



MEETING OF THE BOARD OF TRUSTEES
Thursday, May 3, 2012 – 3:00 p.m.
Isadore A. Shrager Boardroom

Table of Contents

(1)	Agenda	Pages 2-3
(2)	Proceedings and Minutes of Decisions and Resolutions of the Meeting of April 5, 2012	Pages 4-12
(3)	Gifts and Grants	Pages 13-14
(4)	Minutes of the April 18, 2012 Business Affairs Committee	Pages 15-30

#####

Community College of Philadelphia

The Path to Possibilities™

MEETING OF THE BOARD OF TRUSTEES

AGENDA

Thursday, May 3, 2012 – 3:00 p.m.

Isadore A. Shrager Boardroom

- (1) Executive Session
- (2) Consent Agenda
 - (a) Proceedings and Minutes of Decisions and Resolutions of the Meeting of April 5, 2012
 - (b) Gifts and Grants
 - (c) Implementation of DegreeWorks Software
 - (d) Additional Capital Cost for Oracle Enterprise-level License Agreement and Increased Annual Oracle Software Lease
- (3) Tuition and Credit Card Payment Convenience Fee Recommendation for 2012-13 Year (A)
- (4) New Student Processing Fee Recommendation for the 2012-13 Year (A)
- (5) Nominating Committee for Board Officers
- (6) Report of the Chair
 - (3a) Dental Hygiene Sustained Excellence Board Recognition
- (7) Foundation Report
- (8) Report of the President
- (9) New Business

Next Meeting: Thursday, June 7, 2012
3:00 p.m. – Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Student Outcomes

Thursday, May 3, 2012
1:00 p.m. – Room M2-34

Business Affairs
Wednesday, May 23, 2012
9:00 a.m. – Isadore A. Shrager Boardroom, M2-1

Audit Committee
Tuesday, June 26, 2012 – 12:00 noon
Isadore A. Shrager Boardroom, M2-1

Upcoming Events

Distinguished Leadership Awards Breakfast
West Regional Center
Thursday, May 3, 2012 - 8:00 a.m.

Nurses Pinning
Friday, May 4, 2012
10:00 a.m. - Gymnasium

Academic Awards & Reception
Friday, May 4, 2012
6:00 p.m. - Large Auditorium, BG-10

Commencement
Saturday, May 5, 2012
10:00 a.m. - Liacouras Center
Broad & Montgomery Streets

Classified/Confidential Luncheon
Wednesday, May 9, 2012
12:00 noon - Great Hall, S2-19

Foundation Annual
Golf Tournament
Monday, July 30, 2012 - 11:00 a.m.
Commonwealth National Golf Club
250 Babylon Road, Horsham, PA 19044

41st Annual ACCT
Leadership Congress
October 10-13, 2012
Boston, MA

#####

COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, April 5, 2012 – 3:00 p.m.

Present: Ms. Fernandez, presiding; Mr. Bergheiser, Ms. Hernández-Vélez, Ms. Holland, Mr. Honickman, Mr. Lassiter, Mr. Wetzel, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Mr. Brown, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

(1) Executive Session

The Executive Session was devoted to a discussion of collective bargaining.

(2) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions of the Joint Meeting of March 1, 2012
- (b) Gifts and Grants
- (c) Promotions

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

(3) Report of the Chair

(3a) Pennsylvania Commission for Community Colleges Annual Meeting, April 2-3, 2012, Hershey, Pennsylvania

Ms. Fernandez reported that the Pennsylvania Commission for Community Colleges Annual Meeting took place in Hershey on April 2-3, 2012. She stated that the meeting was well attended. Ms. Fernandez stated that Secretary of the Department of Community and Economic Development Alan Walker spoke about the role of community colleges in economic development.

Dr. Curtis reported that the All Pennsylvania Academic Team Banquet took place on Monday, April 2. He stated that two students, Christopher Thomas and Adam Foizen, represented the College.

Dr. Curtis stated that Lobby Day took place on April 3. He stated that a press conference was held on the Capitol steps and that Ms. Fernandez spoke on behalf of the Trustees across the State, and Community College of Philadelphia student, Iyun Williams, also spoke about his

educational journey at the College. Dr. Curtis thanked Ms. Fernandez and Representative Roebuck for attending the meeting.

(3b) Nominating Committee for Board Officers

Ms. Fernandez stated that the Chair of the Board appoints a Nominating Committee for Board Officers. She read the Board approved procedure for the Annual Board Officers' election.

After discussion, Ms. Fernandez appointed the following Board members to the Nominating Committee for Board Officers: Ms. Hernández Vélez, chair; Mr. Lassiter, Mr. Wetzel, and Ms. Holland.

(3c) Year-End Activities

Ms. Fernandez stated that Board representation was needed at a number of year-end activities. She asked members of the Board to indicate their preference of the events in which they wished to participate. Members of the Board indicated the following:

Ms. Holland will represent the Board at the Retirees Reception scheduled for Thursday, April 19, 2012 at 4:00 p.m. in the Pavilion Cube;

Ms. Fernandez will represent the Board at the Northeast Regional Center Breakfast on Tuesday, May 1, 2012 at 8:00 a.m.;

Mr. Lassiter will attend the Northwest Regional Center Breakfast on Wednesday, May 2, 2012 at 8:00 a.m.; and

Representative Roebuck will attend the West Regional Center Breakfast on May 3, 2012 at 8:00 a.m.;

Ms. Holland will represent the Board at the College Honors Tea on Wednesday, May 2, 2012 at 4:00 p.m. in the Rotunda;

Ms. Hernández Vélez will attend the Nurses Pinning Ceremony on Friday May 4, 2012 at 10:00 a.m. in the Gymnasium;

Ms. Hernández Vélez will attend the Academic Awards and Reception on Friday, May 4, 2012, at 6:00 p.m. in the Large Auditorium; and

Ms. Fernandez will attend the Classified/Confidential Luncheon on Wednesday, May 9, 2012 at 12:00 noon in the Great Hall.

(3d) Foundation Reception

Ms. Fernandez reminded the Board of a reception immediately following the Board meeting for Sandra and Burton Klein to officially name the Sandra E. Klein Cube and recognize the Kleins for their generosity. The reception will be held in the Pavilion Cube.

(3e) Student Outcomes Presentation

Ms. Holland presented an overview of student outcomes trends at the College.

(4) Foundation Report

Mr. Wetzel reported that the Kresge Foundation Challenge grant has been met. Staff are preparing the final report to receive the \$1.2 million in support of the Expanding Possibilities Campaign.

Mr. Wetzel reported on gifts received during the month of March, including:

- \$250,000 from Hershey to name the Culinary Arts Center;
- \$100,000 from Anne and Andrew Abel to support scholarships and awards for students in the Creative Writing Program; and
- \$50,000 from the Kal and Lucille Rudman Foundation to create the Kal and Lucille Rudman Multi-Media Project.

Mr. Wetzel reported that the Foundation Board's next meeting is scheduled for May 10, 2012. The meeting will be immediately followed by the Foundation Scholars Reception, from 5:30 – 7:30 p.m. This annual event recognizes those who have supported student scholarships, and the students who have benefitted from their generosity.

Mr. Wetzel reported that to date, the 2012 Annual Fund has raised \$92,057. He stated that last year during the same period, the Annual Fund raised \$75,009.

Mr. Wetzel reported that following the Board meeting, the Foundation was hosting a reception for Sandra and Burton Klein in the Pavilion Building. Sandra and Burton Klein have provided funding to name The Cube in the Pavilion Building in addition to supporting a scholarship endowment.

Mr. Wetzel reported that the Foundation's 2012 Golf Tournament will be held on July 30, 2012 at Commonwealth National Gold Club in Horsham. Foundation Director George Burrell has taken the lead to revamp the event. Congressman Chaka Fattah will serve as Honorary Chair; Ms. Rhonda Cohen and Mr. Charlie Pizzi are serving as co-chairs.

Mr. Wetzel reported that the Pathways Breakfast was being transformed into a celebratory dinner and is scheduled for November 1, 2012 at Vie, the new banquet hall located at Broad and Green Streets.

(5) Report of the President

(5a) State Meetings

Dr. Curtis reported that he had met with State Secretary of Education, Ron Tomalis on March 5, 2012 regarding the proposal from Community College of Philadelphia, Bucks County Community College, Delaware County Community College, and Montgomery County Community College to offer baccalaureate degrees in a limited number of programs.

(5b) National Meetings

Dr. Curtis reported that the League for Innovation National Conference took place in Philadelphia on March 4-6, 2012. He stated that the College was one of three host colleges for the conference. Dr. Curtis thanked Dr. Hirsch for all his work in connection with the League conference. He stated that the conference took place during the College's spring break and that over 50 employees volunteered their services and attended the conference. Dr. Curtis also thanked Ms. Bauer and her staff for providing technology support for the conference.

(5c) Meetings with Legislators

Dr. Curtis reported that he is continuing to meet with legislators to advocate on behalf of the College. He stated that he had met with Councilwoman Jannie Blackwell on March 13; Mr. David E. Forde, Chief of Staff to Councilwoman Blondell Reynolds Brown on March 14; Councilman Bill Green on March 15; and Senator Christine Tartaglione on March 16, 2012.

(5d) On-Campus Events

Dr. Curtis reported that the annual Lindback Lecture took place on March 22, 2012. Mr. Brian Seymour, assistant professor, Art, and the 2011 Christian R. and Mary F. Lindback Distinguished Teaching Award winner, lectured on "Asking Questions: Constructing Understanding in the Humanities." Dr. Curtis stated that Mr. Seymour's comments were outstanding, and that the lecture is one of the highlights of spring activities at the College.

Dr. Curtis reported that the opening reception for the Student Art Exhibition is scheduled today from 4:00 – 6:00 p.m. in the Mint Building Rotunda. He stated that the exhibition will run from April 2-27, 2012.

(6) New Business

There was no new business discussed.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, May 3, 2012 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:45 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, April 5, 2012 – 3:00 p.m.
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Ms. Fernandez, presiding; Mr. Bergheiser, Ms. Hernández-Vélez, Ms. Holland, Mr. Honickman, Mr. Lassiter, Mr. Wetzel, Dr. Curtis, Ms. Bauer, Ms. Brown-Sow, Mr. Brown, Ms. DiGregorio, Ms. Garfinkle-Weitz, Dr. Gay, Dr. Hawk, Dr. Hirsch, and Ms. Ray

(1) Executive Session

The Executive Session was devoted to a discussion of collective bargaining.

(2) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions of the Joint Meeting of March 1, 2012
- (b) Gifts and Grants
- (c) Promotions

(3) Report of the Chair

(3a) Pennsylvania Commission for Community Colleges Annual Meeting, April 2-3, 2012, Hershey, Pennsylvania

The Pennsylvania Commission for Community Colleges Annual Meeting took place in Hershey on April 2-3, 2012.

The All Pennsylvania Academic Team Banquet took place on Monday, April 2, and Lobby Day took place on April 3.

(3b) Nominating Committee for Board Officers

The following Board members were appointed to the Nominating Committee for Board Officers: Ms. Hernández Vélez, chair; Mr. Lassiter, Mr. Wetzel, and Ms. Holland.

(3c) Year-End Activities

The following Board members will represent the Board at the following events:

Ms. Holland will represent the Board at the Retirees Reception scheduled for Thursday, April 19, 2012 at 4:00 p.m. in the Pavilion Cube;

Ms. Fernandez will represent the Board at the Northeast Regional Center Breakfast on Tuesday, May 1, 2012 at 8:00 a.m.;

Mr. Lassiter will attend the Northwest Regional Center Breakfast on Wednesday, May 2, 2012 at 8:00 a.m.; and

Representative Roebuck will attend the West Regional Center Breakfast on May 3, 2012 at 8:00 a.m.;

Ms. Holland will represent the Board at the College Honors Tea on Wednesday, May 2, 2012 at 4:00 p.m. in the Rotunda;

Ms. Hernández-Vélez will attend the Nurses Pinning Ceremony on Friday May 4, 2012 at 10:00 a.m. in the Gymnasium;

Ms. Hernández-Vélez will attend the Academic Awards and Reception on Friday, May 4, 2012, at 6:00 p.m. in the Large Auditorium; and

Ms. Fernandez will attend the Classified/Confidential Luncheon on Wednesday, May 9, 2012 at 12:00 noon in the Great Hall.

(3d) Foundation Reception

The Board was reminded of a reception immediately following the Board meeting for Sandra and Burton Klein to officially name the Sandra E. Klein Cube and recognize the Kleins for their generosity.

(3e) Student Outcomes Presentation

Ms. Holland presented an overview of student outcomes trends at the College.

(4) Foundation Report

The Kresge Foundation Challenge grant has been met. Staff are preparing the final report to receive the \$1.2 million in support of the Expanding Possibilities Campaign.

The following gifts were received during the month of March:

- \$250,000 from Hershey to name the Culinary Arts Center;

- \$100,000 from Anne and Andrew Abel to support scholarships and awards for students in the Creative Writing Program; and
- \$50,000 from the Kal and Lucille Rudman Foundation to create the Kal and Lucille Rudman Multi-Media Project.

The Foundation Board's next meeting is scheduled for May 10, 2012. The meeting will be immediately followed by the Foundation Scholars Reception, from 5:30 – 7:30 p.m.

The Foundation's 2012 Golf Tournament will be held on July 30, 2012 at Commonwealth National Gold Club in Horsham.

The Pathways Breakfast was being transformed into a celebratory dinner and is scheduled for November 1, 2012 at Vie, the new banquet hall located at Broad and Green Streets.

(5) Report of the President

(5a) State Meetings

Dr. Curtis met with State Secretary of Education, Ron Tomalis on March 5, 2012.

(5b) National Meetings

The League for Innovation National Conference took place in Philadelphia on March 4-6, 2012.

(5c) Meetings with Legislators

Dr. Curtis reported that he is continuing to meet with legislators to advocate on behalf of the College. During the month of March, he met with Councilwoman Jannie Blackwell on March 13; Mr. David E. Forde, chief of staff to Councilwoman Blondell Reynolds Brown on March 14; Councilman Bill Green on March 15; and Senator Christine Tartaglione on March 16, 2012.

(5d) On-Campus Events

The Annual Lindback Lecture took place on March 22, 2012.

The opening reception for the Student Art Exhibition is scheduled today from 4:00 – 6:00 p.m. in the Mint Building Rotunda.

(6) New Business

There was no new business discussed.

(7) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, May 3, 2012 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:45 p.m.

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
for the May 2012 Meeting of the Board of Trustees

GRANTS

	Prior Balance	Current Month	Year-to-Date	Grant Goal
Total Grant Dollars	\$26,132,028	\$25,469	\$26,157,497	\$7,000,000
Total Number of Grants	30	1	31	

Summary by Grant Type:

	Prior Balance	Current Month	Year-to-Date
Government/Public Grants			
Federal	\$23,710,782	\$25,469	\$23,736,251
State	\$1,244,811		\$1,244,811
Local	\$240,136	---	\$240,136
Private Grants			
Corporation	---	---	---
Foundation	\$936,299		\$936,299
Grant Total	\$26,132,028	\$25,469	\$26,157,497

GIFTS

Summary by Gift Type:

Gifts to the Foundation (\$5,000+)	Name	Amount	Purpose
Gifts In-Kind			
	Helen Williams Drutt English	\$5,000	Support for poetry reading (Kay Ryan)

**COMMUNITY COLLEGE OF PHILADELPHIA
Office of Institutional Advancement
Monthly Summary of Grants and Gifts
May 2012**

Federal Grant

The U.S. Department of Transportation (subcontracted through the School District of Philadelphia) has funded the Garrett Morgan - Transportation Dual Enrollment grant for \$25,469. This partnership with the School District of Philadelphia (SDP) will support two automotive technology courses provided at SDP high schools for seniors in the automotive programs.

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, April 18, 2012 - 9:00 A.M.**

AGENDA – PUBLIC SESSION

Present: Mr. Jeremiah White, Jr. (Chair), presiding; Ms. Varsovia Fernandez, Mr. Willie Johnson, Mr. Gil Wetzell, Dr. Stephen M. Curtis, Dr. Thomas R. Hawk, Ms. Jody Bauer, Dr. Samuel Hirsch, Mr. Gim Lim, Mr. Gary Bixby, and Mr. James P. Spiewak

(1) Tuition and Credit Card Payment Convenience Fee Recommendation for the 2012-13 Year (Action Item):

Discussion: Financial planning for the 2012-13 fiscal year began with a revenue to expense gap of \$8.346 million. This will be addressed through a combination of revenue increases and expense reduction strategies. The \$8.346 million gap is created by several factors: projected salary and fringe benefit costs for the 2012-13 year based upon the College's best and final contract offer to the Faculty Federation; a projected decrease in State funding equal to \$1.2 million; no increase in City funding; and a projected 4 percent decrease in credit student enrollments. The projected enrollment decline reflects the expected impacts of the growing restriction on Pell funding, as well as improved the economic opportunities in the workforce.

The Committee discussed the circumstances which led to the changing Pell opportunities for students. Dr. Hirsch explained that the Pell-eligibility changes had been embedded in other legislation during the past year associated with Federal expenditures. The goal, both at the Federal legislative and executive level, is not to change the maximum Pell award amount from the current year. It is intended to remain at \$5,550. However, access to the aid dollars is being limited in a variety of ways to reduce the Federal expenditure level on the Pell program. The option for a second Pell award in one year, which provided funding for summer school enrollment in the last fiscal year, has been eliminated. This appears to be one of the reasons why CCP's summer school enrollments for 2012 are trending slightly below the levels that were achieved in 2011. In addition, student progress requirements have been tightened meaning that students are allowed a shorter period of time to complete developmental education coursework, and less time to complete a degree prior to the elimination of Pell eligibility. Each of the various changes that are being made to Pell regulations are impacting on groups of students with an overall impact that is estimated to result in over 1,000 CCP students losing Pell eligibility in the next fiscal year.

To achieve a viable 2012-13 budget, a combination of expense reductions, revenue enhancements, and use of carry-over funds will be required. A comprehensive 2012-13 budget will be presented to the Business Affairs Committee at the May 23, 2012 meeting. In order to complete the budget plan for the 2012-13 year, the Board must approve tuition and fee charges for the year. The following schedule provides a summary of the proposed plan to address the \$8.346 million revenue gap initially projected for the 2012-13 year:

Base Budget Expense Reductions	\$2,350,000
Tuition Increase	3,571,000
Fee Increases	430,000
Initially Projected Use of Carry-over Funds from Prior Fiscal Years	<u>1,995,000</u>
Total Required Revenue and Expense Change	\$8,346,000

Dr. Curtis noted that the revenue gap being experienced for the 2012-13 year was not different from that which staff was required to deal with in any budget year except for the fact that the size of the gap is greater. The larger gap is due to several factors including the reduction in State funding, and the fact that the 2011-12 fiscal year budget is not balanced. The shortfall in funding from 2011-12 represents continuing expenditures that will again need to be funded from 2012-13 revenues.

The Committee discussed several of the strategies which staff have used to reduce expenditures in the base budget. Dr. Hawk noted that care had been taken to avoid budget reductions in areas which would impact on student persistence and educational outcomes. Where possible, vacant administrative and support staff positions will not be filled. A careful look was made to identify times where services offered by the College were not well utilized and could be scaled back to reduce budget expenditures. The most significant example of this is the decision to not offer classes and services on Friday nights and Saturdays at the Main Campus. Classes and related services previously offered at the Main Campus on the weekend will now be offered at the three Regional Centers. Staff undertook an analysis of the residential patterns of students who are attending Main Campus weekend classes and determined that the vast majority of those students actually live closer to a Regional Center than they do to the Main Campus. Classes previously offered on Saturday were rescheduled to the Regional Centers with the expectation that the great majority of students will be willing to attend at those locations rather than the Main Campus. The CBI buildings will remain open on Saturdays to support Corporate Solutions programs. Staff acknowledged that there are some limited enrollment and programmatic risks associated with this decision, and that the impact of the relocation of the Saturday classes to the Regional Centers will be analyzed carefully to see whether this approach to Saturday classes should be continued in subsequent fiscal years. The decision to close on Friday night will have very little impact on students because the number of enrollments on Friday night was very light. Dr. Curtis emphasized that all decision making being undertaken with respect to the 2012-13 budget was data based, i.e., informed by essential information about its possible impact on students. He also emphasized that in the context of the diminished public support to the College, it cannot be "business as usual" for the College going forward.

The Committee discussed the longer-term implications of the College's evolving financial support patterns. Ms. Fernandez emphasized the importance of being conservative in the College's financial assumptions. Mr. Wetzel stated that he believed that funding from City and State sources will only continue to decline over time. He stated that he was concerned that many smaller colleges around the country will be forced to merge in order to survive as resource opportunities continue to dwindle. Mr. White talked about the importance of finding alternative revenue sources to offset the diminishment of City and State funding. For example, private fundraising and the role of the Foundation should continue to grow in importance for the

College as a source of support. Dr. Curtis noted that the Foundation was relatively new and too small in scale at the moment to provide significant ongoing operating support for the College. However, the Foundation has already helped the College in two important ways: (1) annually providing a large number of scholarships to help students deal with the rising tuition charges by the College; and (2) through the Capital Campaign, provided direct financial support for the construction projects which has meant that the College has been required to use fewer City dollars to pay for the recent capital projects.

Staff talked about other strategies that are in place to support revenue growth. These include: a College-wide emphasis on retention of students which means that current students are now staying longer at the College and generating more revenues than was the case in the past with lower retention rates; a significant increase in distance learning enrollments; increased enrollments at the Regional Centers based upon the expansion which occurred at both the West and the Northeast Regional Centers; and a planned effort to increase international student enrollments. Dr. Curtis noted that these efforts help to explain why CCP's enrollment levels have not experienced the large drops that have occurred elsewhere in the State.

The Committee discussed the fact that, in general, there is a need to identify and invest institutional resources in areas where the greatest return on investment can occur, i.e., in those areas which will have the greatest potential to increase student enrollment, new revenue opportunities, and/or create operating efficiencies for the College.

Recommended Tuition Increase

The recommended tuition increase for 2012-13 is 10 dollars per credit. This represents a 5.6 percent increase over the 2011-12 average tuition and fee charge per credit of \$177.15. Figure 1 provides a 19-year history of tuition and fee increases at the College. Figures 4 and 5 provide tuition and fee information on area four-year universities and other Pennsylvania community colleges. Figure 4 demonstrates the gap between the College's and area four-year universities' tuition charges continues to widen.

Virtually all CCP students have access to one or more opportunities to assist them in the payment of the College's tuition and fee charges. The majority of the College's students are eligible for Federal and State financial aid programs. Middle-income family students are eligible for the American Educational Opportunity Tax Credits for educational expenditures. Figures 2A through 3B show the 2012-13 net cost impact for students receiving aid or the education tax credit. Staff emphasized that a key role for the Financial Aid staff was trying to ensure that all students develop a full understanding of all options which exist to help them pay for their CCP education.

New Credit Card Payment Convenience Fee

Dr. Hawk explained that the College currently accepts Master Card, Visa, Discover and American Express credit cards. Of these cards, Visa is used in about 50 percent of the payments. As is standard practice in the industry, the credit card companies retain approximately 2.4 percent of payments made by credit cards resulting in reduced student revenues of approximately \$300,000 each year for the College.

Nationally, a majority of colleges and universities have responded to this issue of lost revenue by charging a credit card payment fee. Staff have proposed a \$12 Credit Card Payment Convenience Fee for credit card payments made as of July 1, 2012. This fee will generate an amount equal to the currently lost revenues of \$300,000. The fee will apply only to tuition and fee payments. Purchases made in food service, bookstore or parking will not be subject to the fee.

As a preliminary step to mitigate the potential impact on students by this charge, in spring 2012 the College introduced the capacity for students to make ACH (Automated Clearing House) payments to the College. The ACH payment mechanism is available at no cost to either the student or the College. Students who prefer not to pay the Credit Card Payment Convenience Fee can elect this payment mechanism. Either approach, using the ACH payment mechanism or paying the \$12 Credit Card Payment Convenience Fee, will have the same positive financial impact on the College and contribute to the \$300,000 positive budget impact.

Action: Mr. Wetzel moved and Mr. Johnson seconded the motion that the Committee recommend to the full Board that the tuition charge be increased by \$10 per credit from \$138 to \$148 effective for the fall, 2012 semester; and that a \$12 Credit Card Payment Convenience Fee be implemented for all credit card payments made July 1, 2012 and thereafter. The motion passed unanimously.

(2) Proposed New Student Processing Fee (Action Item):

Discussion: The College currently charges students three one-time fees: Application Fee - \$20; ID Card Fee - \$10; and Graduation Fee - \$30. Staff recommended the elimination of these three fees and the introduction of a new fee, New Student Processing Fee, with a value of \$60. Students will pay this fee only once at the time they first enroll in credit courses.

The purposes for this fee change are tied directly to the College's enrollment management goals. For some students, paying the Application Fee represents a barrier to applying to the College. It is an upfront, out-of-pocket expense not covered by financial aid. Administratively, the application fee waiver process for low-income students is a time-consuming task for the Admissions Office staff. Technically, the Application Fee is difficult to manage in the Banner Admissions system. The current Graduation Fee is charged at the time the student is planning to graduate. Some students, who are planning to transfer, elect not to pay the Graduation Fee and therefore do not officially graduate. In addition, there is significant staff time involved in the collection and recording of the Graduation Fee. Similarly, the separate management of the collection of the ID Card Fee makes demands on staff resources. The proposed fee consolidation will increase the efficiency of the College's administrative procedures, will eliminate one potential barrier to applying to the College, and is expected to enable the College to increase the number of annual graduates from the College.

Dr. Hirsch explained that as part of the College's Enrollment Management Plan, all barriers to student entry and success at the institution are being systematically examined and, where possible, barriers eliminated which could potentially prevent students from persisting at the College. Staff are implementing a comprehensive graduation monitoring process where students will be carefully assessed for progress at critical credit hour completion points in their academic career at the institution, and will be guided by staff to develop effective strategies to

make progress toward completion of their educational goals. Agenda item #3, the acquisition of DegreeWorks, is a key tool that will be utilized in working toward the achievement of this part of the enrollment management efforts.

The estimated financial impact of this fee change will be to increase student revenues by approximately \$130,000. The new revenues will be partially allocated toward costs used to pay for commencement, and the remainder will be used as general revenues to support College operations.

Action: Mr. Johnson moved and Mr. Wetzel seconded the motion that the Committee recommend to the full Board that staff be authorized to implement a New Student Processing Fee with a value of \$60 and eliminate the Application, ID and Graduation fees effective for students entering in the fall, 2012 semester. The motion passed unanimously.

(3) Implementation of DegreeWorks Software - \$67,800 (Action Item):

Discussion: Ms. Bauer explained that a key goal in the Academic Program Assessment and Enrollment Management Plans was to provide students with on-line degree progress information. This has been a desired direction for the College since the initial implementation of the Banner Student System. Currently, the Banner CAPP (Curriculum Advising Program Planning) module does not have the functionality and information deemed essential by College staff to support student degree planning. To address this issue, staff are recommending the purchase of a new software tool, DegreeWorks, at a one-time cost of \$67,800. DegreeWorks will provide self-service functionality to students for monitoring their academic progress, and support students' degree-completion planning with a real-time, on-line tool. Students and their advisors will be able to review past, present, and future academic coursework in order to evaluate which degree requirements are complete and which degree requirements are remaining. Wrong course selections by students should be greatly reduced. This will reduce the average time that students take to graduate, and help students avoid using their limited financial aid dollars inappropriately.

Dr. Hirsch noted that the DegreeWorks software will benefit the institution in many ways. Every year, well over 2,000 students have accumulated significantly greater numbers of credits than the 60 required for graduation but are far from completing all of the institutional graduation requirements. Effective use of DegreeWorks software by students and their advisors will ensure that students do not accumulate credits that are unnecessary to achieving their educational goals. It will become a key tool for guiding students into the right courses throughout their studies, facilitate student course selection planning, and help to ensure that opportunities to take required courses are not missed.

Action: Mr. Wetzel moved and Mr. Johnson seconded the motion that the Committee recommend to the full Board that the College be authorized to purchase DegreeWorks at a cost of \$67,800. Funding for this software purchase is available within the 2011-12 capital budget. The motion passed unanimously.

(4) Additional Capital Cost for Oracle Enterprise-level License Agreement - \$106,020 and Increased Annual Oracle Software Lease - \$23,324 (Action Item):

Discussion: Ms. Bauer explained that the College was recently required to “true-up” the Oracle Campus Enterprise-level License agreement. This license agreement is required for the College to utilize the Oracle database which underpins the Banner ERP systems. The “true-up” process involved providing Oracle with the fall 2011 headcount for full- and part-time students, faculty and staff. The current headcount of students and staff is 21,063. This exceeds the headcount on the original Campus Agreement, 18,892. As a result, the College is out of compliance with the Oracle Campus Agreement. The increase in headcount requires an additional one-time licensing fee of \$106,020. In addition, the College will incur an additional software lease cost of \$23,324. The software support lease cost of \$23,324 will be an annually-reoccurring cost.

Action: Mr. Johnson moved and Mr. Wetzel seconded the motion that the Committee recommend to the full Board approval of the one-time \$106,020 capital expense for the expanded Oracle Enterprise-level license agreement and approval of a \$23,324 increase in the College’s 2011-12 software support lease. Funding for this expenditure is available in the 2011-12 capital budget. The motion passed unanimously.

(5) Construction Projects Update (Information Item):

Mr. Bixby summarized progress to date on current construction projects. The next major step in the Bonnell ground-floor renovation project is the relocation of the enrollment services and bursar functions from their current locations at the southern end of the Bonnell building to their new space at the northern end of the Bonnell Building. This will free up space for the final phase of the Bonnell project which includes newly built space for the assessment, advising and counseling functions. This phase of the project is expected to be completed for the fall 2012 term. Except for campus security offices, all other components of the Mint project are now largely complete and office staffs have moved into their new offices. LEED certification for the NERC expansion and Pavilion Building is in the final stages with gold level certification for both buildings now probable. Mr. Bixby noted that the 10G fiber project approved by the Board earlier in the year was now complete. This has important implications for the enhanced use of technology in the future.

Mr. Bixby noted that a major goal for the Main Campus project was just achieved through agreements reached with the Philadelphia Streets Department. Parking on both sides of 17th Street between the Winnet Building entry and Spring Garden Street will be eliminated. Seventeenth Street will be reduced to one lane with traffic-calming measures. A well-identified crosswalk will permit safe crossing of 17th Street between the major campus buildings. The 17th and Spring Garden Streets bus stop will be relocated to eliminate a long-standing traffic jam issue on Spring Garden Street. The reduced width of 17th Street will enable the College to implement additional storm water management strategies; and, as a result, the Water Department has agreed to provide financial support for the College’s landscape project. The 17th Street no-parking provisions will be put in place in the near future; however, the remaining components of the landscape project will not be completed until the fall.

Mr. Bixby provided an update on minority and women business owner participation in the Main Campus construction projects. He stated that, while final numbers were not yet available, there was growing confidence that the original participation goals would be exceeded.

Staff and the Committee discussed the range of strategies that were being pursued to continue to increase minority and women participation percentages in all aspects of the College's procurement activities.

(6) Next Meeting:

The next meeting date of the Committee is scheduled for **Wednesday, May 23, 2012 at 9:00 A.M.** in the College's Isadore A. Shrager Boardroom, M2-1. At that time, the proposed 2012-13 College Budget will be presented to the Committee.

TRH/Im
Attachments
BAC\0412MINS.DOC

ATTACHMENT A

BACKGROUND INFORMATION FOR THE 2012-13 TUITION AND FEE PROPOSAL

FIGURE 1
Community College of Philadelphia
Tuition and Fee Charges History

Year	Per Credit Tuition	Per Credit General Fee	Per Credit Technology Fee	Average Course Fee per Credit*	Average Total Cost per Credit	Average Dollar Increase	Percent Increase	Average Full-time Tuition and Fees per Academic Year
1994-95	61	3		0	64			1,524
1995-96	66	3		0	69	5	7.9%	1,644
1996-97	69	3	3	0	75	6	8.8%	1,788
1997-98	69	3	3	0	75	1	0.7%	1,800
1998-99	72	3	4	0	79	4	5.3%	1,896
1999-00	74	3	6	0	83	4	5.1%	1,992
2000-01	76	3	6	0	85	2	2.4%	2,040
2001-02	79	3	6	0	88	3	3.5%	2,112
2002-03	83	3	10	0	96	8	9.1%	2,304
2003-04	87	3	14	0	104	8	8.3%	2,496
2004-05	97	4	18	5.25	124.25	20.25	19.5%	2,982
2005-06	104	4	22	6.26	136.26	12.01	9.7%	3,270
2006-07	112	4	26	6.48	148.48	12.22	9.0%	3,564
2007-08	115	4	28	6.65	153.65	5.17	3.5%	3,688
2008-09	115	4	28	6.53	153.53	-0.12	-0.1%	3,685
2009-10	122	4	28	6.39	160.39	6.86	4.5%	3,849
2010-11	128	4	28	6.31	166.31	5.92	3.7%	3,991
2011-12	138	4	28	7.15	177.15	10.84	6.5%	4,252
2012-13	148	4	28	7.15	187.15	10.00	5.6%	4,492

* Course fees, where charged, currently range from 75 to 300 dollars per course.

FIGURE 2A
IMPACT OF PROPOSED TUITION INCREASE
ON STUDENTS RECEIVING PELL GRANTS
(For Students Not Selecting Courses
Requiring Payment of a Course Fee)

The maximum Pell award for the 2012-13 award year is \$5,550. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$148 per credit for tuition, \$28 per credit for the Technology Fee, and \$4 per credit for the General College Fee.

2011-2012 YEAR⁽¹⁾		2012-2013 YEAR⁽¹⁾	
Max Pell - 12 Credits	\$2,775	Max Pell - 12 Credits	\$2,775
Tuition/Fees	\$2,040	Tuition/Fees	\$2,160
Balance Check Per Term	\$ 735	Balance Check Per Term	\$615
Max Pell - 9 Credits	\$2,081	Max Pell - 9 Credits	\$2,081
Tuition/Fees	\$1,530	Tuition/Fees	\$1,620
Balance Check Per Term	\$ 551	Balance Check Per Term	\$461
Max Pell - 6 Credits	\$1,388	Max Pell - 6 Credits	\$1,388
Tuition/Fees	\$1,020	Tuition/Fees	\$1,080
Balance Check Per Term	\$ 368	Balance Check Per Term	\$308
Max Pell - 3 Credits	\$ 694	Max Pell - 3 Credits	\$694
Tuition/Fees	\$ 510	Tuition/Fees	\$540
Balance Check Per Term	\$ 184	Balance Check Per Term	\$154

(1) Includes tuition, technology fee, and general College fee.

Note: This chart does not consider the impact of other forms of student aid such as PHEAA grants, SEOG, private scholarships, and employer-paid tuition and fees.

FIGURE 2B
IMPACT OF PROPOSED TUITION INCREASE
ON STUDENTS RECEIVING PELL GRANTS
(Typical Pattern for Students Selecting
Courses with Fees)

The maximum Pell award for the 2012-13 award year is \$5,550. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$148 per credit for tuition, \$28 per credit for the Technology Fee, and \$4 per credit for the General College Fee. The calculation for this table includes the assumption that the student pays one or two course fees.

2011-2012 YEAR⁽¹⁾		2012-2013 YEAR⁽¹⁾	
Max Pell – 12 Credits	\$2,775	Max Pell – 12 Credits	\$2,775
Tuition/Fees (Two Course Fees: \$150, \$75)	\$2,265	Tuition/Fees (Two Course Fees: \$150, \$75)	\$2,385
Balance Check Per Term	\$ 510	Balance Check Per Term	\$ 390
Max Pell - 9 Credits	\$2,081	Max Pell - 9 Credits	\$2,081
Tuition/Fees (Two Course Fees: \$150, \$75)	\$1,755	Tuition/Fees (Two Course Fees: \$150, \$75)	\$1,845
Balance Check Per Term	\$ 326	Balance Check Per Term	\$ 236
Max Pell - 6 Credits	\$1,388	Max Pell - 6 Credits	\$1,388
Tuition/Fees (One Course Fee: \$75)	\$1,095	Tuition/Fees (One Course Fee: \$75)	\$1,155
Balance Check Per Term	\$ 293	Balance Check Per Term	\$ 233
Max Pell - 3 Credits	\$ 694	Max Pell - 3 Credits	\$ 694
Tuition/Fees (One Course Fee: \$75)	\$ 585	Tuition/Fees (One Course Fee: \$75)	\$ 615
Balance Check Per Term	\$ 109	Balance Check Per Term	\$ 79

(1) Includes tuition, technology fee, general College fee, and representative course fees.

Note: This chart does not consider the impact of other forms of student aid such as PHEAA grants, SEOG, private scholarships, and employer-paid tuition and fees.

FIGURE 3A
IMPACT OF TUITION INCREASE
ON DEPENDENT AND WORKING STUDENTS
ELIGIBLE FOR THE AMERICAN OPPORTUNITY TAX CREDIT⁽³⁾
(For Students Not Selecting Courses
Requiring Payment of a Course Fee)

Category	2011-12 Tuition and Fees⁽¹⁾	2011-12 Cost After Tax Credit⁽³⁾	Proposed 2012-13 Tuition and Fees⁽²⁾	2012-13 Cost After tax Credit⁽³⁾	Net Increase 2011-12 to 2012-13
Part-Time Student (3 Credits)	\$510	\$510	\$540	\$540	\$30
Part-Time Student (6 Credits)	\$1,020	0	\$1,080	0	0
Part-Time Student (9 Credits)	\$1,530	0	\$1,620	0	0
Full-Time Student (12 Credits)	\$2,040	\$30	\$2,160	\$120	\$90
Full-Time Student (Enrolled for 24 Credits)	\$4,080	\$1,580	\$4,320	\$1,740	\$160

(1) Includes the following fees: Tuition \$138 per credit; General College Fee, \$4 per credit; and Technology Fee, \$28 per credit.

(2) Includes the following charges: Tuition \$148 per credit; General College Fee, \$4 per credit; and Technology Fee, \$28 per credit.

(3) The American Opportunity Tax Credit covers 100% of the first \$2,000 of eligible expenditures and 25% of the second \$2,000 for any student enrolled half time in at least one semester.

In addition to tuition and fees, the tax credit can be applied toward the cost of textbooks and course materials. There is also a direct federal payment of up to 40 percent of the American Opportunity Tax Credit amount to low-income students paying tuition and fees who do not have a federal tax liability for the year.

FIGURE 3B
IMPACT OF TUITION INCREASE
ON DEPENDENT AND WORKING STUDENTS
ELIGIBLE FOR THE AMERICAN OPPORTUNITY TAX CREDIT⁽³⁾
(Sample Pattern for Students Selecting Courses with Course Fees)

Category	2011-12 Tuition and Fees⁽¹⁾	2011-12 Cost After Tax Credit⁽³⁾	Proposed 2012-13 Tuition and Fees⁽²⁾	2012-13 Cost After tax Credit⁽³⁾	Net Increase 2011-12 to 2012-13
Part-Time Student (3 Credits) (One Course Fee: \$75)	\$585	\$585	\$615	\$615	\$30
Part-Time Student (6 Credits) (One Course Fee: \$75)	\$1,095	0	\$1,155	0	0
Part-Time Student (9 Credits) (Two Course Fees: \$150, \$75)	\$1,755	0	\$1,845	0	0
Full-Time Student (12 Credits) (Two Course Fees: \$150, \$75)	\$2,265	\$198.75	\$2,385	\$288.75	\$90
Full-Time Student (Enrolled for 24 Credits) (Four Course Fees: Two at \$150, Two at \$75+)	\$4,530	\$1,897.50	\$4,770	\$2,077.50	\$180

(1) Includes the following fees: Tuition \$138 per credit; General College Fee, \$4 per credit; Technology Fee, \$28 per credit; and course fees of \$75 and \$150.

(2) Includes the following charges: Tuition \$148 per credit; General College Fee, \$4 per credit; Technology Fee, \$28 per credit; and course fees of \$75 and \$150.

(3) The American Opportunity Tax Credit covers 100% of the first \$2,000 of eligible expenditures and 25% of the second \$2,000 for any student enrolled half time in at least one semester.

In addition to tuition and fees, the tax credit can be applied toward the cost of textbooks and course materials. There is also a direct federal payment of up to 40 percent of the American Opportunity Tax Credit amount to low- income students paying tuition and fees who do not have a federal tax liability for the year.

FIGURE 4**TUITION AND FEES AT AREA
COLLEGES AND UNIVERSITIES**

COLLEGE	TUITION AND FEES			2011-12	2011-12
	2009-10	2010-11	2011-12	\$ CHANGE	% CHANGE
LA SALLE	\$32,700	\$33,700	\$35,240	\$1,540	4.6%
DREXEL	\$31,865	\$33,005	\$34,405	\$1,400	4.2%
ARCADIA	\$31,260	\$32,720	\$34,150	\$1,430	4.4%
CABRINI	\$31,030	\$32,084	\$33,176	\$1,092	3.4%
ROSEMONT	\$25,000	\$27,450	\$29,050	\$1,600	5.8%
EASTERN	\$23,820	\$24,600	\$25,850	\$1,250	5.1%
HOLY FAMILY	\$22,460	\$23,520	\$24,640	\$1,120	4.8%
TEMPLE	\$11,764	\$12,424	\$13,596	\$1,172	9.4%
WEST CHESTER	\$7,211	\$7,680	\$8,274	\$594	7.7%
CHEYNEY	\$7,360	\$7,836	\$8,404	\$568	7.2%
COMMUNITY COLLEGE OF PHILADELPHIA (based on 24 credits)	\$3,696	\$3,840	\$4,080	\$240	6.3%

Source: <http://chronicle.com/premium/stats/tuition/results.php>
Chronicle of Higher Education, April 10, 2012

FIGURE 5
PENNSYLVANIA COMMUNITY COLLEGES'
2011-12 TUITION AND FEES

		Allegheny	Beaver	Bucks	Butler	Delaware	Harrisburg	Lehigh Carbon	Luzerne	Montgomery	Northampton	PA Highlands	Philadelphia	Reading	Westmoreland
Per Credit Fees															
Tuition	Sponsored	95.50	95.00	111.00	88.00	101.00	136.50	91.00	84.00	103.00	82.00	96.00	138.00	91.00	80.00
	Non-Sponsored	191.00	190.00	222.00	176.00	202.00	189.00	182.00	168.00	206.00	164.00	192.00	276.00	182.00	160.00
	Out-of-State	286.50	285.00	333.00	264.00	303.00	283.50	273.00	252.00	309.00	246.00	288.00	414.00	273.00	240.00
	Other						30.00	136.50			139.00	168.00			
Universal	Capital - Non-Sponsored	6.50	20.00	10.00		3.00	5.00	9.00	11.00	10.00	54.00	14.00	10.00	2.00	6.00
	Capital - Out-of-State	6.50	40.00	20.00		6.00	10.00	18.00	21.00	20.00	93.00	14.00	20.00	2.00	6.00
	Capital - Other							9.00			19.00	6.00			
	Technology	12.00	16.00	30.00		35.00	15.00	12.00	8.00	15.00	16.00		28.00	24.00	11.00
	Activity	4.20		3-12		2.00	3.50	5.00		3.00			4.00	3.00	3.00
	College/Comprehensive/ General		11.00		18.00		10.00		13.00	4.00	16.00	35.00		19.00	3.00
	Student Services/Academic	2.00			4.00										
International Student					35.00									35.00	
Academic	Credit by Exam					123-315	68.25			51.50	41.00				
	Distance Learning				15.00										10.00
	Laboratory		10.00								15-80				
	Experiential Learning Health Careers Course Fee	20.00					68.25			103-309					
Full-Time Fees															
Tuition	Sponsored		1,425.00		1,320.00			1,365.00	1,260.00			1,450.00		1,365.00	1,200.00
	Non-Sponsored		2,850.00		2,640.00			2,730.00	2,520.00			2,900.00		2,730.00	2,400.00
	Out-of-State		4,275.00		3,960.00			4,095.00	3,780.00			4,350.00		4,095.00	3,600.00
	Other							2,047.50				2,550.00			
Universal	Capital - Non-Sponsored	78.00						135.00	165.00			210.00		30.00	
	Capital - Out-of-State	78.00						270.00	315.00					30.00	
	Capital - Other							135.00				90.00			
	Technology							180.00	120.00					360.00	
	Activity	50.40						75.00						45.00	
College/Comprehensive/ General								195.00			540.00		285.00		

FIGURE 5

PENNSYLVANIA COMMUNITY COLLEGES'

2011-12 TUITION AND FEES

		Allegheny	Beaver	Bucks	Butler	Delaware	Harrisburg	Lehigh Carbon	Luzerne	Montgomery	Northampton	PA Highlands	Philadelphia	Reading	Westmoreland
Fixed Fees															
Universal	Application			0.00	25.00	25.00	35.00			25.00	25.00	20.00	20.00		15.00
	College/Comprehensive/General			25.00											
Academic	Course Fees		50-900	10-450			10-800		10-185		10-606		75-300		
	Distance Learning	20.00							40.00				35.00	30.00	
	Laboratory	10.00			25.00						15-80	10-950		405.00	10-25
	Assessment							95.00						45.00	
	Credit by Exam	95.50	75.00	60-102	15.00								138.00	74.00	30.00
	Experiential Learning			60.00						103.00		30.00	138.00	22.00	75.00
	Independent Study						50.00								75.00
	ATI Testing Materials	98-128						45.00							
	Accident Insurance	4.16													
	Malpractice Insurance	7.70		15.00	20.00		25.00				10-70			23.00	
Other	ID Card												10.00		
	Replacement ID Card		10.00	3.00			5.00	5.00	5-20	10.00			10.00	5.00	5.00
	Replacement of Higher One Card				20.00		20.00				20.00				
	Registration Deposit		500.00 ¹						50.00						
	Admission Deposit										50-200				
	Matriculation Fee	25.00													
	Re-registration		25.00								10.00				
	Late Registration		25.00	25.00	25.00	20.00		5.00	15.00	10.00		50.00	30.00		
	Schedule Revision		5.00						10.00						
	Drop Fee							5.00				5.00			
	Withdrawal Fee								15.00						
	Transcript	4.00	5.00	2.00	4.00		3.00		5.00	5.00	6-33		3.00	3.00	
	Graduation	20.00	25.00	20.00	40.00	25.00			50.00				30.00	40.00	20.00
	Processing Fee						5-20			2.00					
	Record Reproduction								25.00						
	Tuition Payment Plan	25.00	50.00	25.00		30.00	30.00	25.00	35.00	35.00	35.00		35.00	15.00	35.00
	Payment Plan Late Fee	15.00	100.00				15.00			25.00	25.00				
Late Payment								15.00							
Returned Check	25.00	25.00	25.00	20.00	25.00	20.00	25.00	25.00	25.00	25.00		25.00	25.00	25.00	
Check Stop Payment Fee	20.00						25.00								
¹ Air Traffic Control program															