interim associate vice president of Institutional Advancement. She noted that in his position, Mr. Murphy will work closely with staff in Institutional Advancement to enhance fundraising efforts and help achieve the goals for the Expanding Possibilities Campaign.

Ms. Ray reported that most recently Mr. Murphy served as interim vice president for Development and Alumni Affairs at the University of the Arts, where he surpassed fundraising goals for the year by 140%. Before that, he was the assistant dean for Advancement at Temple University's Tyler School of Art, where he worked to secure the largest gift in the school's 75-year history. Prior to educational fundraising, Mr. Murphy worked for many years at TV Guide Magazine, starting in the editorial department and progressing through custom publishing, strategic planning, marketing and sales.

- Ms. Ray noted the revised Foundation accounting report in today's handouts and stated that Institutional Advancement is working closely with the Controller's Office to ensure that all gifts to the College come through the Foundation. She added that the new accounting system will assist us in our efforts to make the Foundation appear as a more viable entity to external constituents.
- Ms. Ray also noted the Executive Summary of the College's Economic Impact Study is in today's handouts. She added that an email with a link to the study was sent to all Board members.
- Ms. Ray referred to the Elevator Speech included in the handouts, which will be designed as a pocket-sized card and distributed at a later Board meeting. She added that this speech provides useful key facts and excellent talking points for the Board to use when making asks.
- Ms. Ray reported that in addition to the \$100,000 gift from Independence Blue Cross, the following gifts and pledges were received in support of Expanding Possibilities:
  - Over \$75,000 in support of the annual fund;

- \$100,000 in a federal earmark to support the Northeast Regional Center;
  - \$25,000 from the Wachovia Wells Fargo Foundation to increase their scholarship endowment; and
  - \$4,000 from PNC Bank.
- Ms. Ray reported that the College offers study abroad programs and this year we will have three programs to countries including Turkey, Paris and Peru. Prior to offering a study abroad program to students, approximately 4-5 faculty members are sent to specific countries in advance to meet with professors, businesses and organizations to develop a curriculum/itinerary to support the study abroad program.
  - Ms. Ray recommended including a tour for friends of the College to coincide with the study abroad program. This would include meeting with the students and/or faculty members for a tour and participating in other pre-defined activities. Ms. Ray opened this idea up for discussion and asked the Board for their feedback.
  - Ms. Fernandez commented that this is an interesting initiative and offered her support.
  - Ms. Ray stated that she will move forward with obtaining pricing and asked the Board for their support in marketing this effort. Ms. Ray added that she believes this idea is a fast way to build relationships with friends and to connect them to College.

## **II. Approval of Minutes**

Mr. Downs asked for any additions, deletions or corrections to the minutes of the November 18, 2010 Board meeting. Hearing none, Mr. Downs asked that the minutes be approved as submitted. Ms. Weigand moved to approve the minutes; Mr. Nise seconded; Ms. Fernandez and Ms. Yocum abstained due to their absence at the November Board meeting. The minutes were approved as submitted.

## **III. Faculty Presentation – College Re-entry Initiative**

Ms. Yocum reported that due to illness, Tara Timberman is unable to provide the presentation on the College Re-entry Initiative. She added that the presentation will be postponed to a future meeting.

## **IV. Committee Reports**

### **A. Fundraising Committee**

#### **1. Campaign Update**

Ms. Ray referred to the Fundraising Report as of December 6, 2010 and noted the funds raised and progress to goals for the campaign and Kresge Challenge. She noted that private gifts received that support initiatives other than student scholarships/programs or the expansion projects are not counted toward the Kresge Challenge. Ms. Ray added that approximately \$1 million is left to be raised to receive the Kresge Challenge grant.

#### **2. Fundraising Activity Report**

Mr. Stock reported that although donations are coming in, Foundation Board giving is below the contribution levels of last year. He encouraged the Board to increase their levels of giving to meet the annual fund goal.

Mr. Stock reported that the Foundation will conduct a virtual campaign, which will include an online scavenger hunt titled “Got Cash?,” that is meant to engage alumni and students, encourage giving, and educate the College community on the importance of private giving to finance a student’s education.

Ms. Ray noted that only 53% of a student's tuition is covered by the actual tuition payment. She added that the remaining 47% must be made up through funding from the City, State and private giving.

### **3. Pathways Award Breakfast**

Mr. Stock reported that Jane G. Pepper, retired president of the Pennsylvania Horticultural Society (PHS), has been approached regarding accepting the Bonnell Award at the Pathways Award Breakfast. He added that Ms. Yocum has taken the lead on making the ask to Ms. Pepper and is waiting to receive confirmation.

Mr. Stock noted that the date for the Breakfast will be determined based on Ms. Pepper's availability.

### **4. Parties with a Purpose**

Ms. Ray reminded the Board that the Foundation had successful outcomes with the parties with a purpose hosted last year. She noted that three Foundation Board members served as hosts, raising over \$14,500.

Ms. Ray stated that the Office of Institutional Advancement will work with the Board to plan the party, mail invitations, provide student speakers, etc. She encouraged the members of the Foundation to consider hosting a party, as she would like to have two parties in the spring.

Ms. Ray noted that we will continue to have these parties, as they will assist in establishing relationships and creating awareness in our communities. She asked for any Board members interested in hosting a party to let her know or to contact Ms. Kemper.

## **B. Investment Committee**

### **1. Treasurer's Report**

Dr. Brown presented the 2010-2011 Expenditure Report as of December 3, 2010. She noted the changes reflected in the current report compared to the expenditures presented at the November Board meeting.

Dr. Brown commented that the changes were not significant from the first quarter and we are on track to meet our projected expenditures.

Ms. Yocum asked for a motion to approve the Treasurer's Report. Mr. Stock moved to approve; Mr. Magargee seconded. The Treasurer's Report was approved as submitted.

## **2. Performance Report/Portfolio Balance**

In the absence of Mr. Wetzel, Mr. Simons reviewed the Performance Report/Portfolio Balance and reminded the Board that the Investment Committee agreed several months ago to invest in the multi-strategy asset allocation.

Mr. Simons briefly reviewed the estimates for December's performance provided by the Commonfund and noted that an updated copy of the report will be provided at the March Board meeting.

Ms. Yocum commented that the Investment Committee remains extremely pleased with the level of support received by the Commonfund and continues to meet with them regularly.

Ms. Yocum asked for a motion to approve the Performance Report/Portfolio Balance. Dr. Brown moved to approve the report, and Mr. Murphy seconded. The Performance Report/Portfolio Balance was approved as submitted.

## **V. Old Business**

### **A. IRS Form 990 – Revised Timeline**

In the absence of Mr. Wetzel, Mr. Simons presented the monthly timeline for the IRS Form 990 Compliance for fiscal year 2010. He added that the timeline has been extended to allow for submission of the 990 Form to occur in March 2011, as the entire filing for the Foundation will be performed by KPMG.

## **VI. New Business**

### **A. Foundation Scholars Event**

Ms. Ray stated that with input at the Executive Committee meeting, it was recommended to expand the Foundation Scholars Event to include all donors, Board members, and current scholarship recipients.

Ms. Ray recommended moving the May Board meeting to late afternoon and hosting the reception immediately following the board meeting to allow donors to attend. The Board concurred and added that it would be a wonderful way to enhance the event and permit donor participation.

Ms. Ray asked the Board to mark their calendars for a Foundation Scholars Reception, which will be held on May 12, 2011 immediately following the Board meeting. The Board meeting will be rescheduled to begin at 4:00 p.m.

Ms. Yocum announced that as of January 14, 2011, Bianca Cummings will be leaving the Office of Institutional Advancement to begin a new position as Enrollment Support Coordinator at the Northeast Regional Center.

Ms. Ray and Ms. Yocum thanked Ms. Cummings on behalf of the Foundation Board for her years of service and wished her success in her future endeavors

The meeting was adjourned at 1:34 p.m.

**Community  
College  
of Philadelphia**  
*Foundation*

**MEMORANDUM**

**TO:** Foundation Board  
**FROM:** Bruce Caswell  
Stephen Mullin  
**DATE:** March 3, 2011  
**SUBJECT:** Mini-Grant Award Recommendations

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The Foundation Mini-Grant Committee met on February 24, 2011 to evaluate mini-grant proposals and make recommendations for funding. The Committee received seven mini-grant proposals and recommends funding four for a total amount of \$14,050. The following mini-grant proposals are recommended for funding:

**Business and Technology Site Visit to China**

*Marion McGorry* \$2,500

The purpose of this project is to support a faculty visit to China, which will lay the groundwork for new study-abroad programs. Through this visit to China, faculty will gain the experience necessary to develop, lead and assess study-abroad programs tailored to fit the needs of the College's business students. Funding will support the translator and faculty travel.

**Campus Tree Stewardship**

*Joseph Howard* \$1,550

The main goal of this project is to increase the College community's knowledge and awareness of the environmental and aesthetic benefits of trees. The project also seeks to expand service learning opportunities for students and to offer students practical experience applying scientific principles related to measurement and location. Funding will support the speaker honorarium, refreshments and miscellaneous supplies.

**Promoting Cultural Competence in Nursing Students through a Global Experience**

*Lisa Johnson and Patricia Kline* \$5,000

The primary goal of this service learning project is to increase cultural awareness and sensitivity in nursing students. By traveling to Merida, Mexico, students will increase their abilities to provide quality care to diverse populations in a variety of settings with limited resources. This annual trip to Merida will be targeted to nursing students and will include a healthcare component. Funding will support student travel to Merida, Mexico.

**Replacement of Exterior Mint Building Light Post and Lamps**

*Craig Weintraub* \$5,000

The goal of this project is to assist the College in maintaining and preserving the U.S. Mint Building through the replacement of two light posts and lamps that were removed by the U.S. Treasury Department. Funding will support the costs to purchase and install the light post and lamps.

All mini-grant applicants will receive written notification of the status of their project. If applicable, the applicant will be given specific suggestions to strengthen his/her proposal for future consideration.