Community College of Philadelphia

The Path to Possibilities™

MEETING OF THE BOARD OF TRUSTEES
Thursday, June 1, 2017 – 3:00 p.m.
Isadore A. Shrager Boardroom

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MEETING OF THE BOARD OF TRUSTEES
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Isadore A. Shrager Boardroom, M2-1

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(2)   Meeting Called to Order

(3)   Public Comment

(4)   Report of the Business Affairs Committee

    (a) Tuition Recommendation for 2017-18 Year   (A)
    (b) Proposed 2017-18 College Operating and Capital Budget   (A)
    (c) Resolution Approving 2% Salary Increase for Administrators
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        College's Cabinet) and Grant Administrators, and 2% Increase in
        Hourly Rate for Confidential Employees Effective July 1, 2017   (A)

(5)   Report of the Student Outcomes Committee

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    (a) Proceedings and Minutes of Decisions and Resolutions
        Meeting of May 4, 2017
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    (c) e-Commerce Billing and Payment Solutions
    (d) Managed Backup Services

(7)   Report of the Chair

(8)   Foundation Report

(9)   Report of the President

(10)   New Business

(11)   Next Meeting: Thursday, September 7, 2017 – 3:00 p.m.
                               Isadore A. Shrager Boardroom, M2-1

Future Committee Meetings:

Business Affairs:	Wednesday, June 21, 2017 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1
Student Outcomes:	Thursday, September 7, 2017 1:30 p.m. – M2-34
Audit Committee	Thursday, June 15, 2017 12:00 p.m. – Isadore A. Shrager Boardroom, M2-1

Upcoming Events

Foundation Annual Golf Classic	Monday, July 31, 2017 11:30 a.m. Manufacturer's Golf & Country Club 511 Dreshertown Road Fort Washington, PA
ACCT Leadership Congress	September 25-28, 2017 The Cosmopolitan Hotel Las Vegas, Nevada

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COMMUNITY COLLEGE OF PHILADELPHIA
Proceedings of the Meeting of the Board of Trustees
Thursday, May 4, 2017– 3:00 p.m.

Present: Mr. White, presiding; Mr. Bergheiser, Ms. Biemiller, Ms. Fulmore-Townsend, Mr. Herzog, Ms. Horstmann, Mr. Martz, Dr. Rényi, Representative Roebuck, Mr. Soileau, Judge Tsai, Dr. Generals, Ms. de Fries, Ms. Di Gregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1)   Executive Session

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

(2)   Meeting Called to Order

Mr. White called the meeting to order and welcomed guests.

(3)   Public Comment

Mr. White explained the process for Public Comment. He stated that Public Comment at Board of Trustees meetings is an opportunity for faculty, staff, students, and members of the community to give input to Trustees on the direction of the College. Mr. White stated that today there will be five individuals who will provide public comment. Each presenter will have three minutes to address the Board. The presenters were as follows:

Jane Jacobs	Faculty, Paralegal Studies
Carol Stein	Faculty, English
Vera Green	Housekeeping
Simone Zelitch	Faculty, English

One individual who requested public comment, Talar Kaloustein, did not appear. Ms. Jacobs, Ms. Stein, and Ms. Zelitch presented their concerns regarding contract negotiations and proposals. Ms. Green presented her concerns regarding wages and benefits.

Mr. White thanked the presenters for their thoughtful comments.

(4)   Report of the Business Affairs Committee

Ms. Biemiller stated that she had nothing to report on behalf of the Business Affairs Committee.

(5)   <u>Report of the Student Outcomes Committee</u>

Dr. Rényi reported that the Committee had discussed the Business/Business Administration Audit follow-up report. Among the updates was the significant advancement of merging the Business Administration and Business Programs into a single Business Program. The new program will begin in fall 2017. She stated that this work has been guided by the Guided Pathways model.

Dr. Rényi updated the Board on suggested topics for in-depth discussion by the Board. She stated that she was in the process of refining topics.   Dr. Rényi stated that the discussion of topics may be held at the June Board meeting.

Dr. Generals called attention to an article included in the Board folder from the *Chronicle of Higher Education* on the status of higher education in the State of Pennsylvania due to the drop in enrollment. He stated that the article could be a topic for discussion by the Board.

(6)   <u>Consent Agenda</u>

Mr. White presented the following Consent Agenda for Board approval:

- Proceedings and Minutes of Decisions and Resolutions
      Meeting of April 6, 2017
- Gifts and Grants

Judge Tsai moved, with Dr. Rényi seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(7)   <u>Report of the Chair</u>

(7a)   <u>President's Evaluation Committee</u>

Mr. White reported that he had appointed Mr. Bergheiser and Judge Tsai as members of the President's Evaluation Committee.

(7b)   <u>Commencement</u>

Mr. White reminded members of the Board regarding Commencement scheduled for Saturday, May 6, 2017 at 10:00 a.m. at Temple Liacouras Center. Mr. Marc Morial, President and Chief Executive Officer of the National Urban League, will be the speaker at Commencement.

(8)   <u>Foundation Report</u>

Mr. Murphy reported that the College had received the following public grants in addition to the grants outlined in the written report:

- School Reform Commission approved $1,040,000 per year for the next five years for Gateway to College for a total of $5.2 million;

- Pennsylvania Tech grant for $200,000 from the Pennsylvania Department of Labor and Industry to purchase equipment; and

- Private gift of $225,000 to support the expansion of the Single Stop Program at the Regional Centers.

(9)   Report of the President

Dr. Generals called attention to his memorandum in the Board folder regarding his activities during the month of April, and summarized the highlights.

(9a)   College Budget Hearing

Dr. Generals reminded members of the Board that the College's Budget Hearing before City Council is scheduled for Monday, May 8, 2017 at 1:00 p.m. in City Council Chambers, Room 400.

(9b)   American Association of Community Colleges
          Annual Convention, April 22-25, 2017

Dr. Generals reported that he had attended the American Association of Community Colleges Annual Convention. He stated that he had participated in a number of sessions at the meeting. Dr. Generals stated that the College's Guided Pathways work is getting national attention thanks to the work done by Dr. Hirsch and his staff.

(9c)   Federal Budget

Dr. Generals reported that the Federal government budget deal includes an expansion of Pell grant eligibility to include low-income students attending classes all year. He stated that this provision would be very beneficial to the College and students.

(9d)   Middle States Association

Dr. Generals reported that the College has received a letter from the Middle States Commission on Higher Education requesting an explanation of the College's graduation rates. He stated that this request may be laying the groundwork for making the reporting of graduation rates an accreditation requirement.

(9e)   Strategic Plan

Dr. Generals provided an overview of the year-long strategic planning process. He stated that all constituencies had opportunities to give input on the Plan. Dr. Generals stated that the Plan lays out the direction for the College.

After discussion, Mr. Herzog moved, with Dr. Rényi seconding, that the Board approve the *2017-2025 Strategic Plan*. The motion carried unanimously.

Dr. Generals stated that we will now move forward with the implementation of the Plan.

(9f)   <u>Year-end Events</u>

Dr. Generals thanked Ms. Hernández Vélez for representing the Board at the Retirees event on May 2, 2017.

(10)   <u>New Business</u>

There was no new business discussed.

(11)   <u>Next Meeting</u>

The next meeting of the Board of Trustees is scheduled for Thursday, June 1, 2017 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:15 p.m.

COMMUNITY COLLEGE OF PHILADELPHIA
Meeting of the Board of Trustees
Thursday, May 4, 2017– 3:00 p.m.
MINUTES OF DECISIONS OF DECISIONS AND RESOLUTIONS

Present: Mr. White, presiding; Mr. Bergheiser, Ms. Biemiller, Ms. Fulmore-Townsend, Mr. Herzog, Ms. Horstmann, Mr. Martz, Dr. Rényi, Representative Roebuck, Mr. Soileau, Judge Tsai, Dr. Generals, Ms. de Fries, Ms. Di Gregorio, Mr. Eapen, Dr. Gay, Dr. Hirsch, Ms. Hurst, Mr. Murphy, and Ms. Zellers

(1)   Executive Session

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

(2)   Meeting Called to Order

Mr. White called the meeting to order and welcomed guests.

(3)   Public Comment

The following members of the faculty and staff presented their concerns regarding contract negotiations and proposals as well as wages and benefits:

Jane Jacobs	Faculty, Paralegal Studies
Carol Stein	Faculty, English
Vera Green	Housekeeping
Simone Zelitch	Faculty, English

(4)   Report of the Business Affairs Committee

There was no report on behalf of the Business Affairs Committee.

(5)   Report of the Student Outcomes Committee

The Business/Business Administration Audit follow-up report was discussed.

An update on suggested topics for in-depth discussion by the Board was provided.

(6)   Consent Agenda

The Board approved the following Consent Agenda:

- Proceedings and Minutes of Decisions and Resolutions
    Meeting of April 6, 2017
- Gifts and Grants

(7)   Report of the Chair

(7a)   President's Evaluation Committee

Mr. Bergheiser and Judge Tsai were appointed as members of the President's Evaluation Committee.

(7b)   Commencement

Commencement was held Saturday, May 6, 2017 at the Temple Liacouras Center. Mr. Marc Morial, President and Chief Executive Officer of the National Urban League, was the speaker.

(8)   Foundation Report

The College received the following public grants in addition to the grants outlined in the written report:

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(9)   Report of the President

Dr. Generals called attention to his memorandum in the Board folder regarding his activities during the month of April, and summarized the highlights.

(9a)   College Budget Hearing

The College's Budget Hearing before City Council is scheduled for Monday, May 8, 2017.

(9b)   American Association of Community Colleges
        Annual Convention, April 22-25, 2017

The American Association of Community Colleges Annual Convention took place April 22-25, 2017.

(9c)   Federal Budget

The Federal government budget deal includes an expansion of Pell grant eligibility to include low-income students attending classes all year.

(9d)   Middle States Association

The College received a letter from the Middle States Commission on Higher Education requesting an explanation of the College's graduation rates.

(9e)   Strategic Plan

The Board approved the *2017-2025 Strategic Plan*.

(9f)   Year-end Events

Dr. Generals thanked Ms. Hernández Vélez for representing the Board at the Retirees event on May 2, 2017.

(10)   New Business

There was no new business discussed.

(11)   Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, June 1, 2017 at 3:00 p.m. in the Isadore A. Shrager Boardroom.

The meeting adjourned at 4:15 p.m.

Community College of Philadelphia
Office of Institutional Advancement
Record of Grants and Gifts
for the June 2017 Meeting of the Board of Trustees

Summary by Grant Type:

	4/27/17 - 5/22/17	2017 FY Year-to-Date
Government/Public Grants		
Federal		$1,875,413
State		$3,358,196
Local		$962,500
Private Grants		
Corporation		$10,000
Foundation	$280,000	$567,715
Organization		$423,865
Other Grants		
Grant Total	$280,000	$7,197,689

GIFTS
Summary by Gift Type:

Gifts to the Foundation ($5,000+)	Amount	Purpose
Allied Universal	$5,500	Scholarship
Citizens Crime Commission	$10,470	Community
Enon Tabernacle Baptist Church	$100,000	Scholarship

Gifts In-Kind		
B&H Photo (Award of Gift Certificate)	$400	Scholarship
BeachTek (Award of Equipment)	$600	Scholarship
Canon U.S.A., Inc. (Award of Equipment)	$1,300	Scholarship
College and Community Fellowship (Technical Assistance)	$65,000	Student Programs
FIA LLC (Educational Seminar Tickets)	$600	Scholarship
Freestyle Photographic Supplies (Award of Gift Certificate)	$250	Scholarship
Profoto USA (Award of Gift Certificate)	$500	Scholarship
Zacuto USA (Award of Equipment)	$300	Scholarship

COMMUNITY COLLEGE OF PHILADELPHIA
Office of Institutional Advancement
Monthly Summary of Grants and Gifts
for June 2017
Meeting of the Board of Trustees

Foundation Grants

An anonymous foundation has granted the College with $55,000 for the Goldman Sachs 10,000 Small Businesses program. This funding will support sponsorship opportunities in order to increase awareness of the program and facilitate outreach to potential program participants.

The Pew Charitable Trusts has funded the Pew Single Stop grant over 3 years in the amount of $225,000. This grant will support on-going operations of Single Stop at Community College of Philadelphia.

STUDENT OUTCOMES COMMITTEE OF THE
BOARD OF TRUSTEES

MINUTES

Thursday, May 4, 2017
1:30 p.m.
Conference Room M2-34

Presiding: Dr. Rényi

Present: Ms. de Fries, Ms. Fulmore-Townsend, Dr. Gay, Dr. Generals, Ms. Horstmann (via phone), Dr. Hirsch, Dr. Roberts, Rep. Roebuck, Jr., Ms. Sidhu

Guests: Dr. Carter

(1) **Executive Session**

There were no agenda items for the Executive Session.

(2) **Public Session**

(a) Approval of the Minutes of April, 2017

The minutes were accepted unanimously.

(b) Program Audit Follow-up Report – Business Administration A.A., Business A.A. Degrees

Dr. Carter provided updates on actions taken based on audit findings.

Finding 1: Evaluate the integration between the Marketing and Management Department and the Business Administration Department.
Update: The majority of faculty saw reason for the integration. Department heads have been working together over the past few months. They have addressed some of the issues behind the recommendation, especially assessment. They created a new assessment schedule for a more holistic view and have alerted faculty to this schedule. The department is working on determining the best possible structure – for example, Marketing will not have a department head - and moving forward with the approval to merge.

Finding 2. Evaluate the distinction between Business Administration and Business Programs.
Update: The new Business – General program will go into effect in Fall 2017. Current students in the Business Administration and Business programs can choose to remain with their chosen program or they can change to the new curriculum. Because

the new program is so similar to the previous programs, students most likely will not make that change.

Finding 3. Complete all outstanding 335 course evaluations.
Update: As of the SOC meeting, ten 335 course evaluations had been completed, including information on assessments. The remaining evaluations should be completed by the end of the summer.

Finding 4. Evaluate the quality and variety of assessment measures; ensure alignment between the Program Learning Outcomes and Student Learning Outcomes; ensure faculty collaboration in assessment planning and review across the departments; examine the extent to which the Programs incorporate common business education trends and necessary skills for business graduates into their outcomes and let these education trends and skills inform changes to assessment.
Update: In switching to the new curriculum, evaluation and assessment were thoroughly considered. This includes a new schedule for assessment, as noted under Finding 1. The faculty kept the Program Learning Outcomes that were most reflective of the new program. As part of Guided Pathways, faculty looked at appropriate general education options that would support program cohesion. For instance, the program changed the history course from US history to global history so that students would have a more global context for their business studies. Cultural Anthropology and Human Geography were chosen as general education options because of their focus on economic systems in the global context. Public speaking or group team communications are options for the communication requirement. While choosing courses, the faculty considered how all the choices transfer to four-year institutions.

Co-curricular activities were started in the past year. This included a panel on study abroad opportunities focused on business, as opposed to Liberal Arts. The program is identifying speakers to bring to the College to talk about global issues.

Regarding assessment, the program is looking at building skills into the curriculum for which employers are looking. For example, to address leadership skills desired by employers, the BUSL 101 course has an emphasis on self-leadership.

Dr. Rényi asked about the differences in math requirements as had been described in the audit. Dr. Carter explained that faculty decided that Business Math (MATH 111) did not adequately prepare students, especially for transfer. The College will still offer the course because of students remaining in the two business programs to be discontinued. The program has plans to develop an AAS degree. The AAS degree would not be for a traditional transfer program, but rather for programs that prepare students for careers and degree completion programs and for which MATH 111 would suffice. Statistics remains in the curriculum, as all students take this course. The program wants to refine the math sequence. Faculty currently send students to the Math department for Calculus. As part of reviewing the curriculum under Guided Pathways, the program is moving to readjust the math sequence.

Finding 5. The Business and Business Administration Programs should evaluate their articulation agreements.
Update: Nine of 37 current articulation agreements have been reviewed so far. Review of the agreements includes examining relevance of the agreements vis a vis student goals; ending agreements with poor alignment; updating for the new Business-General program; and developing information materials for students.

Finding 6. Improve outcomes for students in the Business Program.
Update: Outcomes differed across the two programs largely because students who chose the Business Administration program, with the higher level math requirement, were typically academically stronger. The discontinuation of the two programs and the introduction of the new Business-General program will address this issue.

Dr. Rényi requested an update on the progress on the math sequence and on maintaining articulation agreements. Dr. Rényi commented that the program has made a lot of progress and it appears that the faculty are very positively engaged; Dr. Carter agreed with that characterization.

(c) Guided Pathways – Update Presentation

Dr. Hirsch provided an update to the Committee on the College's progress on its Guided Pathways efforts; this included a PowerPoint presentation. The Guided Pathways reform can be divided into four parts, each encompassing multiple undertakings:

Clarifying the Paths:
- Academic Pathways - Currently when students view our website, they see an alphabetical list of programs. This will change so clusters of related programs, or "academic pathways," are grouped together. The College is developing a database of Student Learning Outcomes by pathway. Academic pathways allow for better alignment of related programs and courses.
- Curriculum maps – Examples of "before" and "after" maps were provided for Liberal Arts, Business-General, and Hospitality Management. Previous curriculum grids show electives with little guidance, while the new curriculum maps provide more focused and therefore reduced options. The curriculum maps provide more information to students that can help guide their experience, such as information on course sequencing, milestone courses, etc. The curriculum maps will encompass about 80% of the students. Some tailoring may be needed for the other 20%, such as with transfer students. The College is currently working on a course substitution process to address such needs. A goal with these new curriculum maps is to have students take fewer excess credits. Monitoring described above will also help with this.

   Dr. Rényi asked if programs within an academic pathway are discussing general education. Dr. Hirsch explained that there will be faculty-led

discussions on this in the summer, which may lead to a reexamination of general education in the future.

Help Students Get on the Path:
- First-Year Experience Course – in this course, students develop academic, career, and financial plans.
- Intake Redesign – this has just started.
- Developmental Education – Across both English and Foundational Math there have been pockets of innovative piloting, e.g., contextualized learning, co-requisites, etc. A new intensive English language program will be launched in the fall semester.
- Integrative supports – these entail a more prescriptive and intentional approach.

Help Students Stay on their Path:
- Intensive advising model – the goal of this model is to increase student persistence and completion. The College hired seven new full-time advisors ahead of Fall 2016, who have been assigned to the largest programs. These advisors saw more than 3,000 students, who with the advisors' help developed educational plans. This proactive advising model includes "nudges" such as student monitoring, early alerts, and mid-term grades.
- Tracking progress – the College has looked at new and integrative technologies. Available technologies are becoming increasingly sophisticated in providing options to monitor student progress.

Ensure Students are Learning:
- Applied learning experiences and internships – the College is working towards increasing these efforts.
- Professional development – the College recognizes the need to provide faculty and staff with professional development to support innovations.

(d) New Business

There were no new business topics to discuss.

<u>Next Meeting</u>
The next meeting of the Student Outcomes Committee of the Board is scheduled for June 1, 2017 at 1:30 p.m. in Conference Room M2-34.

<u>Attachments:</u>
Minutes of April 6, 2017
Business Program Audit Action Item Update

STUDENT OUTCOMES COMMITTEE OF THE
BOARD OF TRUSTEES

MINUTES

Thursday, April 6, 2017
1:30 p.m.
Conference Room M2-34

Presiding: Dr. Rényi

Present: Ms. de Fries, Ms. Fulmore-Townsend, Dr. Gay, Dr. Generals, Ms. Hernández Vélez, Dr. Hirsch, Dr. Roberts, Ms. Sidhu

Guests: Ms. Dunston, Ms. McDonnell, Mr. Raskin, Ms. Smith, Dr. Sweet

(1)   Executive Session

There were no agenda items for the Executive Session.

(2)   Public Session

(a) Approval of the Minutes of March 2, 2017

The minutes were accepted unanimously. Dr. Rényi discussed the key performance indicators (KPIs) discussed at the last meeting. Dr. Hirsch noted that the KPIs are not chosen by the College but rather originate from the Community College Research Center as part of the Pathways Project. Dr. Rényi is concerned that the KPIs are better indicators for students with more credits and that part-time students need to be addressed appropriately. KPIs for part-time and older students should be identified so that the College can better help them with student success outcomes (e.g., persistence, retention, completion, etc.). In the draft strategic plan, there is only one mention of adult students and part-time students, but they are two-thirds of our students and most at risk of not succeeding.

(b) Academic Program Review: Communications Studies A.A. and Mass Media A.A. Degrees

Ms. Dunston described two key findings from the audit for the two associate degree programs. Since we try to audit curricula that are aligned with the shared curricula, inconsistencies between course and program learning outcomes were found. In addition, based on the exit status of students, the programs need to improve the use of articulation agreements. The following recommendations were made: a full review of articulation agreements, including which to drop/modify and which to add; and research on students who leave the college with 12 or fewer credits, analysis and an action plan for addressing their needs. Alignment between course student learning

outcomes (SLOs) and program learning outcomes (PLOs) is required and data collection must be improved since both programs use the same courses.

Dr. Rényi asked if each program had a curriculum map. Mr. Raskin (program coordinator for the two programs) explained that ahead of Guided Pathways, the Communications Studies program had been planning revisions, in part to align better with Temple University, with which the programs do not yet have articulation agreements. He gave as an example ENG 114. Students had been taking this course as an elective but to develop a more robust articulation, the course would instead be a directed elective that would count as a 200-level course for Temple. The program was last revised in 2011, before Mr. Raskin joined the College in 2012. He said the program had too many outcomes and that they should be streamlined with better calibration between course SLOs and PLOs. The programs have worked on their curriculum maps within the context of Guided Pathways, including changes to courses and to SLOs. Mr. Raskin said there has been coordination across programs regarding electives to help students who may change programs within the academic pathway. Additionally, input regarding transfer options was useful in choosing which courses to include on the curriculum maps.

Dr. Rényi noted the drop in enrollment and the low retention rate and asked what strategies the programs plan to use. Mr. Raskin indicated that enrollment is not problematic in courses and stated there are robust program enrollments. Regarding retention, he said a directed elective course will now be an introductory course earlier in the curriculum that can be taken by students in developmental education courses. This means that students will begin taking program courses earlier than previously and can start earning credits towards the degree sooner.

Ms. Sidhu asked about maintaining articulation agreements and if there is a downside to having too many. Dr. Sweet answered that it is not detrimental to have many articulation agreements, but that the program should focus on agreements with schools to which our students regularly transfer, such as Temple University. Ms. Dunston added that the review of articulation agreements is not to reduce them but review them for currency and increase them when appropriate.

Dr. Rényi commented on the programs' plans for improved alignment of SLOs and the clarity of assessments, both of which are important after Middle States noted the need to foster a culture of assessment. Mr. Raskin stated that faculty are becoming more comfortable with Canvas technology and the rubrics tool.

Action: The Student Outcomes Committee unanimously approved the motion that approval of the Communications Studies A.A. and Mass Media A.A. programs be deferred until a progress report is submitted. In the report, the program should address articulation agreements, retention, and assessment. The progress report should be submitted by December 2017.

(c) Academic Program Review: Paralegal Studies A.A.S. Degree; Paralegal Proficiency Certificate; Electronic Discovery Proficiency Certificate

Ms. Dunston described key findings from the audit for Paralegal programs, which show robust student outcomes and program recognition. The program should determine how to use these two positive attributes to encourage growth potential. Another key finding pointed to low section enrollment; the program has a number of electives but lower enrollment in each. Ms. McDonnell noted that enrollment was around 18 per course, but should average about 25. Ms. Dunston explained that enrollment is not only about having fewer students enrolled but how to run sections at peak efficiency.

Ms. Smith, the program coordinator, described how there are more jobs in the City than students and how this provides an opportunity to increase enrollment. Ms. Hernández Vélez commented that as a lawyer, she sees this as a great opportunity for specialists in electronic research; Ms. Smith noted that the College has the only program in the City that uses both online research databases, Westlaw and Lexis. In response to a question from Ms. Hernández Vélez about certifications, Ms. Smith answered that the program could do better regarding the marketing of these certifications. Ms. McDonnell commented that the work done by Ms. Smith and the program is impressive, especially regarding assessment and community.

Dr. Rényi asked if the program had finished its curriculum map as part of Guided Pathways. Ms. Smith explained that the program needs ABA approval to make changes and that work is progressing on this. Dr. Rényi noted that the Guided Pathways map should not affect the program but rather provide more guidance to students; Ms. Smith explained that the faculty provide guidance and advisement to students and the program has been making changes, such as adding service learning.

Action: The Student Outcomes Committee unanimously approved the motion that the Paralegal Studies program should be approved for five years with the caveat of a progress report to be submitted by December 2017. In the report, the program should address recruitment and section enrollments and should include the curriculum map.

(d) New Business

Dr. Rényi led a discussion on selecting critical issues for consideration by the full Board of Trustees at each of its meetings. The critical issues can be internal or external to the College, and on a local, city, state, or national level. These issues may come up as the College tries to achieve its aspirational goals resulting from the strategic plan.

Topics for discussion that were proposed by the committee members, Dr. Generals, Dr. Hirsch, and Dr. Gay included the following:

- Federal and State budget proposals and resources available to students. What can the Board do?
- The Board's role in state and national advocacy that support the success of our students.
- The value of a secondary credential and our role in building a path from school to careers.
- How can we help and strengthen the College's role in becoming a change agent for the City?
- Ways in which we look at students - Only one-third are traditional students and two-thirds are not: what do we (Board, College, City) do to acknowledge that and revise our actions accordingly? How do we acknowledge the vast restructuring of jobs and industries for the majority of our students?

Next Meeting
The next meeting of the Student Outcomes Committee of the Board is scheduled for May 4, 2017 at 1:30 p.m. in Conference Room M2-34.

Attachments:
Minutes of March 2, 2017
Academic Program Review: Communication Studies A.A., Mass Media A.A.
Academic Program Review: Paralegal Studies A.A.S., Paralegal Proficiency Certificate, Electronic Discovery Proficiency Certificate

Business/Business Administration Action Item Update

Action
The Student Outcomes Committee took the following action on 09/01/2016:

> *The Student Outcomes Committee recommends that the Board of Trustees accept the Business/Business Administration audit and that a follow-up report be submitted in one year.*

Audit Recommendations and Updates

1. **Evaluate the integration between the Marketing and Management Department and the Business Administration Department.**
   The Faculty and the Department Heads of the Marketing and Management and Business Administration departments, along with the Dean of Business and Technology, evaluated the integration of the two departments. It was determined that a merging of the departments is feasible and will result in better program outcomes. A proposal to merge the Marketing and Management department into the Business Administration department is being developed for approval.

2. **Evaluate the distinction between Business Administration and Business Programs.**
   The Department Head and Program faculty evaluated the Business Administration and Business programs and, with input from the Dean of Business and Technology, decided to merge the two programs into a single program: Business – General. As of Fall 2017, the Business and Business Administration degree programs will no longer admit new students and business students will be enrolled in the Business – General degree program. Students already enrolled in the Business and Business Administration degree programs will be able to remain in their programs, although they can choose to move to the new program.

3. **Complete all outstanding 335 course evaluations**.
   Currently, nine of the fourteen 335s outstanding at the time of the audit have been completed. The remaining five 335s will be completed by the end of summer 2017.

4. **Evaluate the quality and variety of assessment measures; ensure alignment between the Program Learning Outcomes and Student Learning Outcomes; ensure faculty collaboration of assessment planning and review across the departments; Examine the extent to which the Programs incorporate common business education trends and necessary skills for business graduates into their outcomes and let these education trends and skills inform changes to assessment.**
   During the process of developing the Business – General degree program, careful consideration of Program Learning Outcomes, particularly in relation to associated Student Learning Outcomes, was made to ensure alignment. Common business education trends and skills are embedded in the new degree program or are being incorporated into new co-curricular programming. The Department Heads for the Marketing and Management and Business Administration departments have worked collaboratively to create a new program assessment schedule that effectively integrates planned reviews of courses across departments.

5. **The Business and Business Administration Programs should evaluate their articulation agreements.**
   The process of evaluating articulation agreements currently in place for the Business and Business Administration programs began after the approval of the Business – General degree program. Of the 37 existing agreements, 9 have been reviewed thus far. The process includes 1) determining which articulation agreements are most relevant for students completing our business curricula, in terms of student transfer goals and successful transfer of coursework, 2) ending articulation agreements for which there is poor alignment, 3) proposing updated language as appropriate for remaining articulation

agreements to include the Business – General degree, and 4) developing and distributing internal documents that clarify transfer options for students. It is anticipated this work will be completed by the end of summer 2017.

6. **Improve outcomes for students in the Business Program.**
   The disparity between student outcomes in the Business and Business Administration programs has been evaluated, and it is largely a self-selection issue. Because of higher level math requirements in the Business Administration program, students who are academically stronger or more confident tend to self-select into the Business Administration program, and students with weaker academic skills or less interest in working hard to master the higher level math tend to self-select into the Business program. As a result, overall outcomes tend to be lower in the Business program. Ending new enrollments in the two existing transfer business programs, and having only one Business – General degree program for new students, is the primary intervention to address this problem.

MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, May 17, 2017 – 10:00 A.M.

Present: Ms. Suzanne Biemiller (Chair), Mr. Matthew Bergheiser, Mr. Steve Herzog (*via* teleconference), Mr. Joseph Martz (*via* teleconference), Mr. Jeremiah J. White, Jr., Mr. Jacob Eapen, Mr. Gim Lim, Mr. Gregory Murphy, Mr. James P. Spiewak, and Victoria Zellers, Esq; and representing the Foundation, Mr. Craig Stock, Dr. Ellyn Jo Waller, and Ms. Arlene Yocum

PUBLIC SESSION

(1)   Foundation Fundraising Update (Information Item)

Discussion: Ms. Yocum began her presentation by noting that the materials included with the agenda, which describe the Foundation's assets and strategic priorities, were recently shared with the Foundation Board. Please refer to Attachment A. Ms. Yocum and Mr. Stock stated that 92% of the endowment is restricted for use by donors and that the investment return on these funds is modest. The Foundation Board members and the Business Affairs Committee members then discussed goals and priorities for fundraising. Mr. Stock noted that the Foundation priorities are centered on three items: 50th Anniversary Scholarship Endowment, West Regional Center Expansion, and Student Success initiatives. Ms. Yocum commented that the Foundation has been recruiting new board members—including Dr. Ellyn Jo Waller, who will soon become chair of the Foundation board—with an eye toward raising the visibility of the college and building new networks of supporters. The Foundation, under the direction of Greg Murphy, is also creating a new strategic fundraising plan that will form the foundation of a new comprehensive campaign. As part of this plan, the Foundation staff will interview current and former donors, as well as College Board members.   Ms. Biemiller and Mr. White noted that with decreasing support from the public sector, it is important that private fundraising activities become a source of recurring and increased funds for the College's budget priorities. It is expected that the Foundation provide an update, including the fundraising strategy, at the Business Affairs Committee at its November 2017 meeting. The Business Affairs Committee will also receive a breakdown of foundation expenses versus funds raised at its next meeting.

EXECUTIVE SESSION

After the presentation by the Foundation Board Members, the Committee went to an Executive Session to discuss legal and negotiation issues.

PUBLIC SESSION

(2) **Tuition Recommendation for the 2017-18 Year (Action Item)**:

Discussion: Mr. Eapen provided an overview of the budgetary challenges faced by the College for the 2017-18 fiscal year. Both the Governor's and the Mayor's budgets have no increases in funding for the College and the College has experienced enrollment declines over the past year and a half. He noted that the College has not had a tuition increase in the last three fiscal years. In order to maintain fiscal stability, staff recommended a $6 per credit tuition increase to $159 effective with the Fall, 2017 semester. Attachment B contains the Pennsylvania Community Colleges' estimated 2017-18 Tuition and Fees. Attachment C contains the impact of the proposed tuition increase on students receiving Pell grants.

Action: Mr. Herzog moved and Mr. Martz seconded the motion that the Committee recommend to the full Board that the tuition charge be increased by $6.00 per credit from $153 to $159 effective for the Fall, 2017 term. The motion passed unanimously.

(3) **2016-17 Budget Update (Information Item)**:

Discussion: Mr. Eapen noted that the College's budget for fiscal year 2016-17 should end the year balanced even though enrollments were approximately 5.5% lower than budgeted. He reminded the Committee that staff took a number of actions to reduce expenditures when it became apparent that enrollments had declined. These actions included freezing all non-faculty full-time positions, eliminating contingency budgets, and reducing budgets in other areas, such as supplies, travel and part-time wages. Additionally, some budgeted objectives were eliminated. Mr. Eapen also stated that due to the lower number of sections offered, the cost for part-time faculty was lower than originally budgeted and that the College benefitted from health care claims experience being lower than originally budgeted.

(4) **Proposed 2017-18 College Budget (Action Item)**:

Discussion: Mr. Eapen reviewed with the Committee the changes in revenues and expenses in regards to the proposed fiscal year 2017-18 budget and the revised 2016-17 budget. He noted that the tuition revenues included $1.9 million additional funds resulting from the $6 per credit hour tuition increase and also included an increase of $300,000 from the Workforce and Economic Innovation activities. Mr. Eapen mentioned that the tuition revenues are based upon stable enrollments, but the College may continue to experience enrollment decreases especially as the economy continues to improve and jobs are created in the local market. In regards to changes in expenses, Mr. Eapen noted that salaries include a two percent increase consistent with the last comprehensive proposal made to the Federation. He stated that total salaries are lower than the 2016-17 budget due to the elimination of a net nine full-time positions, fewer full-time faculty required as enrollment decreases, and lower budgeted salaries for new employees, including potentially more junior faculty who are replacing recently retired employees. The amount budgeted for part-time faculty is consistent with the projected number of sections to be offered. Mr. Eapen stated that medical costs are budgeted to be 8.4% higher than the 2016-17 projected total, consistent with national industry trends. Other expenses are higher than 2016-17 revised budgets due to reinstatement of most of the contingency funds and additional funding for marketing. Mr. Spiewak briefly described the

tables contained in the budget document noting that pages 8 through 17 contained narrative describing important initiatives supported by the budget that align with the new Strategic Plan.

Action: Mr. Martz moved and Mr. Herzog seconded the motion that the Committee recommend to the full Board approval of the 2017-18 College Budget. The motion passed unanimously. Please note that the 2017-18 College Budget is appended separately to the minutes.

(5) Discussion on Salary Increase for Administrative and Confidential Staff (Action Item):

Discussion: A Board action is required to approve the 2% increase to the salaries of Administrators, excluding Cabinet members, and Confidential staff effective July 1, 2017.

Action: Mr. Herzog moved and Mr. Martz seconded the motion that the Committee recommend to the full Board approval of the 2% increase to the salaries of Administrators, excluding Cabinet members, and Confidential staff effective July 1, 2017. The motion passed unanimously.

(6) E-Commerce Billing and Payment Solutions (Action Item)

Discussion: Mr. Eapen described the RFP process that was utilized to find a replacement vendor for processing the College's credit card and other electronic payments and add increased functionality. Six vendors were solicited for quotes and four responded (CashNet, Nelnet, TouchNet and Tuition Management Systems). Staff reviewed proposals on two key criteria including price, implementation timeline and experience. After reviewing vendor's proposals and solutions, staff determined that CashNet offered the best mix of products at the most competitive price. Mr. Eapen asked for approval to enter into a three-year contract with Cashnet at an annual cost of $50,000 with a one-time implementation cost of $20,000. The total cost for the three-year contract is $170,000. Attachment D contains a matrix showing the three year pricing.

Action: Mr. Herzog moved and Mr. Martz seconded the motion that the Committee recommend to the full Board that the College enter into a three-year contract with CashNet to provide a comprehensive billing and payment solution with start-up costs, inclusive of implementation and annual fees, of $70,000. Ongoing costs are $50,000 annually. The total cost of the three-year contract is $170,000. The motion passed unanimously.

(7) Managed Backup Services (Action Item)

Discussion: Mr. Eapen described the history of the College's process for backing up data along with the RFP process utilized by staff. He noted that it was important to enhance the College's daily backup process, convert from tape to disk backup, improve reporting capability and enhance disaster recovery preparedness and planning. The College did an RFP for this service. Based upon staff review of the proposals, including implementation timelines, it was determined that the current provider, Cogentix (formerly DSS), be awarded the contract. Staff recommend a five year contract with Cogentix at a monthly fee of $8,124 or $97,488

annually. In response to a question, Mr. Eapen stated that this cost is $30,000 higher than current due to the necessary technological improvements in the backup services. <u>Attachment E</u> contains the Bid Summary.

Action: Mr. Martz moved and Mr. Bergheiser seconded the motion that the Committee recommend to the full Board that the College enter into a five-year contract with Cogentix at a monthly fee of $8,124. The motion passed unanimously.

(8)   <u>Next Meeting Date:</u>

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, August 23, 2017 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1. However, due to certain upcoming transactions, a meeting is required in June, 2017. The June meeting will be held on Wednesday, June 21, 2017 at 10:00 A.M. in the Isadore A. Sharger Boardroom, M2-1.

ATTACHMENT A

COMMUNITY COLLEGE OF PHILADELPHIA FOUNDATION
BUDGET PRIMER

COMMUNITY COLLEGE OF PHILADELPHIA FOUNDATION BUDGET PRIMER

UPDATED FOR BUSINESS AFFAIRS COMMITTEE - 5.17.2017
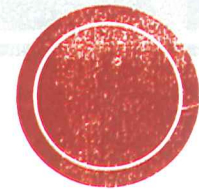
WHAT WE HAVE...

Endowment

- Guidelines:
  - Invested per Foundation's Investment Policy Statement
    - PFM serves as OCIO
  - Payout based on spending policy
  - Restricted for designated purpose

- Funds:
  - Endowments
  - Quasi-endowments
  - Endowed chair
  - Annuities

Non-Endowment

- Guidelines:
  - Not invested with endowment
    - Held in money market and checking
  - Provide liquidity
  - Most restricted for designated purpose

- Funds:
  - Unrestricted Operating
  - Special Events
  - Restricted – Scholarships
  - Capital
  - Other Restricted
  - Foundation Grants

WHAT WE HAVE... ENDOWMENTS

- Scholarships

- Programs & Activities
  - Center for Law & Society – supports Center activities
  - Frederick Capshaw – supports projects that advance diversity

- Endowed Chair
  - Independence Foundation Endowed Chair in Nursing

WHAT WE HAVE... NON-ENDOWMENTS

- Unrestricted Operating
  - Fund supports expenses per approved Operating Budget/Treasurer's Report.
  - Fund supports "restricted" commitments (50th Anniversary, etc.) when revenue does not meet expense.

- Special Events
  - Funds established for revenue and expenses for a specific event (golf, gala).
  - Net proceeds from events mainly support scholarships.

- Capital
  - One (1) fund provides "unrestricted" capital support.
  - Three (3) funds established for Expanding Possibilities campaign.
    - Annual transfer to College made based on pledge payments received.

WHAT WE HAVE...
NON-ENDOWMENTS

- Restricted Scholarships
  - Donations received to support an annual scholarship award and/or to grow fund for future awards/endowment

- Other Restricted
  - Established to hold monies designated for a purpose other than scholarship
  - Some funds are multi-purpose

- Foundation Grants
  - Funded by External Organizations and Foundation Grants Program
  - Have specific budget allocation, scope of work, reporting scheduling, etc.
  - Have a project director, financial manager, and responsible org (College department/division)

WHAT WE HAVE...

ASSET ALLOCATION
Book Value ...as of 3.31.2017

NON-ENDOWMENT FUNDS

Wells Fargo Foundation Checking Account	514,400
PNC Money Market Account - Grant	830,689
Total Non-Endowment/Operating Fund	**1,345,089**

ENDOWMENT FUNDS (PFM)

Bryn Mawr Trust: Mutual Fund - Equity	5,977,470
Bryn Mawr Trust: Mutual Fund - Bond	2,711,275
Bryn Mawr Trust: Money Market Fund	178,282
Titan	29,515
Equus	212,730
Total Marketable Endowment Funds	**9,109,272**
Total Marketable Investment	**10,454,361**

HOW IT CAN BE USED...

- Foundation Operating Budget (Treasurer's Report)

  - Sets spending for fiscal year

  - Must be followed to maintain sustainability of Foundation

  - Special fundraising initiatives
    - funds brought in to pay for new project
    - establish policy/process for approval

HOW IT CAN BE USED...

ENDOWMENT FUNDS BREAKDOWN
as of 3.31.2017

Foundation Endowment
8.48%

Annuities
0.13%

Endowed Chair
22.65%

Programs and Activities
5.34%

Scholarship
63.40%
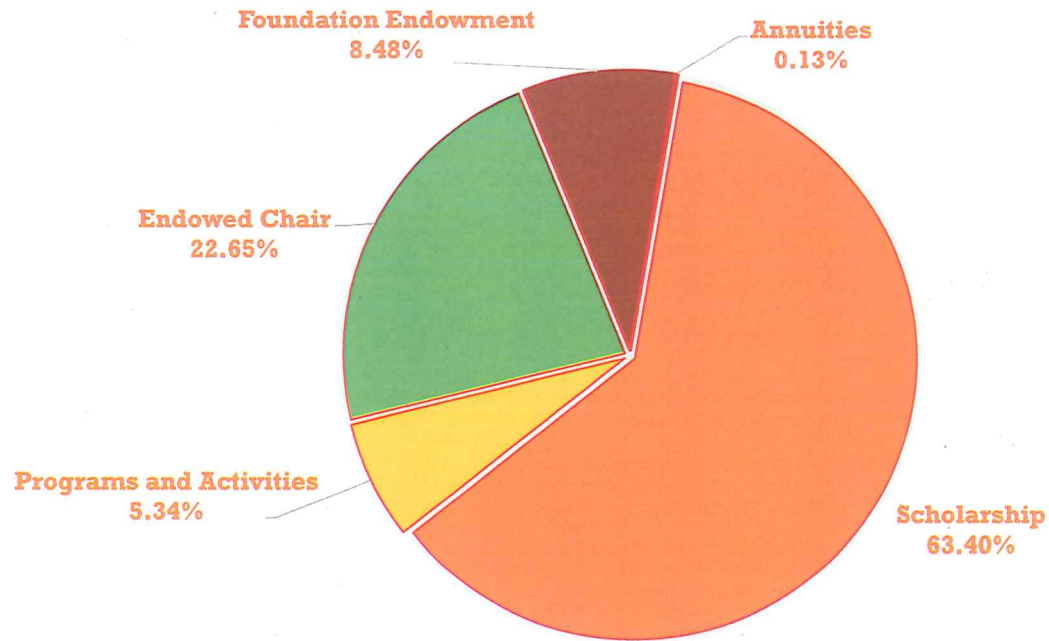
HOW IT CAN BE USED...

NON-ENDOWMENT FUND BREAKDOWN
as of 3.31.2017

(Unrestricted) Operating
6.92%

Special Events
0%

Other Restricted
35.22%

Restricted – Scholarships
41.95%

Capital
15.91%
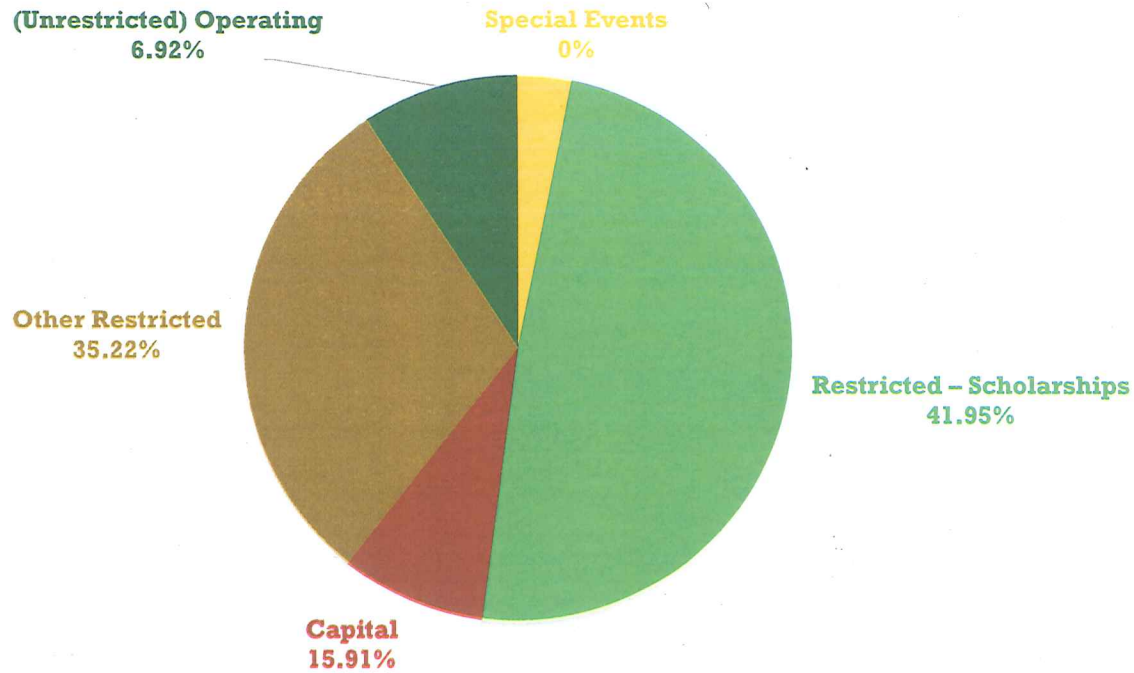
WHAT WE RAISE...

Funds Raised by Gift Type - Summary (current and most recent two years prior)

	Fiscal Yr. 2015 Jul 1 - Mar 31	Fiscal Yr. 2015 Total	Fiscal Yr. 2016 Jul 1 - Mar 31	Fiscal Yr. 2016 Total	Fiscal Yr. 2017 Jul 1 - Mar 31	Fiscal Yr. 2017 Annual Goal
Unrestricted	$ 95,238	$ 175,891	$ 144,375	$ 201,279	$ 155,674	$ 300,000
Restricted	$ 199,662	$ 325,663	$ 282,224	$ 428,718	$ 479,647	$ 615,000
Endowment	$ 254,712	$ 269,758	$ 202,345	$ 340,113	$ 126,740	$ 2,700,000
Deferred	$ -	$ -	$ -	$ -	$ 10,000	$ -
Grants (Private)	$ 3,034,465	$ 3,256,568	$ 297,980	$ 341,980	$ 728,580	$ 2,000,000
TOTAL	$ 3,584,077	$ 4,027,880	$ 926,924	$ 1,312,090	$ 1,500,641	$ 5,615,000

WHAT WE RAISE...

Funds Raised by Gift Type – Detail

Portion attributed to Trustee or Foundation Board includes personal gifts, soft credits, matching gifts, and gifts facilitated by a Trustee or Foundation Board Director.

Unrestricted Revenue
as of Jan. 31, 2017

Legend: ■ Trustees   ■ Fdn Board   ■ Other Sources

Categories (top to bottom): Gala Event, *Annual Golf Classic, Other, Annual Fund

X-axis: $0, $50,000, $100,000, $150,000, $200,000, $250,000
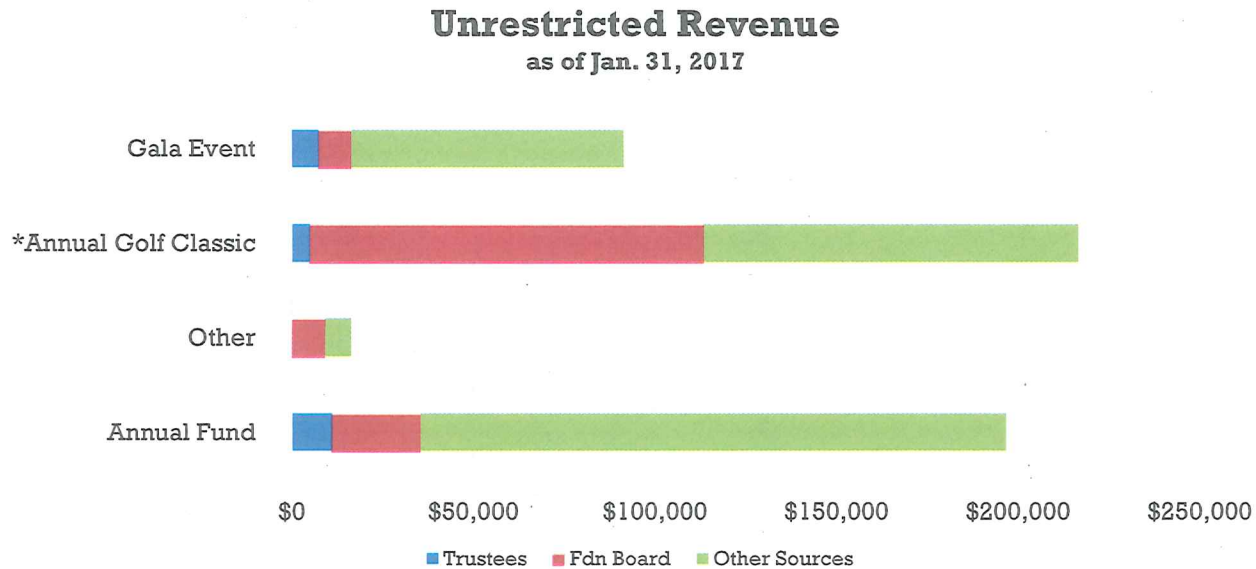
WHAT WE RAISE...

Funds Raised by Gift Type – Detail

Restricted Revenue
as of Jan. 31, 2017
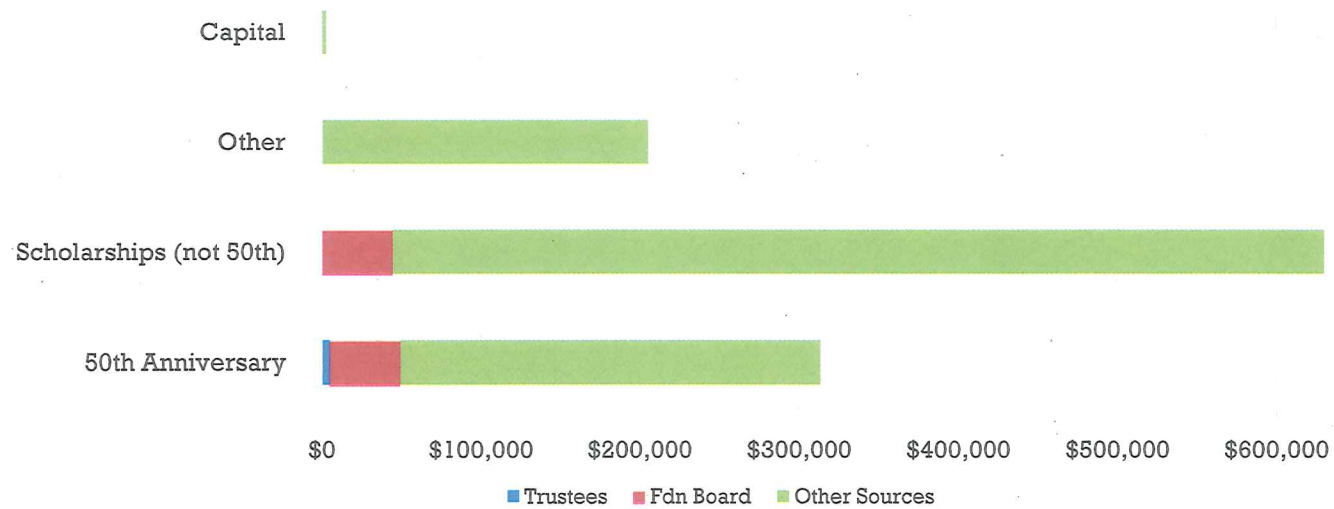
Legend: ■ Trustees ■ Fdn Board ■ Other Sources

Categories: Capital, Other, Scholarships (not 50th), 50th Anniversary

X-axis: $0, $100,000, $200,000, $300,000, $400,000, $500,000, $600,000

WHAT WE RAISE...

Funds Raised by Gift Type – Detail

Endowment
as of Jan. 31, 2017

WHAT WE RAISE...

Funds Raised by Gift Type – Detail

Non-Government (Private) Grants
as of Jan. 31, 2017

Trustees
1%

Fdn Board
3%

Other Sources
96%

■ Trustees ■ Fdn Board ■ Other Sources
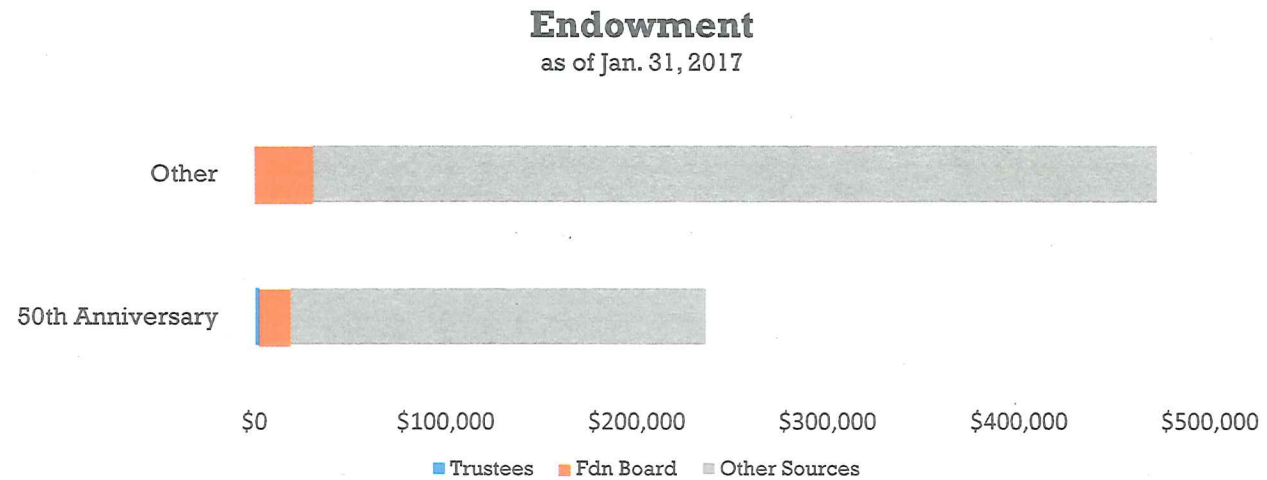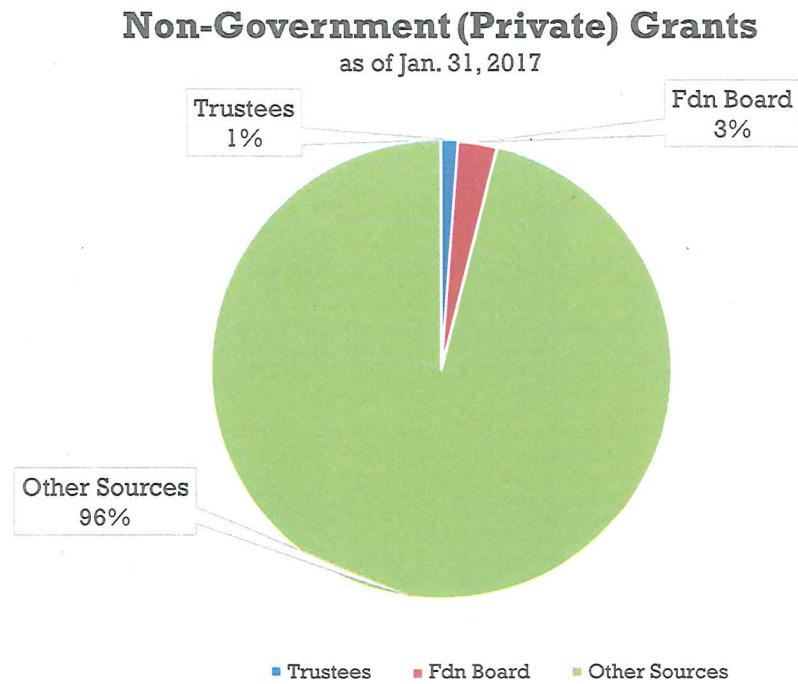
WHAT'S NEXT...

RECOMMENDATIONS

- **Aims:**
  - Clarify purpose of existing funds
  - Streamline administration of funds
  - Clarify status of funds/pledges
  - Ensure ability to fulfill commitments:
    - 50th Anniversary Scholars Program
    - Foundation Scholars Program
    - Financial Support of Property Purchase

WHAT'S NEXT...

RECOMMENDATIONS

- **Endowments**
  - Revise endowment/gift agreements to include statement that if a fund does not reach $10K threshold by date stated in agreement, Foundation can transfer funds into fund of its choosing, most closely aligned with donor's purpose
  - Draft policy for underfunded endowments
    - For funds currently under $10K (e.g., Al Dia), roll into scholarship endowment
  - Frederick Capshaw – supports projects that advance diversity
    - Need to determine how to provide support to College that maintains original intent of fund.
  - College Foundation Quasi-Endowment ($733K)
    - Rename and establish formal policy for use.
  - Make quasi-endowments full endowments

WHAT'S NEXT...

RECOMMENDATIONS

- **Restricted Scholarship**
  - No activity – If no contributions or awards in a three-year period, roll into scholarship endowment

- **Restricted Other**
  - Research inactive funds to confirm use and determine next steps.
  - Those with no recent activity – balance could be moved to a more generic fund, such as Capital, Professional Development, Unrestricted, etc., depending on initial use of fund.

WHAT'S NEXT...

RECOMMENDATIONS

- ## Outstanding Pledges
  - At close of FY2017, any outstanding pledges, with the exception of Barnes and Nobles commitment, will be written off if a payment or renewed commitment to pay the pledge is not received.

- ## Charitable Gift Annuities
  - Two active annuities.
  - Per current policy, an annuity can be established with a minimum gift of $10K.
  - Need to review minimum required donation to establish an annuity.
  - Need to determine where/how annuities should be invested.
  - Determine action plan for marketing of annuities.

QUESTIONS...

ATTACHMENT B

PENNSYLVANIA COMMUNITY COLLEGES' ESTIMATED 2017-18 TUITION AND FEES

College	New Amount	Previous Amount	Percent Change	
			Tuition	Fees
Allegheny (not board approved)	$110 tuition (sponsored)	$107.75	2.1%	
	$22.25 Technology Fee	$22.25		0.0%
	$6 General Fee	$6.00		0.0%
	$4.25 Student Services Fee	$4.25		0.0%
	$142.50 per credit tuition and fees (sponsored)	$140.25	1.4%	
Beaver	$156 Tuition (sponsored)	$153.00	2.0%	
	$14 General Student Fee	$14.00		0.0%
	$26 Technology Fee	$26.00		0.0%
	$196 per credit tuition and fees (sponsored)	$193.00	1.6%	
Bucks	$145 Tuition (sponsored)	$140.00	3.6%	
	$35 Technology Fee	$35.00		0.0%
	$2 Activity Fee	$2.00		0.0%
	$182 per credit tuition and fees (sponsored)	$177.00	2.8%	
Butler (not board approved)	$108 Tuition (sponsored)	$104.00	3.8%	
	$52 Comprehensive/General Fee	$49.00		6.1%
	$25 Education fee (distance learning)	$25.00		0.0%
	$160 per credit tuition and fees (sponsored)	$153.00	4.6%	
	$185 per credit tuition and fees (distance learning)	$178.00	3.9%	
Delaware	$117 Tuition (sponsored)	$113.00	3.5%	
	$53 Instructional (Technology) fee	$49.00		8.2%
	$4 Enrollment services fee	$0.00		
	$2 Activity Fee	$2.00		0.0%
	$176 per credit tuition and fees (sponsored)	$164.00	7.3%	
Harrisburg	$174.25 Tuition (sponsored)	$176.00	-1.0%	
	$211 Tuition (non-sponored)	$213.00	-0.9%	
	$24 Technology Fee	$24.00		0.0%
	$3.50 activity Fee	$3.50		0.0%
	$12 Comprehensive/General Fee	$12.00		0.0%
	Out-of-state tuition, Dual enrollment, and CHS tuition remain unchanged. Fees also remain unchanged.			
	$213.75 per credit tuition and fees (sponsored)	$215.50	-0.8%	
	$255.50 per credit tuition and fees (non-sponsored, also includes capital fee)	$257.50	-0.8%	
Lehigh Carbon	$100 Tuition (sponsored)	$100.00	0.0%	
	$22 Tech Fee	$22.00		0.0%
	$21 Comprehensive/General Fee	$18.00		16.7%
	$143 per credit Tuition and Fees (sponsored)	$140.00	2.1%	
	$261 per credit tuition and fees (non-sponsored, also includes capital fee)	$249.00	4.8%	
	$379 per credit tuition and fees (out-of-state, also includes capital fee)	$358.00	5.6%	
Luzerne	$127 Tuition (sponsored)	$125.00	1.6%	
	$20 Technology Fee	$19.00		5.3%
	$25 Comprehensive Fee	$24.00		4.2%
	$172 per credit tuition and fees (sponsored)	$168.00	1.8%	
Montgomery	$144 Tuition (sponsored)	$144.00	0.0%	
	$25 Technology Fee (increase approved previous year)	$23.00		8.7%
	$7 Activity Fee (pending board approval)	$5.00		40.0%
	$15 Comprehensive/General Fee	$15.00		0.0%
	$191 per credit Tuition and Fees (sponsored)	$187.00	2.1%	
Northampton	$100 Tuition (sponsored)	$97.00	3.1%	
	$21 Tech Fee	$21.00		0.0%
	$20 Comprehensive/General Fee	$19.00		5.3%
	$141 per credit Tuition and Fees (sponsored)	$137.00	2.9%	
PA Highlands (not board approved)	$127 Tuition (sponsored)	$131.00	-3.1%	
	$62 Comprehensive/General fee	$62.00		0.0%
	$189 per credit Tuition and Fees (sponsored)	$193.00	-2.1%	
Philadelphia (not board approved)	$159 Tuition (sponsored)	$153.00	3.9%	
	$30 Tech fee	$30.00		0.0%
	$4 General Fee	$4.00		0.0%
	$193 per credit Tuition and Fees (sponsored)	$187.00	3.2%	
Reading (not board approved)	$129 Tuition (sponsored)	$125.00	3.2%	
	$22 Institutional (Comprehensive/General) Fee	$22.00		0.0%
	$27 Technology Fee	$26.00		3.8%
	$4 Activity Fee	$4.00		0.0%
	$182 per credit tuition and fees (sponsored)	$177.00	2.8%	
Westmoreland	$124 Tuition (sponsored)	$122.00	1.6%	
	$49 General Fee	$47.00		4.3%
	$173 per credit Tuition and Fees (sponsored)	$169.00	2.4%	

ATTACHMENT C

IMPACT OF PROPOSED TUITION INCREASE ON STUDENTS RECEIVING PELL GRANTS

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 2016-17 award year is $5,815. It is increasing by $105 to $5,920 for the 2017-18 award year. 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 $159 per credit for tuition, $30 per credit for the Technology Fee, and $4 per credit for the General College Fee.

2016-2017 YEAR[1]		2017-2018 YEAR[1]	
Max Pell - 12 Credits	$2,908	Max Pell - 12 Credits	$2,960
Tuition/Fees	$2,244	Tuition/Fees	$2,316
Balance Check Per Term	$664	Balance Check Per Term	$644
Max Pell - 9 Credits	$2,181	Max Pell - 9 Credits	$2,220
Tuition/Fees	$1,683	Tuition/Fees	$1,737
Balance Check Per Term	$498	Balance Check Per Term	$483
Max Pell - 6 Credits	$1,454	Max Pell - 6 Credits	$1,480
Tuition/Fees	$1,122	Tuition/Fees	$1,158
Balance Check Per Term	$332	Balance Check Per Term	$322
Max Pell - 3 Credits	$727	Max Pell - 3 Credits	$740
Tuition/Fees	$561	Tuition/Fees	$579
Balance Check Per Term	$166	Balance Check Per Term	$161

(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.

Approximately 60% of all students receive a Pell grant; approximately 71% of those receiving a Pell grant receive the maximum Pell award.

ATTACHMENT D

e-COMMERCE AND PAYMENT SOLUTIONS
THREE YEAR PRICING MATRIX

Best & Final Pricing - 5/10/17 - RFP 9989: e-Commerce and Payment Solutions				
Start Up Costs				
Component	TouchNet 3 yr	Nelnet 3 yr	TMS 3 yr	Cashnet 3 yr
Tuition payments	$ 21,700.00	$ 11,700.00	$ 6,500.00	$ 20,000.00
equipment cost	$ -	$ 720.00	$ -	$ -
Foundation and special payments	$ 7,500.00	$ 4,500.00	$ -	$ -
Total to replace current payment functionality	**$ 29,200.00**	**$ 16,920.00**	**$ 6,500.00**	**$ 20,000.00**
service fees passed to payer	2.75%	2.75%	varies if choose Intelligent Rate or 2.75% fixed	2.75% domestic ; 4.25% int'l
Tuition Payment Plans	$ 12,500.00	N/A	$ 1,500.00	$ -
subtotal for payment plus payment plan	$ 41,700.00	N/A	$ 8,000.00	$ 20,000.00
Online Billing	$ 7,000.00	$ 9,000.00	$ 5,000.00	$ -
subtotal for payment plus billing	$ 36,200.00	$ 25,920.00	$ 11,500.00	$ 20,000.00
Total for all components	**$ 48,700.00**	**$ 25,920.00**	**$ 19,500.00**	**$ 20,000.00**
Annual Costs				
Component	TouchNet 3	Nelnet 3	TMS 3 & 5	Cashnet 3
Tuition payments	$ 45,400.00	$ 28,080.00	$ 6,300.00	$ 50,000.00
ACH transaction fees	$ 10,250.25	$ 2,733.00	$ 4,100.10	$ -
Foundation and special payments	$ 10,465.00	$ 10,800.00	$ 216.00	$ -
Total to replace current payment functionality	**$ 66,115.25**	**$ 41,613.00**	**$ 10,616.10**	**$ 50,000.00**
Tuition Payment Plans	$ 32,835.00	$ -	$ -	$ -
lost revenue on pay plan	$ -	$ 154,875.00	$ 216,825.00	$ -
Total payment plan	$ 32,835.00	N/A	$ 216,825.00	$ -
subtotal for payment plus payment plan	$ 98,950.25	N/A	$ 227,441.10	$ 50,000.00
Online Billing	$ 10,465.00	$ 16,200.00	$ 31,800.00	$ -
subtotal for payment plus billing	$ 76,580.25	$ 57,813.00	$ 42,416.10	$ 50,000.00
Total for all components	**$ 109,415.25**	**$ 57,813.00**	**$ 280,473.30**	**$ 50,000.00**
First Year Costs				
Component	TouchNet 3	Nelnet 3	TMS 3 & 5	Cashnet 3
implementation to replace current payment functionality	$ 29,200.00	$ 16,920.00	$ 7,220.00	$ 20,000.00
annual to replace current payment functionality	$ 66,115.25	$ 41,613.00	$ 10,616.10	$ 50,000.00
Total to replace current functionality	**$ 95,315.25**	**$ 58,533.00**	**$ 17,836.10**	**$ 70,000.00**
Payment Plan implementation	$ 12,500.00	N/A	$ 1,500.00	$ -
Payment Plan annual *	$ 32,835.00	N/A	$ 216,825.00	$ -
Payment Plan Total	**$ 45,335.00**	**$ -**	**$ 218,325.00**	**$ -**
Online Billing implementation	$ 7,000.00	$ 9,000.00	$ 5,000.00	$ -
Online Billing annual	$ 10,465.00	$ 16,200.00	$ 31,800.00	$ -
Online Billing Total	**$ 17,465.00**	**$ 25,200.00**	**$ 36,800.00**	**$ -**
Total for all components *	**$ 158,115.25**	**$ 83,733.00**	**$ 272,961.10**	**$ 70,000.00**
			$ 56,136.10	**

* TMS total includes lost revenue from pay plan

** TMS price if we don't account for lost payment plan revenue

ATTACHMENT E

BID SUMMARY
MANAGED BACKUP SERVICES

Company (Bidder)	Base Bid, 3 Yr Cost	Bid Year 4	Bid Year 5	Total 5 Yr	Comments by Purchasing	ITS Evaluation Comments
Alpha Technologies USA Inc	$294,920.00	$89,160.00	$90,000.00	$474,080.00	No uploaded proposal docs, just pricing. Would not consider this bidder.	
Archive Data Solutions	$306,161.56	98,720.52	98,720.52	$503,602.60	option 1 price only, see proposal for add'l options	Option 1 feasible but a complete change out of equipment is not realistic in the timeframe. We would again be without a solution for most of the summer.
Insight	$769,321.39	$232,002.00	$248,597.00	$1,249,920.39	Expensive but very comprehensive response	Price is very high but a clear proposal that was the most comprehensive - just too expensive.
Networking Technologies and Support	$343,716.84	$22,254.48	$22,254.48	$388,225.80	Basic solution, see proposal for add'l price options	Pricing unclear and EXOBLOX is not an option that CCP is entertaining - nas solution. This would require a complete changeout of equipment. The 6 week implementation would not be long enough and we would be without a backup solution this summer.
Omega Systems Consultants, Inc.	$350,280.00	$116,760.00	$116,760.00	$583,800.00	Price is based on Option 2 in the proposal	Two options stated but option 2 price was not competitive. Long implementation cycle would leave us without a solution for backing up data this summer.
PhillyCom, Inc.	$131,760.12	$40,520.04			There are inconsistencies with this price sheet cost vs. the proposal doc which has $150,623 as their 1 Yr cost. Please review the proposal for add'l 5 Yr price option	Barracuda solution is not an option for CCP. We have experienced this appliance and found it to be lacking. Pricing was unclear.
Cogentix	$323,028.00	$107,676.00	$107,676.00	$538,380.00	did not comply by entering price on price sheet in Pennbid; pricing contained in their uploaded documents. Discounted monthly cost for a 4 and 5 year commitment. Yr 4 $8416/mo total **4 yr cost $403,968** or yr 5 $8124/mo total **5 yr $487,440**	ITS would like to remain with Cogentix (formerly DSS) and go with the 5 year agreement. The solution of EXAGRID is sound and will remove the tape backup solution 9the point of the RFP) that we are currently doing and provide a path into the current century of backup. The remove of tape is a saving of $4,300 annually (Autovault $600 and Iron Mointain $3700) which were included in FY18 proposed Operating dollars. The extra expense of this solution will pay for itself over time in our ability to manage the data we are backing up and provide improved restore points via EXAGRID.