



**Meeting of the Board of Trustees, Thursday, September 4, 2025 - 2:30 p.m., Isadore A. Shrager Boardroom  
M2-1/Hybrid**

**AGENDA**

**(1) Executive Session I**

**(2) Meeting Called to Order**

The Goals for the September meeting in addition to routine matters are:

- Election of Board Officers
- Update on the Status of the New Academic Year
- Update on Enrollment
- Update on the 60th Anniversary of the College
- Plan for Upcoming Meetings

**(3) Public Comment**

**(4) Board Elections (A)**

**(5) Report of the Interim President**

- (a) Update on the Status of the New Academic Year
- (b) Update on Enrollment
- (c) Update on the 60th Anniversary of the College
- (d) Acknowledgements
- (e) Introduction of Student Representative to the Board of Trustees/SGA President
- (f) Foundation Report (Dr. Mellissia Zanjani and Mr. Tim Spreitzer)

**(6) Student Outcomes Committee, June 5, 2025**

6.5.25 Student Outcomes Committee 4

**(7) Business Affairs Committee, June 18, 2025 and  
Combined Meetings of the Business Affairs and Executive  
Committees, July 16 and August 20, 2025**

6.18.25 Combined Meeting of the Business Affairs and Board of Trustees 83

7.16.25 Combined Meeting of Business Affairs & Executive Committees 109

8.20.25 Combined Meeting of the Business Affairs and Executive Committees 120

(a) Maintenance Agreement and Annual Lease with Crown Castle Fiber LLC (Ratify)

(b) Renewal Contract with Dell – APEX Backup (Ratify)

(c) Renewal of Fortinet Security Solutions Contracts Through June 30, 2026) (Ratify)

- (d) Award to Positive Wiring for Electrical Work at CATC & WRC (Ratify)
- (e) Contract with Granular Insurance – Stop Loss Coverage (Ratify)
- (f) Contract with UNUM for Life, AD&D, and Disability Insurance (Ratify)
- (g) Contract with Delta Dental (Ratify)
- (h) Contract with Tricon Construction Management, Inc. for Welding General Construction (Ratify)
- (i) Contract with Garland/DBS, Inc. for Bonnell Roof Repair/Restoration (Ratify)
- (j) Contract with Elliott Lewis for the Replacement of the Chiller Fill in the Bonnell Building (Ratify)
- (k) Contract with Elliott Lewis for Replacement of the Coil on Cooling Tower #2 (Ratify)
- (l) Reopening of Northeast Regional Center (NERC) Café (Ratify)

## **(8) Resolution for Salary Increases for Administrators, Grant Administrators, and Confidential Employees (Action)**

Resolution for Salary Increase for Administrators and Confidential Employees	168
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## **(9) Audit Committee, June 18, 2025**

6.18.25 Audit Committee	169
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## **(10) Workforce Subcommittee, August 27, 2025**

## **(11) Consent Agenda**

- (a) Proceedings and Minutes of Decisions and Resolutions, Meetings of June 5, 16, and 18, 2025

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- (b) Grants and Gifts

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- (c) Applied Engineering Technology Associate of Applied Science Program

- (d) Engineering Associate in Science Program

## **(12) Report of the Chair**

- (a) Committee Appointments
- (b) Presidential Search Update
- (c) Plan for Upcoming Meetings
- (d) ACCT 2025 Leadership Congress, October 22-25, 2025, New Orleans
- (e) Update on Board Effect

### **(13) Old Business**

### **(14) New Business**

### **(15) Next Meeting**

A virtual Special Meeting of the Board of Trustees is scheduled for Wednesday, October 1, 2025, at 8:00 a.m.

The next regular meeting of the Board of Trustees (In Person Committee of the Whole) is scheduled for Thursday, October 16, 2025, 2:30 p.m. at the Career and Advanced Technology Center, 4750 Market Street, Room 341. No Zoom option available.

Wednesday, October 15, 2025 – In-Person – 4:00 p.m. Executive Committee (if needed). The Executive Session of the Board and Dinner is scheduled for 5:30 p.m., Career and Advanced Technology Center, 4750 Market Street, Room 341. No Zoom option available.

### **Committee Meetings**

- Student Outcomes Committee , Wednesday, September 4, 2025, 12:30 p.m. – Library and Learning Commons - L1-13/Hybrid
- Business Affairs Committee, Wednesday, September 17, 2025, 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid
- Audit Committee, Monday, October 20, 2025, 10:00 a.m. Isadore A. Shrager Boardroom M2-1/Hybrid

### **Upcoming Events**

- Opening Night Philly Fringe Festival, Premier of MIZ Prophet Tells All, Tuesday, September 23, 2025, 6:00 p.m. - 8:00 p.m., Black Box Theater, Room BG-21
- Roary's Cub House Ribbon Cutting and Reception, Tuesday, September 30, 2025, 10:00 a.m. – 11:00 a.m., Library & Learning Commons, L1-15
- Octavius Catto Legacy Conference, Saturday, October 11, 2025 9:00 a.m. – 3:00 p.m. Bonnell Building
- Cheyney University and CCP Partnership Ceremony Signing, Wednesday, October 17, 2025, Center for Business and Industry, 1723 Callowhill – 3rd Floor
- Association of Community College Trustees Leadership Congress, October 22-25, 2025, New Orleans, Louisiana

Calendar of Events, September 2025

Calendar of Events for September 2025

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### **(16) Executive Session II – As Needed**

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

## **MEETING MINUTES**

**Thursday, June 5, 2025  
12:30 a.m.  
Hybrid  
&  
Library Commons Conference room, L1-13  
1700 Spring Garden St.  
Philadelphia, PA 19130**

**Presiding:** Ms. Chekemma Fulmore-Townsend

**Committee Members:** Mr. Patrick Clancy, Ms. Carol Jenkins, Ms. Rosalyn McPherson

**Board Participants:** Mr. Harold Epps

**College Members:** Dr. Linda Powell, Dr. Danny Hoey, Dr. Lisa Sanders, Dr. Shannon Rooney, Dr. Vishal Shah, Dr. Sesime Adanu, Dr. Amy Birge - Caracappa, Elizabeth Gordon, Dr. Brandon Terranova, Dr. Lucia Gbaya-Kanga, Dr. Anyabwile Love, Drael Thomas, Naima Turner - Fleming

**Guests:** Dr. Judith Gay, Consultant to the Board of Trustees

### **I. Public Session**

(a) Approval of the Minutes of the May 1st, 2025 Meeting (A)

Trustee Fulmore-Townsend motioned to approve the minutes of the May 1st and May 20<sup>th</sup> meetings. Trustee Clancy motioned to approve the minutes, and Trustee Jenkins seconded the motion. A motion to approve the minutes carried with all in favor.

(b) Applied Engineering Technology and Engineering Associate of Applied Science APRs (A)

Dr. Vishal Shah and Dr. Brandon Terranova presented reviews of the Applied Engineering Technology (AET) and Engineering Associate of Applied Science programs, supported by Dr. Birge-Caracappa and Elizabeth Gordon from the Assessment team. The Engineering Department has faced significant staffing challenges in recent years, with four of its five senior faculty members retiring within a single year. Despite multiple unsuccessful faculty searches due to salary differences and scheduling conflicts in the engineering industry, the department managed to maintain its offerings by reallocating faculty from other departments with



engineering backgrounds. A major achievement has been the intentional hiring of three Black faculty members, increasing faculty diversity and better aligning with the student body.

The department currently offers four degree programs, one proficiency certificate, and all Physics service courses at CCP. It plans to launch a new Electrical Engineering Technology (EET) program in Fall 2025 and intends to introduce a Mechanical Engineering Technology program later. Enrollment trends are very positive, with Applied Engineering Technology enrollment doubling from about 80 to 180 students over four years and steady growth in the Engineering transfer program. Summer enrollment has also increased, primarily through articulation agreements, attracting visiting students from four-year institutions. Dr. Shah noted that the median annual salary for professionals in Applied Engineering Technologies/Technician is \$67.3K, while for Engineering, it is \$101.3K.

- Trustee Epps inquired whether students from other institutions enroll in summer courses at CCP. Dr. Shah confirmed that they do and explained that these students are included in Tableau reports. Dr. Rooney added that program-specific reports with summer visiting student data can be provided upon request.

Dr. Terranova provided an overview of the differences between engineering and engineering technology. He pointed out that traditional engineering fields, such as civil, architectural, mechanical, chemical, and electrical engineering, are mainly based on theory. The term "technology," which was introduced in the United States about 20 to 30 years ago and has been widely adopted by four-year colleges, including partner schools like Drexel University, Temple University, and Rowan University, emphasizes practical, hands-on experience. Engineering Technology programs prepare students to enter the workforce as technicians or junior engineers through a more applied approach. He explained that the Electrical Engineering Technology program is designed for two groups of students: those planning to transfer to a four-year school to earn a bachelor's degree in engineering technology, and those seeking immediate entry into the workforce with an associate degree. Additionally, the program offers an opportunity for students with lower initial math skills, who are exploring engineering interests, to develop foundational skills before pursuing a traditional engineering career. He emphasized that the program has multiple goals and has successfully supported students through an important stage of their academic and professional growth.

Dr. Terranova explained that students who struggle with mathematics usually start their studies in the Applied Engineering Technology (AET) program. In contrast, those with stronger mathematical background, such as having completed Pre-Calculus II or Calculus, can move directly into the engineering pathway. These students typically aim to transfer to a four-year college to pursue traditional Engineering degrees.

Dr. Terranova joined the college in 2021 during a period of significant personnel changes in the department. Before becoming the Department Head, there was one new hire followed by three retirements. During the 2022–2023 academic year, a decision was made to appoint a new department head. Since assuming his role in 2023, he has evaluated the department's condition while continuing his teaching responsibilities. He recognized an urgent need to modernize both the department and its laboratory facilities. He expressed gratitude to the Board for its support

in securing funding for these upgrades. The department recently completed a \$665,000 renovation of its physics labs, which included \$350,000 for physical upgrades and \$315,000 for modernized equipment. The new equipment was integrated into the program in 2023 and 2024.

- Trustee Epps asked about the assumed useful life of that equipment. Will technology influence the useful life of equipment? Dr. Terranova assured the Board that the equipment is suitable for at least five years, though he noted that ongoing technology upgrades are essential to maintaining the program's quality. He emphasized that many of the newly integrated lab resources are not even available at institutions like the University of Pennsylvania.

In 2024, the department undertook the important task of thoroughly revamping nearly all laboratories within our department. Each course includes about twelve laboratories, all of which were either completely redesigned or significantly renovated. The small yet dedicated faculty carried out this comprehensive project, and it has now been completed.

Besides the laboratory renovations, the department created a new curriculum committee, proposed a new program, and introduced fresh assessment initiatives. This year, the Dean, Department Head, and faculty are also working on updating all course learning objectives throughout the department, recognizing that these updates haven't been done in a while.

The advisory board has been strengthened by the addition of four new members. Current discussions about ongoing initiatives focus on enhancing the Engineering programs and developing new collaborations, especially between Drexel University and the Community College of Philadelphia, with a focus on using the recently acquired equipment from the latest procurement round.

A brief overview of marketplace salaries for several of these degrees was provided using data from the U.S. Bureau of Labor Statistics, which reflects U.S. median annual wages. A quick review of Philadelphia-specific data indicates that salaries in the region are generally 25 to 33 percent higher than the national figures. For the Applied Engineering Technology (AET) field specifically, the projections show a modest percentage increase in future earnings.

- Trustee Clancy asked about how the college monitors whether students become part of the overall graduate group who find jobs after finishing their studies. Dr. Shah said there is no strong tracking system for alumni right now. However, Dr. Powell told the Board that she previously tracked alumni as a grant administrator, with reports sent to the Federal Government. She also added that she stays in touch with alumni through LinkedIn and other methods. Dr. Rooney mentioned that the department frequently pulls data from the National Student Clearinghouse, but there is often a delay in getting this information, and the data depends on how the reporting institution submits it, including what is reported and when. Because of these limits, this source is somewhat unreliable but still useful. Institutional Effectiveness and Career Connections are working together to create a coordinated, college-wide approach, as this will continue to be an ongoing issue.

Dr. Birge-Caracappa reported that the Engineering (ENGR) program enrolled a larger proportion of students under age 30 (84.2%) compared to the College overall (74%). It enrolled smaller proportions of students identifying as Black (8.5%), White (4.2%), and Hispanic (4.7%) females than the College overall (30.1%, 14%, and 11.7%, respectively). Hispanic males made up 9.0% of enrollment, similar to the College overall (5.2%), while the proportions of Black (24.4%) and White (18.9%) males were higher than College averages (12.3% and 7.7%). From 2019 to 2024, the average enrollment was 82.6 students, with the program enrolling a higher proportion of full-time students (49.4%) than the College overall (30.6%). Between 2017 and 2022, 72.5% of Engineering graduates transferred to other institutions, exceeding the transfer rate for other AS graduates at the College (66.9%) and the overall College rate (52.8%). However, only 13.8% of these transfers graduated from their transfer institution, which is lower than the rates for other AS transfers at the College (30.5%) and overall (26.8%). From 2019 to 2023, the program awarded 63 AS degrees. Enrollment in the Engineering program is projected to increase from 84 students in Fall 2023 to between 102 and 121 students by Fall 2029, assuming planned interventions succeed. Regarding assessment, the department did not conduct an in-depth PLO assessment during the 2023–2024 academic year, and results for 2024–2025 are still pending. The department will collaborate with the Office of Assessment and Evaluation (OAE) to establish an assessment documentation cycle for 2024–2027, ensuring consistent record-keeping and continuous improvement.

The Applied Engineering Technology (AET) program enrolled a lower percentage of Black females (12.8%) compared to the College overall (28.2%), but a higher percentage of Black males (26.7%) compared to the College (12.3%). It enrolled a smaller proportion of White females (6.0%) than the College (7.7%), but a larger proportion of White males (15.8%) compared to the College (14%). Overall, the program enrolled significantly fewer female students (28.2%) than the College overall (66.8%). From Fall 2018 to Fall 2022, 32.4% of AET students returned to the same program from year to year, a rate similar to the College overall (35.1%). During the same period, 15.4% of AET students transferred to a different program, often another STEM program, compared to only 6.7% College-wide. Between 2019 and 2023, the program awarded 47 AAS degrees. Enrollment in the AET program is projected to grow from 147 students in Fall 2023 to between 164 and 192 students by Fall 2029. Because engineering technology is a disproportionately male field, an initiative is recommended to increase female student enrollment. As an AAS program, AET is also encouraged to reconvene its advisory committee more regularly and establish more formal connections to industry. Between 2015 and 2025, there has been little to no documentation of course learning outcomes assessment, and no documentation of program learning outcomes assessment. The AET program has now established a new assessment plan for 2025–2028. To ensure accountability, the program should work closely with the Math, Science, and Health Careers and the Office of Assessment and Evaluation to implement regular assessment practices using the new assessment management system, Insights by eLumen, and to embed documentation into ongoing processes.

Challenges persist, especially since the Northeast Regional Center (NERC) currently lacks dedicated lab space for engineering expansion.

- Trustee Epps asked whether the NERC has the capacity to host the program. Dr. Noyes and Dr. Shah confirmed there is no space available at this time, especially for lab-based instruction.
- Trustee Clancy inquired about how strategic and connected to employers the advisory committee is, particularly in terms of program assessment, student hiring, and maintaining an integrated approach. Dr. Birge-Caracappa explained that it often depends on the program, but in many cases, advisory committees help keep programs aligned with industry standards. Dr. Terrenova and Dr. Shah stated that the advisory committee, composed of about 17 members from both academia and industry, has played a key role in guiding the program. For example, Boeing has shown ongoing interest in collaboration; however, transportation barriers for students traveling to Boeing's Delaware County location have limited deeper engagement.

(d) Black Studies Associate of Arts APR

(A)

Presented by Lucia Gbaya - Kanga, an Assistant Professor of English and Academic Coordinator for Black Studies & Study Abroad, Anyabwile Love, an Assistant Professor of Humanities and Community Engagement Coordinator for Black Studies, and Dr. Birge-Caracappa. The Black Studies (BLAS) Associate Degree program was launched in Fall 2019. Guided by an ethos of remembering, recollecting, and reclaiming, the program centers on local and global communities. It recruits students seeking to connect their cultural identity with academic and career goals, fosters sustainable partnerships, and encourages collaboration. The program is supported by three complementary structures: the BLAS Advisory Board, the BLAS Institute for professional development, and the Black Faculty & Staff Alliance.

Curriculum highlights include an introductory course (101) that differentiates Black Studies from Black History, as well as history courses (220 & 221), Black Studies 102 (covering theory and methodologies), Black Music and Black Cinema (250 & 290), and the capstone course Black Studies 290, designed to support internships and community learning. Recently, eight students traveled to Ghana as part of this capstone experience. The program also featured a 12-day study abroad trip to Ghana funded by the Ambrose Monell Fund.

- Trustee Epps inquired about how the Ghana trip was funded and whether such funding was at risk due to changing attitudes toward DEI programming. Dr. Sanders informed the Board that the privately funded Monell Foundation fully finances the trip. The grant operates on a two-year renewal cycle and has a long-standing history of supporting study abroad programs at the college, dating back 15–20 years. She also confirmed that funding is secure and unaffected by external political pressures.

Dr. Love reported that many students have expressed interest in the program but are unable to double major or minor due to college policy constraints. Despite these challenges, the program is recognized for its strong community partnerships with institutions such as Bryn Mawr College, Haverford College, Temple University, and Howard University. The BLAS Institute brings valuable professional development opportunities to students and program alumni who have already achieved notable success in education and nonprofit leadership.

Dr. Birge-Carracapa noted that the average enrollment in the Black Studies program from Fall 2019 through Spring 2024 was 6.3 students. Due to the small sample size, caution should be used when making assumptions about student outcomes. The Black Studies program has a higher proportion of full-time students (50%) compared to the overall college (30.6%). It also has nearly double the percentage of students identifying as Black (80.5%) compared to the college-wide figure of 42.4%. Additionally, it shows a slightly lower percentage of students identifying as Hispanic (15% versus 17%) and a lower percentage of students identifying as White (1.0% versus 21.9%). The proportion of students under 30 years old (73.1%) is very similar to the college overall (74%). Between Fall 2019 and Fall 2022, the proportion of BLAS students who returned to the same program from one year to the next (21.5%) was lower than the college's overall (36.2%). However, the proportion of students who switched to a different program (14.2%) was higher than the college's overall (7.0%). Although there appears to be an upward trend, caution is again advised due to the small sample size.

From 2019 to 2023, BLAS awarded two AA degrees. For students whose first semester at CCP was between 2017 and 2022 and whose final CCP major was Black Studies, fifty percent of Black Studies graduates transferred to other institutions. This rate is lower than that of other AA graduates at the College (59.4%) but higher than the College-wide graduate transfer rate (52.8%). Caution is again advised due to the limited sample size. BLAS is unable to perform a consistent and comprehensive Program Learning Outcomes (PLO) assessment because some courses are not currently offered.

Approximately 980 students, including both majors and non-majors, have enrolled in various BLAS courses. As of Fall 2024, there are 25 majors in progress, with three students scheduled to graduate in May. Currently, nine students are active majors, and there are two recent graduates, with data from 2019–2025 4PIT pending. For the 2023–2024 academic year, 80.6% of students achieved the 81% proficiency goal for BLAS 101. Among these, 51.6% attained Mastery level, 29% reached Proficient, and 9.7% were at Apprentice and Novice levels.

The program features student seminars, self-community-based learning, and inquiry/service projects. It includes multi-disciplinary, multi-modal/media, and creative approaches, along with guest lecturers and student leadership opportunities. Partnerships include collaborations with Bryn Mawr/Haverford's (BiCo) Education Program IBLE: Inquiries into Black Study,

Language Justice, and Education, as well as offering a BLAS 102 section in the Honors program. The program has also created “linked” courses with BLAS 101 and ENGL 097, which have consistently run, with many students continuing to BLAS 102 and other BLAS courses.

The process of monitoring and analyzing student success includes completing annual AEFIS data collection, conducting internal evaluations, and making observations within faculty teaching circles. BLAS teaching faculty continue to refine assignments based on data, observations, and feedback from peers, the community, and students. The focus remains especially on Novice and Apprentice groups.

Pedagogical approaches are revised to promote student self-directed learning while achieving program outcomes and maintaining the ethos, and to encourage applying learning to community issues. Specific assignments are modified, and opportunities are created for student-faculty or peer (community) mentoring and tutoring. Additional options include assignment revisions and extra credit that connect coursework to campus and community engagement. The BLAS Repository is being built to archive and display student and faculty work, providing professional development support for current and future faculty.

- Trustee Epps inquired about the size of the faculty. Dr. Gbaya-Kanga responded that two full-time faculty members cross-teach and three adjunct professors.
- Trustee Jenkins inquired whether Dr. Love, Dr. Gbaya-Kanga, or other faculty members have maintained communication with representatives from the African American Studies program at Temple University. Dr. Love responded that he is an alumnus of the institution. He indicated that they maintain regular contact to promote mentorship opportunities, develop partnerships, and stimulate interest in recruiting more Temple University graduates as prospective instructors. Additionally, they frequently engage with Howard University, and other Historically Black Colleges and Universities (HBCUs).

The program presently operates without an allocated budget and depends heavily on strategic inter- and intra-institutional partnerships. Based on the expenditure on programming over the past year, an estimated amount of \$10,000 annually is deemed essential to sustain the ongoing activities, which have been made possible through the generosity of our funding partners and collaborative efforts. This sum encompasses expenses related to guest speakers and lecturers, co-curricular activities, student conferences, community engagement initiatives, emergency support, scholarships, and other related costs. Furthermore, to expand the program, additional faculty support in terms of human resources is required.

- Trustee McPherson articulated a robust recommendation for a course emphasizing legacy and stewardship, particularly within the scope of the business facets of Black History. The curriculum should incorporate subjects such as nonprofit leadership, fundraising, entrepreneurship, and collaborations with museums. She acknowledged the significance of sustaining a visible program presence and inquired whether the program should continue as a comprehensive degree pathway. Additionally, she proposed potential enhancements, including the incorporation of the business aspects of Black History, the expansion of content concerning nonprofit leadership and entrepreneurship, and the fortification of partnerships with museums and cultural institutions, along with international travel opportunities. She also suggested stronger integration of legacy and stewardship concepts into the curriculum to better position students for careers in curation, preservation, and cultural leadership.
- Trustee Fulmore-Townsend acknowledged the insightful and engaging presentation, while also raising a crucial matter: although course enrollment remains strong, the number of students completing the degree is disproportionately low. She expressed concern regarding whether the program should continue as a full associate degree or be transitioned to a certificate or concentration model, particularly given ongoing resource limitations. She referenced that faculty highlighted COVID-19 disrupted the program shortly after its inception and noted that they are still recovering momentum from that period. Nonetheless, there is concern about the program's sustainability, as only six degrees have been awarded in five years. The program holds significant cultural and academic value; however, further consideration is necessary to determine the most effective structural approach going forward. Providing students with tangible experiences that demonstrate a clear pathway to completion is essential.

In conclusion, Dr. Powell expressed strong support for the continued advancement of the Applied Engineering Technology and Engineering programs. She highlighted a recap of the enrollment trends, alignment with the regional workforce, and the importance of practical technical training. Furthermore, she recommended addressing space constraints, expanding faculty capacity, and implementing formal mechanisms for alumni tracking to ensure long-term sustainability.

Concerning the Black Studies program, Dr. Powell highlighted the faculty's strong commitment, substantial student interest in courses, notable collaborations with other institutions, and the community's value; however, she also expressed concerns regarding the low rates of degree completion.

The Board authorized the continuation of the Engineering and Engineering Science programs for five years, with the stipulation that the recommended actions be actively implemented. Trustee Fulmore-Townsend proposed the approval of both the Applied Engineering

Technology Associate of Applied Science and the Engineering Associate in Science programs, each for five years. Additionally, she recommended that the Black Studies program develop a draft plan before approval is granted for a period of potentially one year, contingent upon the achievement of specific metrics aimed at increasing enrollment, supported by an increased budget. A subsequent decision will be made regarding whether the program should transition to a certificate or concentration model, while ensuring the maintenance of robust course offerings.

Trustee Epps made a motion to approve, and Trustee Jenkins seconded. The motion was carried unanimously. The meeting was adjourned.



# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Applied Engineering Technology A.A.S.

Authors: Brandon Terranova, Diael Thomas, Lizzie Gordon

Spring 2025

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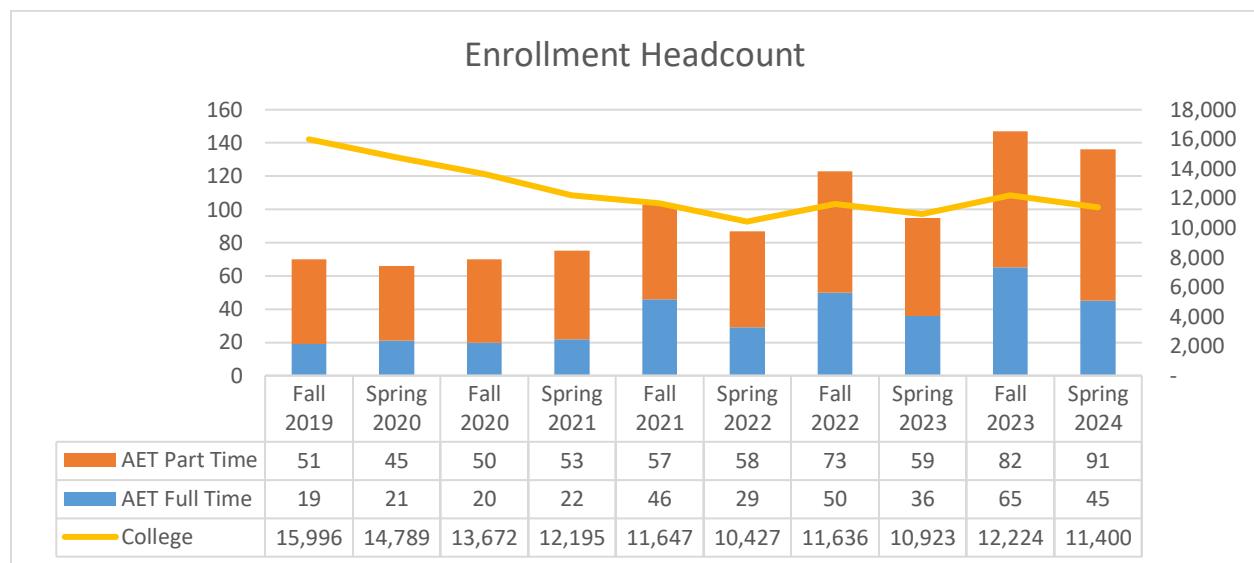
## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

##### Enrollment

1. Average enrollment in the Applied Engineering Technology (AET) program between Fall 2019 and Spring 2024 was 97.2.
2. On average, AET enrolled a similar proportion of full-time students (35.1%) compared to the College overall (30.6%).



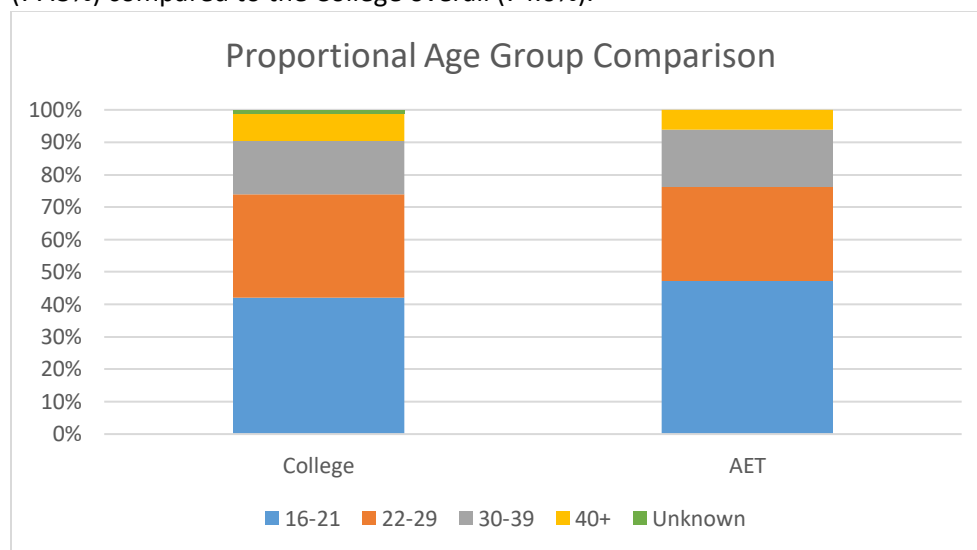
##### Demographics

3. On average, AET enrolled a lower percentage of students identifying as Black females (12.8%) compared to the College overall (30.1%) and a higher percentage of students identifying as Black males (28.7%) compared to the College overall (12.3%).
4. On average, the program enrolled a lower percentage of students identifying as white females (6.0%) compared to the College overall (14.0%) and a higher percentage of students identifying as white males (15.8%) compared to the College overall (7.7%).

5. On average, the program enrolled a lower percentage of students identifying as Hispanic females (5.3%) compared to the College overall (11.7%) and a higher percentage of student identifying as Hispanic males (13.0%) compared to the College overall (5.2%).
6. On average, AET enrolled a similar percentage of students identifying as Asian females (3.1%) compared to the College overall (5.9%) and a similar percentage of students identifying as Asian males (9.2%) compared to the College overall (4.8%).

AET		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
Amer Indian or Alaskan Native	Male	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.1%
	Female	4.3%	4.5%	4.3%	2.7%	1.0%	3.4%	1.6%	3.2%	3.4%	2.2%	3.1%
Asian	Male	10.0%	12.1%	11.4%	13.3%	8.7%	5.7%	8.9%	7.4%	9.5%	6.6%	9.4%
	Female	17.1%	10.6%	17.1%	17.3%	10.7%	12.6%	14.6%	10.5%	9.5%	10.3%	13.1%
Black	Male	30.0%	25.8%	21.4%	18.7%	27.2%	26.4%	33.3%	35.8%	34.0%	29.4%	28.2%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.7%	0.1%
	Female	8.6%	7.6%	10.0%	8.0%	3.9%	2.3%	3.3%	4.2%	2.7%	2.9%	5.3%
Hispanic	Male	7.1%	9.1%	10.0%	5.3%	17.5%	16.1%	16.3%	16.8%	17.0%	17.6%	13.3%
	Female	1.4%	0.0%	0.0%	2.7%	1.0%	0.0%	0.0%	1.1%	1.4%	0.7%	0.8%
Multi-Racial	Male	1.4%	1.5%	0.0%	1.3%	1.9%	1.1%	1.6%	3.2%	4.8%	4.4%	2.1%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.1%
	Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	1.1%	0.7%	0.7%	0.3%
Other/Unknown	Male	2.9%	4.5%	2.9%	2.7%	1.0%	1.1%	0.8%	0.0%	0.0%	5.9%	2.2%
	Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pacific Islander	Male	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	7.1%	7.6%	7.1%	8.0%	4.9%	5.7%	3.3%	3.2%	6.8%	5.9%	6.0%
	Male	10.0%	16.7%	15.7%	20.0%	21.4%	24.1%	13.8%	13.7%	9.5%	12.5%	15.7%
White	Unknown	0.0%	0.0%	0.0%	0.0%	1.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.2%

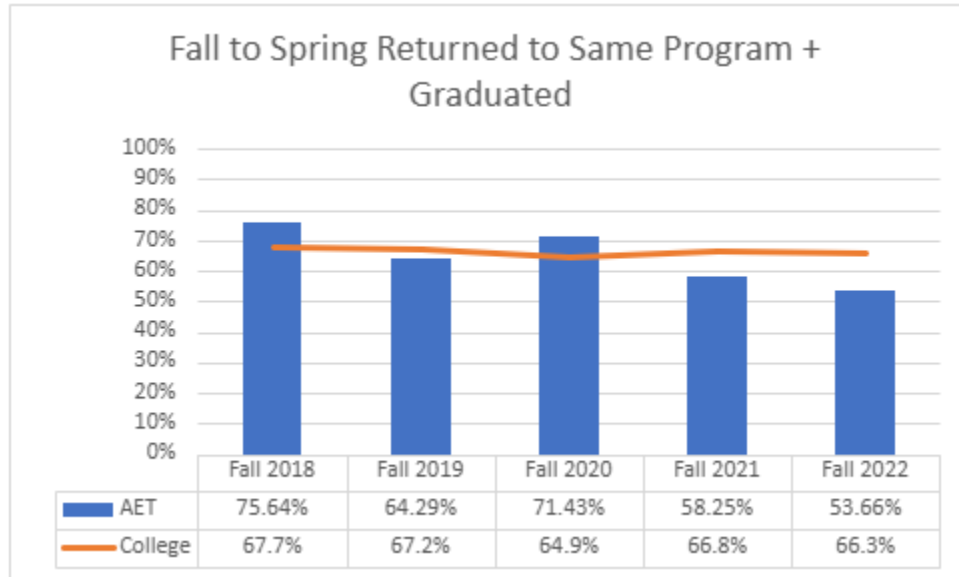
7. Overall, the program enrolled a lower percentage of students identifying as female (28.2%) compared the College overall (66.8%).
8. The program enrolled a similar average proportion of students under 30 years of age (77.3%) compared to the College overall (74.0%).



### Retention

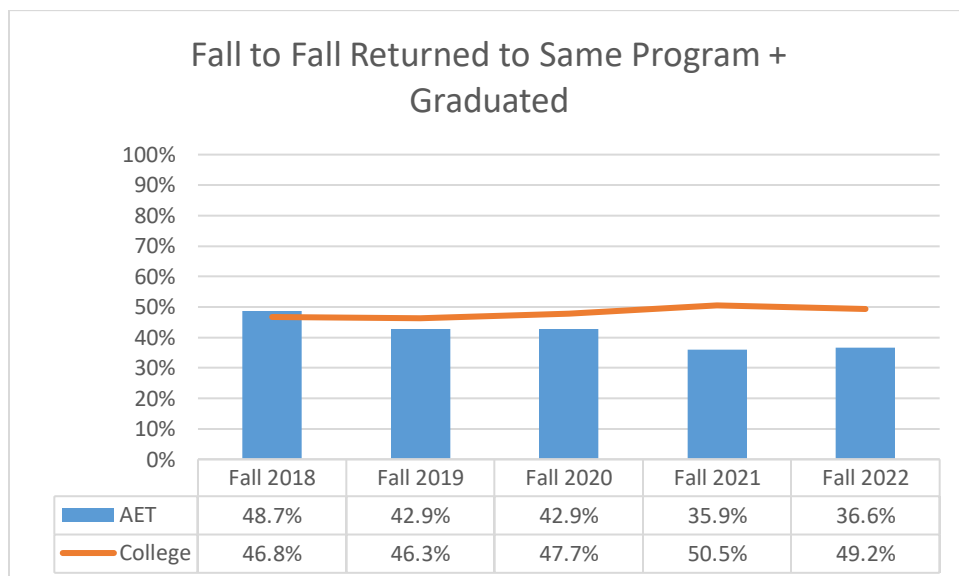
Fall to Spring

9. Over the period studied, the proportion of AET students who returned to the same program from one semester to the next (62.3%) was similar to the College overall (61.1%).
10. The program's average proportion of students who returned to a different program from one semester to the next (8.6%) was similar to the College overall (3.9%).



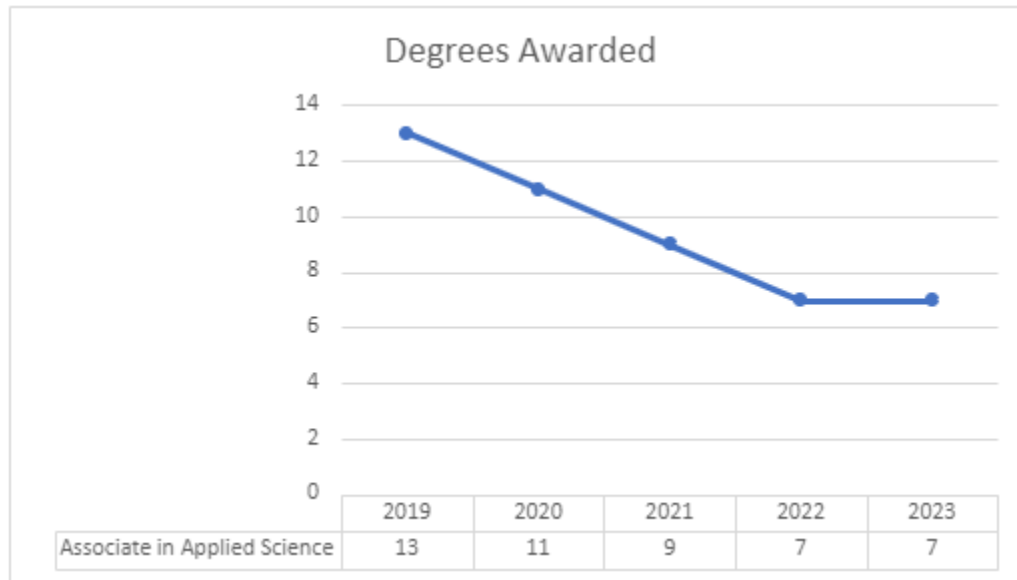
#### Fall to Fall

11. Over the period studied, the proportion of AET students who returned to the same program from one year to the next (32.4%) was similar to the College overall (35.1%).
12. The program's average proportion of students who returned to a different program from one year to the next (15.4%) was higher than the College overall (6.7%). However, over 64% of the students transferred to other STEM programs within the College, indicating that many students use the AET program as a gateway degree program.



### Success and Graduation

13. Over the period studied, the AET program awarded forty-seven degrees.



### Advisory Committee

14. The program has not met with its advisory committee since April 5, 2021. Another meeting is planned for April 30, 2025.

### Assessment

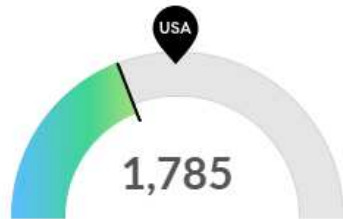
15. The AAS in Applied Engineering Technology has four program learning outcomes:
- (1) Demonstrate laboratory skills in basic science and technology areas.
  - (2) Explain the interplay between scientific information and public policy and standards.
  - (3) Present technical information in oral, written, or graphic format.
  - (4) Work effectively as part of a team.
16. There is little documentation of course learning outcome assessment and no documentation of program learning outcomes assessment over the period studied.
17. The program has established a new assessment plan for the next two years that will assess two PLOs each year starting in the 2024-2025 academic year and finishing in 2025-2026. The overarching goal of the assessment plan is to organize assessment activities within the program, ensuring that students graduate with the technical proficiency, problem-solving abilities, and ethical understanding required to succeed in diverse engineering roles or further education.

### Workforce Development

18. The field of applied engineering technology is evolving rapidly due to technological advancements, industry demands, and regulatory changes. Emerging trends such as automation, artificial intelligence, and sustainable engineering practices are shaping the landscape of employment opportunities. To ensure that the AET program remains current

and relevant, faculty continuously update the curriculum based on industry needs, incorporating new technologies and methodologies into coursework and lab experiences.

#### Light Job Posting Demand Over a Thin Supply of Regional Jobs



**Jobs (2023)**

Your area is not a hotspot for this kind of job. The national average for an area this size is 2,569\* employees, while there are 1,785 here.



**Compensation**

Earnings are about average in your area. The national median salary for your occupations is \$70,294, compared to \$69,022 here.



**Job Posting Demand**

Job posting activity is low in your area. The national average for an area this size is 80\* job postings/mo, while there are 59 here.

\*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and your area. In other words, the values represent the national average adjusted for region size.

### Cost

19. Over the period studied, the AET program ran an average of 2.6 sections of its required courses each semester, which were enrolled at 69.8% capacity on average.
20. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$4152 which is lower than its division average of \$5143 division and lower than the College average of \$4207.

## B. Prior Audit

Recommendations from Fall 2015 Applied Science and Engineering Technology (ASET) Audit and Program Response:

### 1. **Evaluate the overlap between Applied Science and Engineering Technology and Technical Studies**

Technical Studies is intended to serve students transitioning or becoming credentialed mid-career. Applied Science and Engineering Technology is geared to workforce entry, and stackable credits towards an associate's degree. Over the past year, both underwent program revisions and the audit process simultaneously. These revisions introduced curricular changes that improved both programs, but also introduced increased congruency, in that both programs now offer credit for prior learning in the technical field, and share a technical curricular track. This overlap has the potential to create duplicative work for the faculty and confusion for students interested in a technical field.

It is recommended that the programs create a proposal for increasing coordination or distinction. This could include, but is not limited to: housing the programs in the same department, combining the programs, or leaving the programs as they are but with increased partnership. The Programs should continue to monitor the impact of the program revisions in order to clarify the distinctions between the two programs and confirm that a distinction has been achieved.

#### **Program Response:**

As part of the review, the Technical Studies program was sunset effective Fall 2021. Further, the program name of Applied Science and Engineering Technology (ASET) was changed to Applied Engineering Technology (AET) in 2021 to further align the curriculum to workforce needs in the region. Any similarities to the past Technical Studies program or current Individualized Studies program are surface level only and largely due to Tech Studies students having been able to select ASET courses as one of seven possible technology concentrations.

### 2. **Program Review and Evaluate the Program Name for Clarity**

Applied Science and Engineering Technology is a career program and as such, should provide students with clearer materials defining the scope and purpose of the program and courses of study leading to well defined career opportunities. The current program name is problematic because it implies that the program is similar to a two-year engineering technology program. ASET does not, however, require the standard courses of an associate in engineering technology. Given the broad nature and general understanding of the term Engineering Technology, the program should determine whether including "Engineering Technology" in the title of the program accurately describes the content of the program, keeping in mind prospective students, transfer institutions, and employers.

**Program Response:**

In 2021, the program underwent a major revision. The program added two different pathway outcomes. Choices include an engineering technology pathway and a transfer pathway. The engineering technology pathway is geared towards the student who wishes to complete the A.A.S. degree and seek employment upon graduation in an electrical and/or technical field where knowledge of basic electronics is essential. This pathway includes core electronics courses and program electives. The electives include in-context principles and concepts relative to the workplace environments that students may be employed in. The transfer pathway is designed to allow a student to transfer into a bachelor's degree engineering technology program. Locally, both Temple and Drexel offer engineering technology degree programs at the bachelor's level. College-level chemistry and physics are components of these curricula along with precalculus math courses.

3. **Create a student tracking system to determine factors influencing attrition and retention. (Retention, Outcomes, and Course Efficiency)**

ASET records very poor retention. The Program's fall-fall and fall-spring retention rates are lower than the average for the college. Only 26% of students in the Program continue from one fall to the next, compared to 36.7% college-wide. Between 2009 and 2013, 74 students left the Program (and the College). Sixty-four percent of these students left with less than 12 credits (college-wide approximately 60% of students who leave do so during their first 12 credits). Additionally, approximately 14% of students in the ASET program change majors between one fall and the next, compared to approximately 8% college wide.

This audit has highlighted the need for the creation of a retention plan. The retention plan should focus on students enrolled in their first 12 credits; efforts could include a course revision to ASET 101, clarifying the goals and objectives of the program to incoming students, and/or utilizing starfish to track at risk students. The BMET mentorship program, currently in development, might be applied to all ASET students.

On average, the Applied Science and Engineering Program runs approximately 3.5 sections per semester. While courses within the Division are at 88% of capacity, ASET courses, on average, have run with an average capacity of 69% in the fall and 66% in the spring. Program faculty must develop a program management plan that addresses the low section enrollment efficiency.

The program enjoys solid student course completion rates (85.3%). However, approximately 43% of the students who leave the Program do so in poor academic standing; College-wide this figure is approximately 37% (see Table 3). The Program needs to further investigate the disconnect between course completion and program completion to improve student success.

**Program Response:**



Since 2023, the department has undertaken numerous changes to improve the retention and graduation rates from the program. Testament to the changes has been dramatic improvement in the year-over-year retention (see Appendix B). As mentioned previously, the average year-over-retention for the program is now similar to that of the College.

#### 4. Assessment

The department needs to further examine its assessment practice for quality improvement. Although assessment is occurring, the program has recorded few action plans. A renewed focus on improving teaching and learning across the curriculum is recommended. Program faculty must complete one cycle of assessment by the end of spring 2016.

Two areas of the curriculum map must be addressed. First, the Program must create a curriculum map that identifies where outcomes are introduced, reinforced, mastered, and assessed. Second, the curricular map should adequately reflect how students will meet program learning outcomes, as individuals make course selections through the program (example: students can either enroll in PTEC 103 or BMET 102 and students can either enroll in ASET 130 or BMET 202).

#### Program Response:

Regular communication between the physics and engineering department and related programs ensures courses have appropriate content. Course learning objectives for the various courses in the AET program are currently under review and are being updated by faculty familiar with those courses. ELEC courses (soon to be EET courses) have course revision proposals pending with updated CLOs. The program's revised assessment plan includes an updated curriculum map and assessment cycle.

### C. Action Items

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

#### Enrollment and Demographics

1. Enrollment changes are predicted as follows:

Benchmarks		Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID Benchmark)	Fall 2023 Headcount	N	% change*	N	% change	N	% change

70	147	Low range	145	-1.37%	143	-1.44%	141	-1.46%
		Base	153	3.97%	159	3.93%	165	3.91%
		High range	161	9.32%	176	9.29%	192	9.28%

\*Change from Fall 2023 headcount

\*\* “Low range” projections reflect expected growth given few to no successful enrollment interventions; “High range” projections reflect expected growth if planned interventions are successful.

**Responsibility:** Department Head and program faculty

**Timeline:** Fall 2025-Fall 2029

- Although the field of engineering technology is disproportionately male, consider an initiative to increase enrollment among female students.

**Responsibility:** Department Head and program faculty with College support

**Timeline:** Fall 2027

### Advisory Committee

- Since Applied Engineering Technology is an AAS program, the OAE recommends, in addition to more regularly reconvening their advisory committee, including ensuring that advisory committee members have more formalized connections to the industry, particularly when reviewing areas such as curriculum development, skills development, and keeping up with industry changes and trends.

**Responsibility:** Department Head and program faculty with College support

**Timeline:** Fall 2026

### Assessment

- Given that there is little documentation of course learning outcomes assessment and no documentation of program learning outcomes assessment from the period of 2015 through 2025 and that the program has established a new assessment plan for 2025-2028, the OAE recommends that the program work closely with the Math, Science, and Health Careers DCAF and the OAE to establish regular assessment practices using the new assessment

management system, Insights by eLumen, to ensure that documentation is built in to the process going forward.

**Responsibility:** Department Head and program faculty with DCAF and OAE support

**Timeline:** Fall 2027

#### D. Narrative

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The Applied Engineering Technology (AET) program offers an Associate in Applied Science (A.A.S.) degree, preparing students for diverse scientific technology careers while also providing a pathway for transfer to four-year engineering technology programs. With a flexible curriculum, students can choose from two pathways: engineering technology or transfer. The engineering technology pathway equips students with fundamental electronics knowledge for immediate employment, while the transfer pathway aligns with the prerequisites for a bachelor's degree in engineering technology at institutions such as Temple and Drexel. This hands-on, problem-solving-oriented program fosters essential lab and technical skills, preparing students for careers in manufacturing, field-service, marketing, and technical sales.

The field of applied engineering technology is evolving rapidly due to technological advancements, industry demands, and regulatory changes. Emerging trends such as automation, artificial intelligence, and sustainable engineering practices are shaping the landscape of employment opportunities. To ensure that the AET program remains current and relevant, faculty continuously update the curriculum based on industry needs, incorporating new technologies and methodologies into coursework and lab experiences.

# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Engineering A.S.

Authors: Brandon Terranova, Diael Thomas, Lizzie Gordon

Spring 2025

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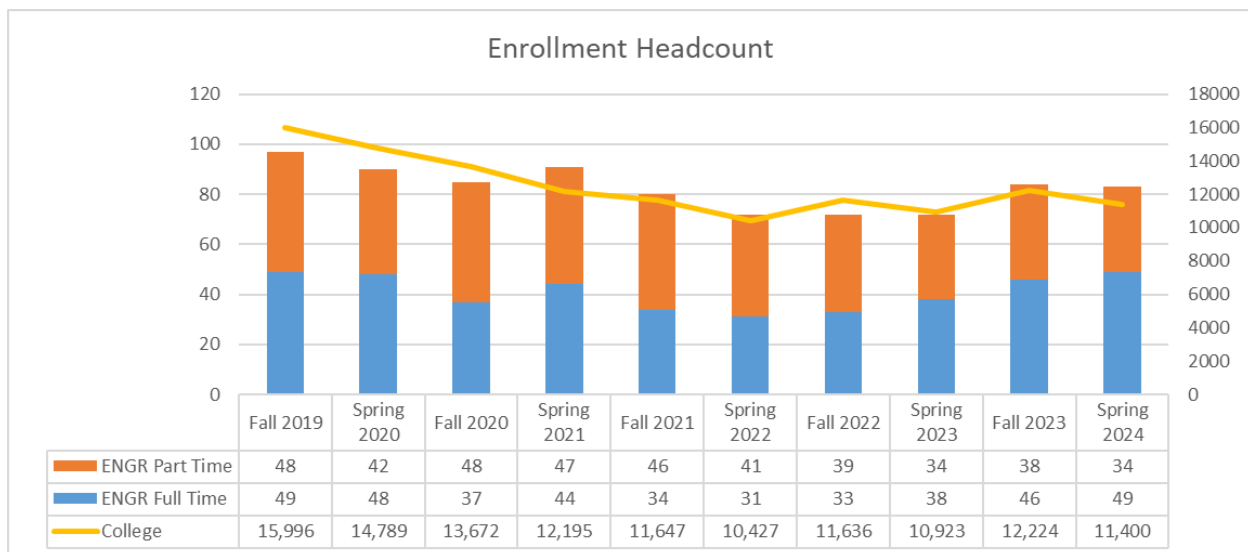
## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

##### Enrollment

1. Average enrollment in the Engineering AS between 2019 and 2024 was 82.6 students.
2. On average, the program enrolled a larger proportion of full-time students (49.4%) compared to the College overall (30.6%).



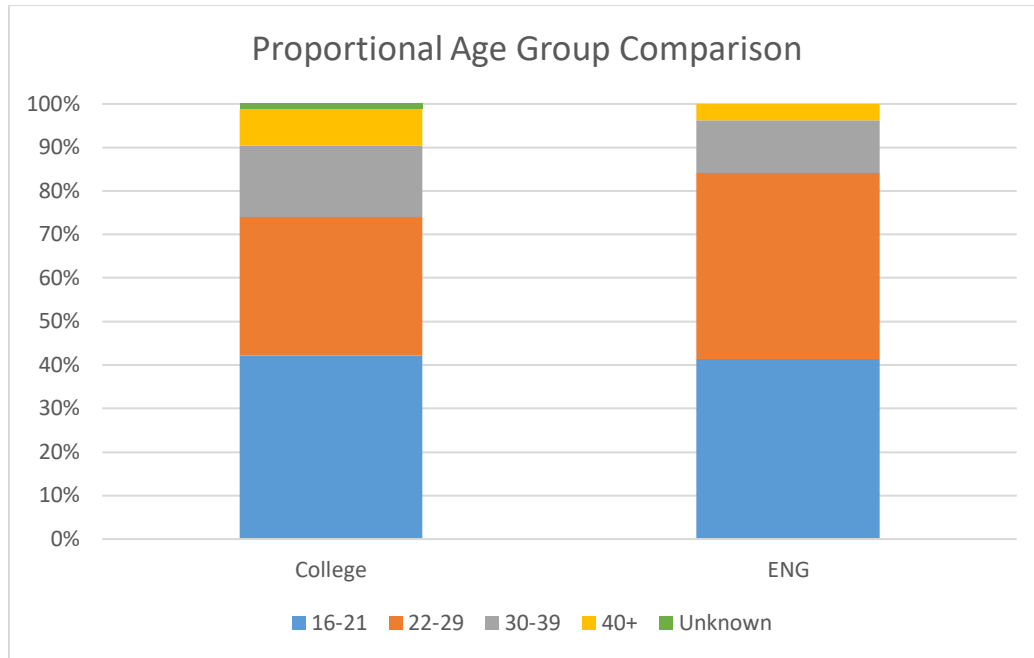
##### Demographics

3. On average, Engineering enrolled a lower proportion of students identifying as Black females (8.5%) compared to the College overall (30.1%) and a higher proportion of students identifying as Black males (24.4%) compared to the College overall (12.3%).
4. On average, the program enrolled a lower proportion of students identifying as white females (4.2%) compared to the College overall (14.0%) and a higher proportion of students identifying as white males (18.9%) compared to the College overall (7.7%).

5. On average, the program enrolled a similar proportion of students identifying as Asian females (4.7%) as the College overall (5.9%) and a higher proportion of students identifying as Asian males (16.3%) compared to the College overall (4.8%).
6. On average, Engineering enrolled a lower proportion of students identifying as Hispanic females (4.7%) compared to the College overall (11.7%) and a similar proportion of students identifying as Hispanic males (9.0%) as the College overall (5.2%).
7. On average, the program enrolled a lower proportion of female students (23.7%) compared to the College overall (66.8%).

ENG		Spring 2019	Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
Amer Indian or Alaskan Native	Male	0.0%	0.0%	0.0%	1.2%	1.1%	1.3%	1.4%	0.0%	1.4%	0.0%	0.0%	0.6%
	Female	5.0%	3.1%	4.4%	4.7%	6.6%	6.3%	5.6%	2.8%	2.8%	4.8%	6.0%	4.7%
	Unknown	1.0%	1.0%	1.1%	0.0%	0.0%	0.0%	1.4%	1.4%	1.4%	1.2%	1.2%	0.9%
Black	Female	5.0%	7.2%	7.8%	14.1%	11.0%	8.8%	6.9%	8.3%	9.7%	8.3%	6.0%	8.5%
	Male	23.8%	21.6%	20.0%	22.4%	25.3%	28.8%	30.6%	22.2%	22.2%	26.2%	25.3%	24.4%
Hispanic	Female	2.0%	1.0%	4.4%	4.7%	4.4%	6.3%	6.9%	8.3%	4.2%	6.0%	3.6%	4.7%
	Male	9.9%	2.1%	4.4%	7.1%	7.7%	10.0%	11.1%	12.5%	13.9%	10.7%	9.6%	9.0%
Multi-Racial	Female	1.0%	2.1%	2.2%	1.2%	0.0%	1.3%	2.8%	1.4%	1.4%	0.0%	0.0%	1.2%
	Male	1.0%	2.1%	2.2%	2.4%	1.1%	1.3%	2.8%	4.2%	4.2%	2.4%	4.8%	2.6%
Other/Unknown	Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.4%
	Male	9.9%	8.2%	5.6%	2.4%	2.2%	1.3%	0.0%	1.4%	2.8%	2.4%	2.4%	3.5%
Pacific Islander	Male	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
White	Female	6.9%	5.2%	5.6%	3.5%	4.4%	2.5%	0.0%	4.2%	5.6%	2.4%	6.0%	4.2%
	Male	20.8%	22.7%	20.0%	15.3%	17.6%	20.0%	20.8%	22.2%	15.3%	15.5%	18.1%	18.9%

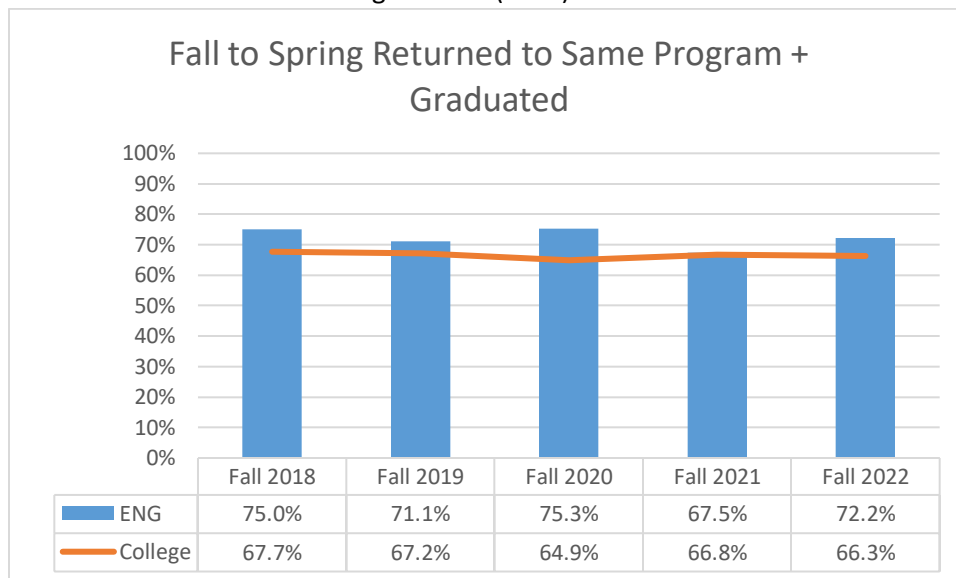
8. The program enrolled a larger average proportion of students under the age of 30 (84.2%) compared to the College overall (74.0%).



## Retention

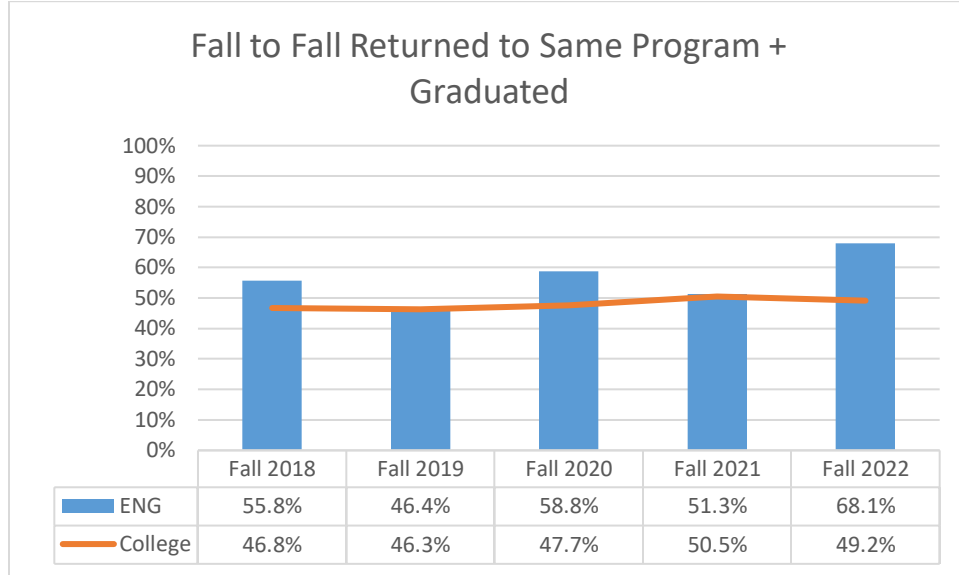
### Fall to Spring

9. Over the period studied, the proportion of Engineering students who returned to the same program from one semester to the next (71.8%) was higher than that of the College overall (63.2%).
10. The program's average proportion of students who returned to a different program (3.8%) was similar to that of the College overall (4.0%).



### Fall to Fall

11. Over the period studied, the proportion of Engineering students who returned to the same program from one year to the next (42.2%) was higher than that of the College overall (36.3%).
12. The program's average proportion of students who returned to a different program (4.9%) was similar to the College overall (7.0%).



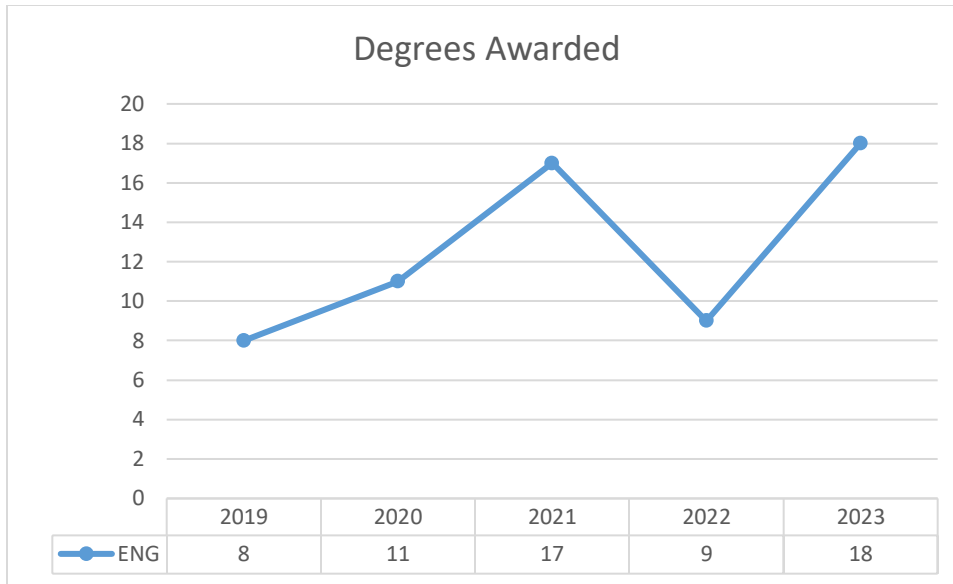
### Transfer

13. Over the period studied, 72.5% of Engineering graduates transferred to other institutions, which is higher than other A.S. graduates at the College (66.9%) and higher than College-wide graduates (52.8%). 13.8% of these transfer students graduated from their transfer institution, which is lower than other A.S. transfer students at the College (30.5%) and lower than College-wide transfer students (26.8%).
14. The top five transfer institutions are Temple University, Drexel University, Montgomery County Community College, Camden County Community College, and Bucks County Community College.

### Success and Graduation

15. Over the period studied, the Engineering program awarded 63 AS degrees.





### Assessment

16. The AS in Engineering program has six program learning outcomes:
  - (1) Solve problems in algebra, trigonometry and calculus.
  - (2) Solve basic problems in science and engineering.
  - (3) Work in teams to implement projects.
  - (4) Use computers for data acquisition and instrumentation control.
  - (5) Communicate technical information using written, verbal and graphical presentations.
  - (6) Transfer as engineering majors to bachelor's degree-granting institutions.
17. The program has assessed all six PLOs during the period studied. Courses are assessed using a variety of direct and indirect measures such as pre-tests, post-tests, homework assignments, lab reports and exercises, presentation, advising discussions, and transfer data.
18. The program has established a new assessment plan for the next three years that will assess two PLOs each year starting in the 2024-2025 academic year and finishing in 2026-2027. The overarching goal of the assessment plan is to organize assessment activities within the program, ensuring that students graduate with the technical proficiency, problem-solving abilities, and ethical understanding required to succeed in diverse engineering roles or further education. Regular assessment activities will inform strategic adjustments to the curriculum, teaching practices, and support services, enhancing the program's overall quality and impact.

### Workforce Development

19. New, modern sensor-based equipment has been recently integrated into ENGR 102 and ENGR 202. The curriculum is under revision in these courses to better align with transfer institutions and industry expectations.

20. Increasing reliance on automation and AI in engineering has led to the inclusion of programming and a robotics course housed in the Applied Engineering Technology program but is available for engineering majors as well.

#### Light Job Posting Demand Over a Thin Supply of Regional Jobs



**Jobs (2023)**

Your area is not a hotspot for this kind of job. The national average for an area this size is 2,569\* employees, while there are 1,785 here.



**Compensation**

Earnings are about average in your area. The national median salary for your occupations is \$70,294, compared to \$69,022 here.



**Job Posting Demand**

Job posting activity is low in your area. The national average for an area this size is 80\* job postings/mo, while there are 58 here.

\*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and your area. In other words, the values represent the national average adjusted for region size.

### Cost

21. Over the period studied, the Engineering program ran an average of 5.1 sections of its required courses each semester, which were enrolled at 79% capacity on average.
22. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$4386 which is less than its division average of \$5103 and more than the College average of \$4187.
23. Annual department costs (for all Physics and Engineering programs) in the 2024-2025 AY were \$7062.

### B. Prior APR

Action Items from 2018 Engineering Science Program Review and Program Response:

#### 1. Program Management

- The Program should investigate the reasons students are not registering for upper-level courses. For example, the Program can request lists of students who need specific upper-level courses. They could then send targeted emails to these students informing them of the course. The Program can then formally survey students who needed a specific upper-level course but did not register for it when it was open.

- After investigating, the program should implement a research-based plan to improve upper-level course enrollment.

**Program Response:**

Studies have shown that the attrition rate for engineering programs nationwide is 50%.<sup>1,2</sup> Students in engineering majors switch or drop out more than other majors. Persistence in the program is relatively flat compared to the College average.

1. [Engineering Students Quit, But Retention Tactics Abound](#)
2. So [You Want to Be an Engineer...](#)

**2. Diversity and Student support**

- The Program, Division, and College should seek other avenues of funding to replace outreach, tutoring, mentoring, stipends, and opportunities for research for students of color implemented under the RISE grant, such as the National Science Foundation S-STEM scholarships or the plethora of private philanthropic grants aimed at increasing the success in STEM of students of color and students from low socioeconomic backgrounds.
- The Program notes that students often form study groups to assist each other with the rigor of the courses. The benefits of these types of learning communities are supported by the 2016 National Academies of Science, Engineering, and Medicine (NAS) report on Barriers and Opportunities for Two-and Four-Year STEM Degrees. The Program should formalize assistance in forming these study groups and faculty should encourage students to actively participate.

**Program Response:**

Persistence and graduation rate for engineering majors by racial demographic have done well compared to other programs at the College, as evidenced by the data shown in Appendix A on retention. Efforts in the program include applying for an S-STEM and iTest grants. These grant applications are intended to attract diverse applicants and create a pipeline from high school to engineering programs in the department. While these opportunities were not funded, the program continues to explore avenues to offer more opportunities to the diverse population of Philadelphia and the surrounding region.

Additionally, tutors for physics courses have been identified, and those tutors are forming study groups with physics students to assist those students in the critical entry-level physics courses. This effort aims to improve persistence rates in the engineering program, as well as provide assistance for those who did not have adequate skills coming out of high school. Additional tutoring provides help to underrepresented students that otherwise may not have been provided previously. Peer guidance has been shown to improve retention rates<sup>3</sup> and increase the number of underserved students<sup>4</sup>.

3. [An Investigation on the Effects of Supplemental Instruction and Just-in-Time Tutoring Methods on Student Success and Retention in First Year Engineering Course](#)

4. [Strategies for Improving Diversity and Inclusion in an Engineering Department](#)

**3. Assessment**

- Work collaboratively with Computer Science and Engineering Science to align the mathematical course learning outcomes that are shared among the three programs.
- Collaboratively develop assessments and report relevant CLO assessment data to these other programs, which rely on Mathematics for a host of quantitative reasoning outcomes. Formally sharing assessment information annually will enable the identification of areas for improving learning for all students served by the program, rather than the small subset of Mathematics majors.
- Create problem sets and projects that teach students how to apply math content to Engineering Science.
- According to the current Assessment Plan PLOs 3-5 are each assessed only once per assessment cycle. This contradicts the Curriculum Map, which shows each PLO assessed between two and five times, including introduction, reinforcement, and mastery. The Program should clarify the language in the Assessment Cycle Plan to ensure assessments are given in a timely and systematic manner.

**Program Response:**

Regular communication between the Physics department and Engineering program and related programs ensures courses have appropriate content. Course learning objectives for the various courses in the engineering program are currently under review and are being updated by faculty familiar with those courses. ELEC courses (soon to be EET courses) have course revision proposals pending with updated CLOs. The program has designed a revised assessment plan based on the new curriculum.

## C. Action Items

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

### Enrollment and Demographics

1. Enrollment changes are predicted as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID Benchmark)	Fall 2023 Headcount		N	% increase*	N	% increase	N	% increase
97	84	Low range	84	0.54%	84	0.43%	84	0.40%
		Base	90	6.80%	96	6.71%	102	6.69%
		High range	95	13.07%	107	12.99%	121	12.97%

\*Increase from Fall 2023 headcount

\*\* “Low range” projections reflect expected growth given few to no successful enrollment interventions; “High range” projections reflect expected growth if planned interventions are successful.

**Responsibility:** Department Head with College support

**Timeline:** Fall 2025-2029

### Assessment

2. Given that the department has not conducted in-depth PLO assessment for the 2023-2024 academic year, and that 2024-25 assessment results are pending, work with the OAE to establish an assessment documentation cycle commensurate with the new assessment plan for 2024-2027 and ensure that there is a record of assessment and continuous improvement.

**Responsibility:** Department Head and the OAE

**Timeline:** 2024-2027

## D. Narrative

The Engineering Program at the Community College of Philadelphia offers a dynamic and impactful educational pathway for students, the College, and the community. By equipping students with in-demand technical skills and fostering problem-solving abilities, the program serves as a cornerstone for workforce development and innovation. Students gain access to affordable, high-quality education that prepares them for careers in engineering or transfer to four-year institutions, while the College enhances its reputation for excellence in STEM education. For the local community, the program nurtures a pipeline of skilled professionals who contribute to regional economic growth and address real-world engineering challenges.

At its core, the field of engineering explores fundamental intellectual questions such as: How can we design and optimize systems to solve complex problems? What are the ethical considerations in engineering innovations? How can sustainable practices be integrated into technological development? These questions drive the curriculum, encouraging students to think critically and engage deeply with both theoretical and practical aspects of engineering. Faculty guide students through hands-on projects, collaborative problem-solving, and research activities or personal projects that align with these intellectual pursuits.

The Engineering Program at the Community College of Philadelphia is poised to adapt and thrive amidst dynamic changes in engineering. As technology evolves rapidly, the program continually updates its curriculum to include emerging trends such as renewable energy systems, artificial intelligence, and sustainable engineering practices. By engaging in regular dialogue with industry leaders and monitoring advancements in engineering technologies, the program ensures its coursework aligns with current and future industry demands.

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# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Black Studies A.A.

Authors: Boi-Lucia Gbaya-Kanga, Anyabwile Love, Diael Thomas, Lizzie Gordon

Spring 2025

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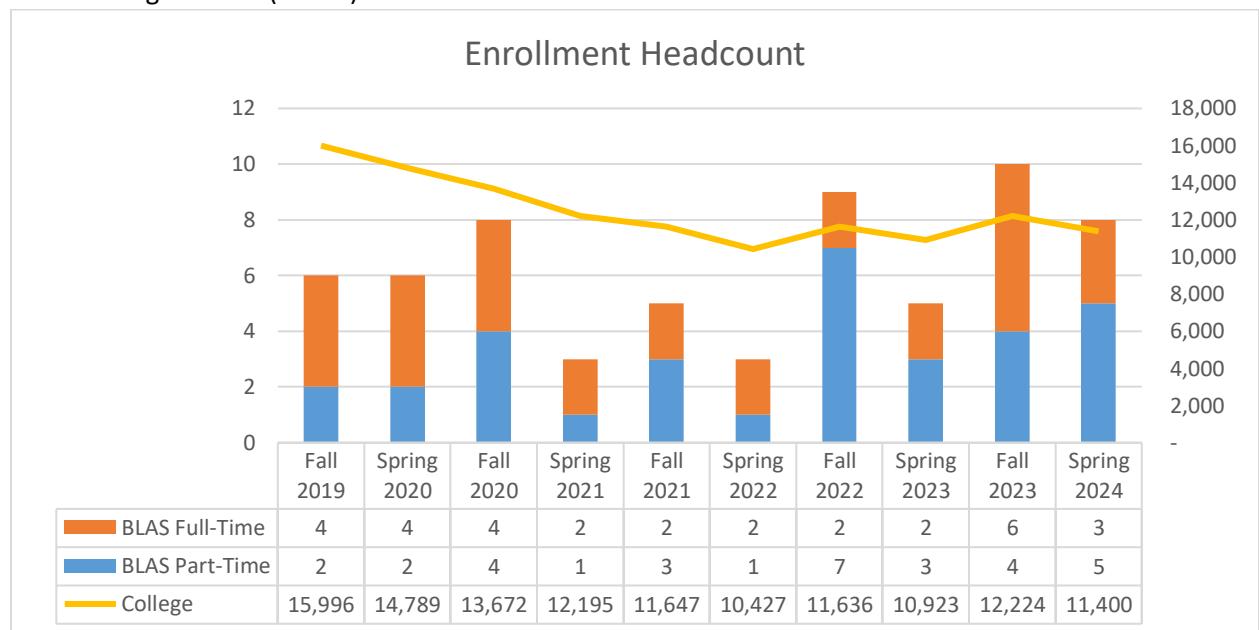
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## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

1. Average enrollment in the Black Studies program between Fall 2019 and Spring 2024 was 6.3.
2. On average, Black Studies enrolled a larger proportion of full-time students (50%) compared to the college overall (30.6%).



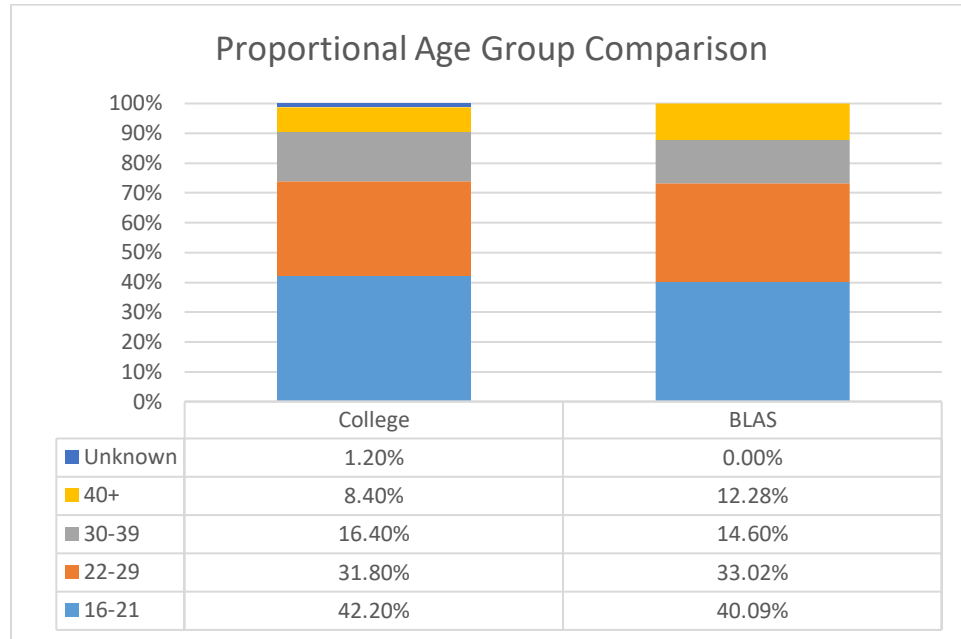
3. On average, Black Studies enrolled a higher percentage of students identifying as Black (80.5%) compared to the College overall (42.4%).
4. On average, Black Studies enrolled a similar percentage of students identifying as Hispanic (15.0%) as the College overall (17.0%).
5. On average, Black Studies enrolled a lower percentage of students identifying as White (1.0%) compared to the College overall (21.9%)
6. Black Studies did not enroll any students identifying as Asian.

BLAS		Fall 2019	Spring 2020	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	AVG
Black	Female	66.7%	66.7%	75.0%	33.3%	60.0%	33.3%	33.3%	40.0%	30.0%	62.5%	50.1%



	Male	33.3%	33.3%	12.5%	33.3%	20.0%	33.3%	55.6%	40.0%	30.0%	12.5%	30.4%
<b>Hispanic</b>	Female	0.0%	0.0%	0.0%	33.3%	20.0%	33.3%	11.1%	20.0%	20.0%	12.5%	15.0%
<b>Multi-Racial</b>	Female	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	12.5%	2.3%
	Male	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%
<b>White</b>	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	1.0%

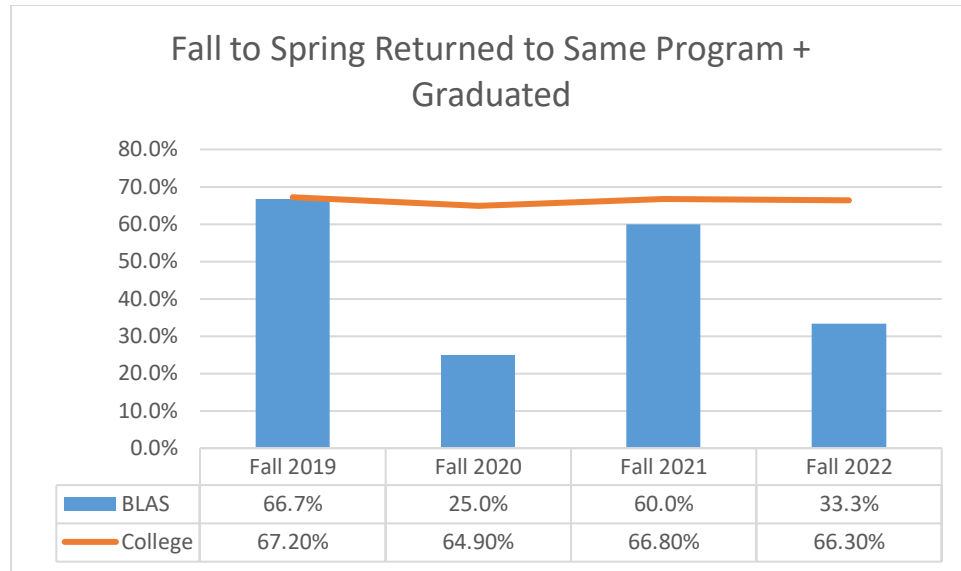
7. The program enrolled a similar average proportion of students under 30 years of age (73.1%) as the College overall (74%).



## Retention

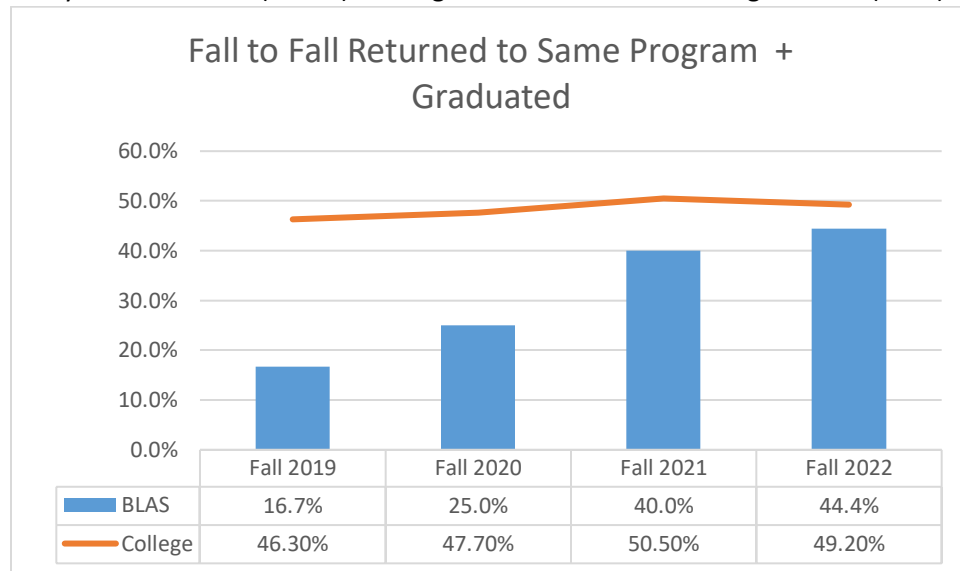
### Fall to Spring

8. Between Fall 2019 and Fall 2022, the proportion of Black Studies students who returned to the same program from one semester to the next (41.3%) was lower than the College overall (63.2%).
9. The programs' average proportion of students who returned to a different program from one semester to the next (11.1%) was higher than that of the College overall (4.0%).



### Fall to Fall

10. Between Fall 2019 and Fall 2022, the proportion of Black Studies students who returned to the same program from one year to the next (21.5%) was lower than that of the College overall (36.2%).
11. The program's average proportion of students who returned to a different program from one year to the next (14.2%) was higher than that of the College overall (7.0%).



### Success and Graduation

12. Over the period studied, the Black Studies program awarded two AS degrees in 2022.

### Transfer

13. Over the period studied, 50% of Black Studies graduates transferred to other institutions, which is lower than other A.A. graduates at the College (59.4%) and higher than College-wide graduates (52.8%). 0% of these transfer students graduated from their transfer

institution, which is lower than other A.A. transfer students at the College (22.8%) and lower than College-wide transfer students (26.8%).

### **Assessment**

14. The Black Studies program has five program learning outcomes (PLOs):
  - (1) Create and refine a personal leadership vision that develops pathways to transfer, internship, or future employment within local and global Black communities
  - (2) Evaluate and interpret primary and secondary texts using global Black Studies theories and concepts.
  - (3) Apply relevant critical race and social justice theories as they pertain to local-global Black communities.
  - (4) Produce independent research and apply research and other relevant theoretical frameworks to resolve local and global concerns within Black communities.
  - (5) Evaluate the intersections of historical, socio-political, economic, and environmental discourses and their impact on local global Black communities.
15. PLOs are assessed every year when courses run. The program has assessed three of its five PLOs every year.
16. For curricular support, the program has proposed having think tanks with faculty to revisit assignments, teaching strategies, pedagogical and andragogical approaches, and talk about faculty experiences and perceptions of how these classes are going. The program has also proposed think tanks with students to assess curricular, co-curricular, and community resource needs.

### **Workforce Development**

17. The program plans to continue working at providing more local-global opportunities, increasing inter and intra-institutional partnerships and community collaborations, increasing more pathways to transfer and workforce opportunities through service, networking, conferences, and internships, and expanding curricular offerings.

## Average Job Posting Demand Over a Thin Supply of Regional Jobs



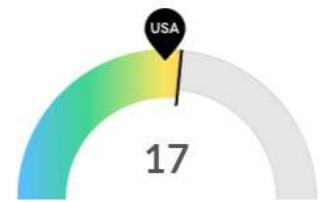
Jobs (2023)

Your area is not a hotspot for this kind of job. The national average for an area this size is 2,736\* employees, while there are 1,166 here.



Compensation

Earnings are low in your area. The national median salary for your occupations is \$54,190, compared to \$51,330 here.



Job Posting Demand

Job posting activity is about average in your area. The national average for an area this size is 15\* job postings/mo, while there are 17 here.

\*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and your area. In other words, the values represent the national average adjusted for region size.

## Cost

18. Over the period studied, the Black Studies program has run between one and nine sections of its required courses each semester, which were enrolled at 61.7% of capacity on average.
19. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$3248 which is lower than its division average of \$3942 and lower than the College average of \$4207.
20. The program estimates future programming costs of \$10,000 per academic year to cover the cost of guest speakers and lecturers, co-curricular events, student conferences, community-based initiatives, emergency support and scholarships, etc.

## B. Prior APR

Black Studies became effective in Fall 2019. This is the first Academic Program Review for Black Studies.

## C. Action Items

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

**Enrollment and Demographics**

1. Enrollment changes are predicted as follows:

Benchmarks			Fall 2025 Projection		Fall 2027 Projection		Fall 2029 Projection	
Fall 2019 Headcount (Pre-COVID Benchmark)	Fall 2023 Headcount		#	%	#	%	#	%
			Low Range	10	-4.49%	10	-4.37%	10
6	10	Base	10	1.36%	10	1.63%	10	1.70%
		High Range	11	7.20%	12	7.63%	13	7.74%

\*Increase from Fall 2023 headcount

\*\* "Low range" projections reflect expected growth given few to no successful enrollment interventions; "High range" projections reflect expected growth if planned interventions are successful.

**Responsibility:** Program faculty and department head with College support

**Timeline:** 2025-2029

2. Continue the recent activities designed to expand students' awareness of Black Studies and its benefits, particularly the CSP partnership and the BLAS institute, as well as community engagement projects and other co-curricular activities already built into the program.

**Responsibility:** Program faculty and department head with College support

**Timeline:** 2025-2029

3. Work with Institutional Research to further investigate the reasons students take BLAS courses but are not BLAS majors and why BLAS students return to a different program at a higher percentage than the College overall. Clarifying transfer and employment opportunities for students might be part of this process.

**Responsibility:** Program faculty and department head with College support

**Timeline:** 2025-2029

4. Should an increase in enrollment not materialize, the Black Studies program could adapt to become an academic certificate that fully articulates with Liberal Arts. Given the popularity of BLAS 101 and BLAS 102, the flexibility of BLAS 250, and the critical approach that centers the experiences of Black people locally, nationally, and globally, an academic certificate may enhance students' transfer opportunities.

**Responsibility:** Program faculty and department head with College support

**Timeline:** 2027

#### **Assessment**

5. Due to the difficulty of assessing all PLOs due to some required courses not running, the Black Studies program should modify their PLO assessment plan to ensure that each PLO is assessed at least every five years.

**Responsibility:** Program faculty and department head with College support

**Timeline:** Fall 2026

#### **D. Narrative**

The Black Studies (BLAS) AA degree program aims to recruit students who want to connect their cultural identity to their academic and career goals. The BLAS program seeks to forge sustainable partnerships and collaborations on campus, within the greater Philadelphia region, and globally. The program attracts students who are interested in social justice work and activism, current and future social and cultural workers, public and private school teachers, historians, and community scholars. With a focus on social justice and a critical race theoretical framework, this program introduces students to the experiences of African peoples in the context of the wider world's social, political, and economic systems. Students in the Black Studies program will focus on the diversity of Black experiences in the U.S. and the Diaspora. Black Studies will enrich the perspectives available to students from traditional disciplines, offering an enhancement to these disciplines by acknowledging the presence, roles, cultural contributions, and experiences of African peoples and their descendants.

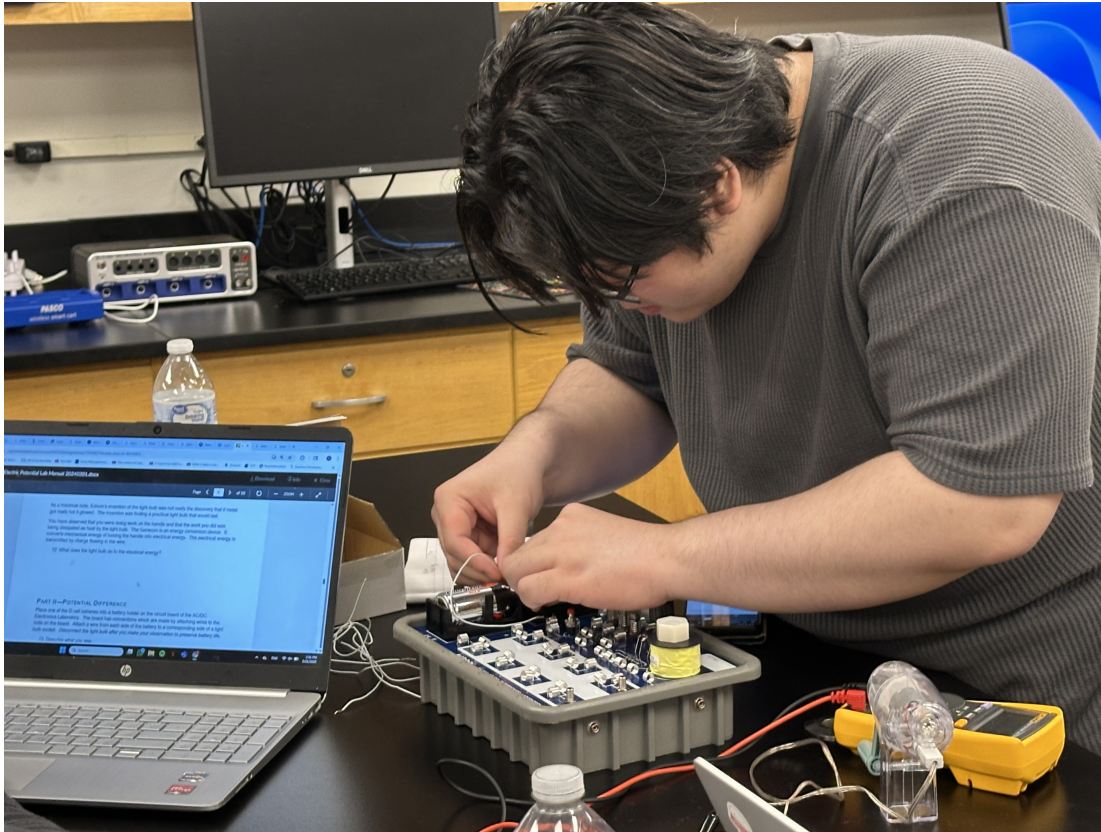
The Black Studies program responds to the expressed desires of the student body and reflects the needs of the community and is highly transferable to institutions with which the College has established articulation agreements. Those students whose goal it is to transfer into a similar global African department, African Studies, African American Studies, or other related fields benefit. The Black Studies

degree program also opens the way for the College to continue to be a hub of local-global Black life in the city, through partnerships and collaborations that encourage and inspire community engagement reinforcing the ethos of “bringing community to the school and the school to the community”.

The intellectual foundational query of BLAS begins with the humanity of Africa, its people and the vastness of the archives of its history over time and space. This query necessitates an exploration into our contemporary moments and the essential challenges and experiences that confront global Black communities. The ethos of BLAS courses at the College, including its philosophy and as reflected in its pedagogy, challenges us to do the work of remembering. This memory work includes recollecting and reclamation and is also born out of *and* decidedly shaped by an Ubuntu philosophy. Driven by the idea that “a person is a person through other persons” and “I am because we are”, Ubuntu centers the community and emphasizes it over the individual. This notion of community in BLAS is taught to be understood as global. As such, through a Pan-Africanist lens, students see themselves as members of a Global Black majority. A Global Black gaze is always centered and informs the departure point of inquiry. Enslavement and colonialism are never the departure points of inquiry.

The program plans to continue working at providing more local-global opportunities, increasing inter & intra-institutional partnerships and community collaborations, increasing more pathways to transfer and workforce opportunities through service, networking, conferences, and internships, and expanding curricular offerings. Considering the political climate, it is even more urgent to raise the visibility and importance of the BLAS program for students as well provide opportunities for access to the general community.

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# AET & ENGR

## APR Presentation





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# Department of Physics and Engineering

RISE FROM WITHIN

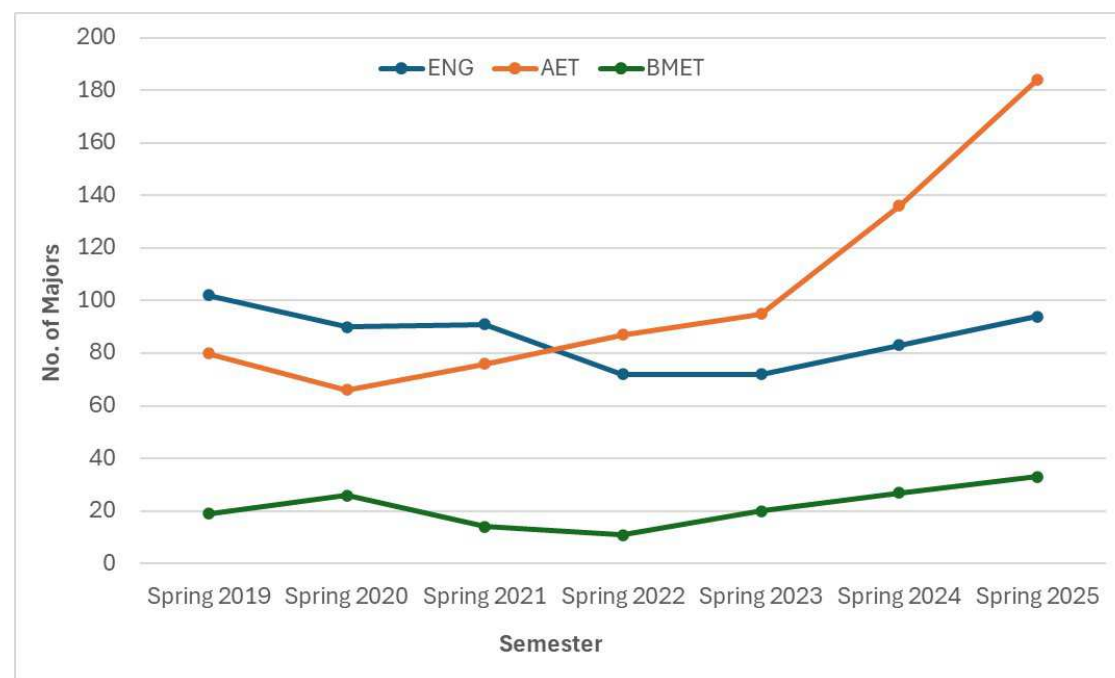
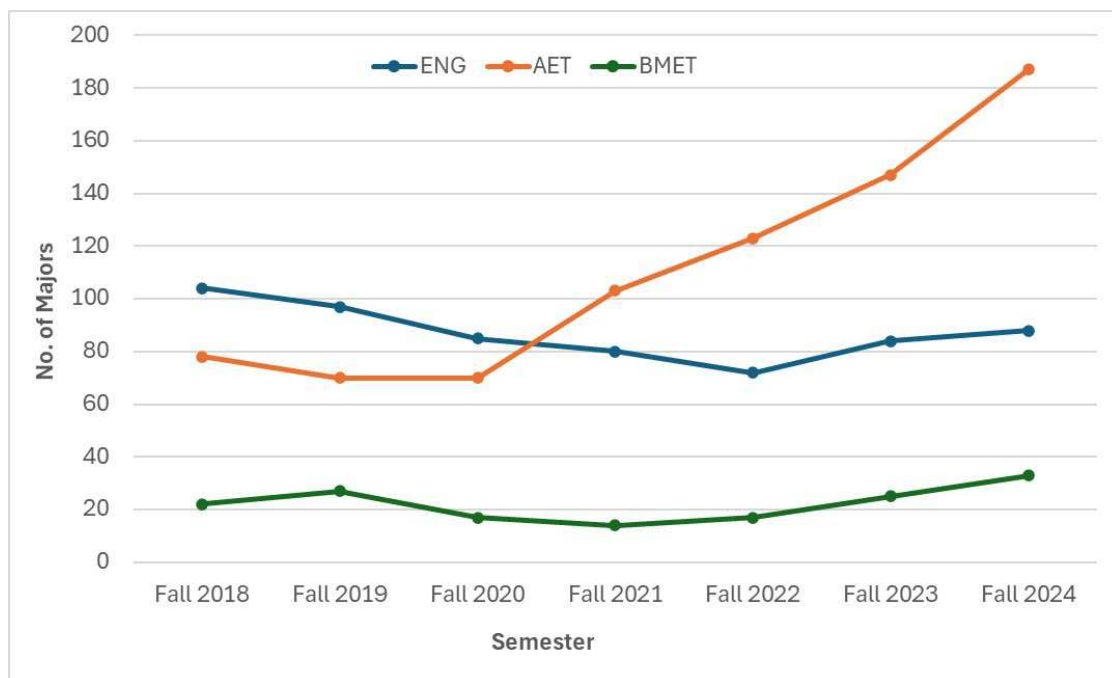


# Faculty & Offerings

- Fall 2025 - Five faculty and one instructional aide
- Four retirements since last APR – nearly 90 year of combined experience
- Two faculty internal transfers, one new faculty hire (3 black faculty)
- Recruitment of adjuncts is becoming increasingly harder
- Effective Fall 2025, the department will offer four-degree programs, one proficiency certificate and Physics courses for science degrees

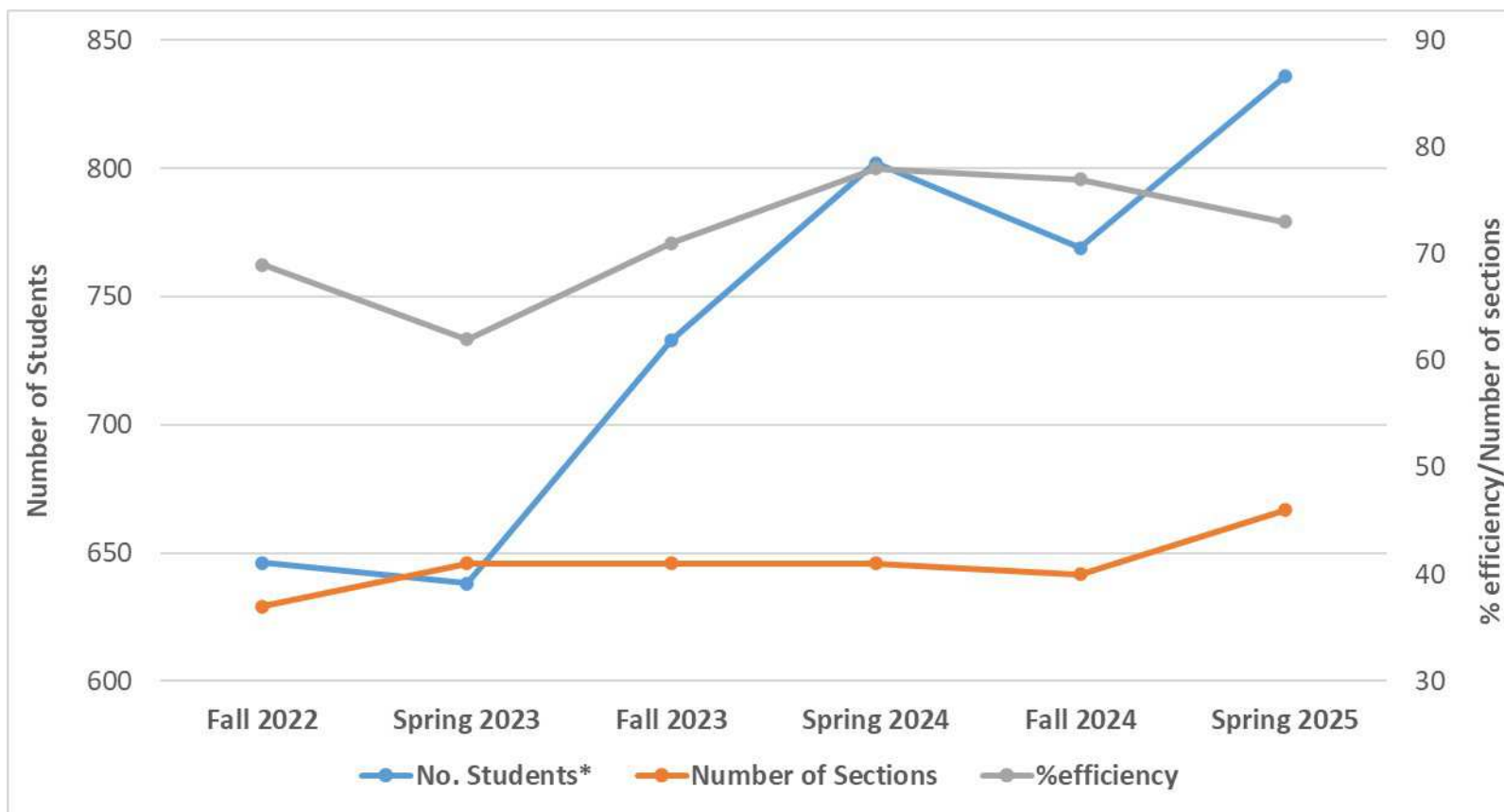


## No. of Majors





## Course Offerings



\*duplicated count



## Salary Information\*

Applied Engineering Technologies/Technician – 2023 – Median Salary \$32.37/hour (\$67.3K/year)

Engineering – 2023 – Median Salary \$48.68/hour (\$101.3K/year)

\*Lightcast data for Philadelphia County with CCP selected as the institution



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# Coming this Fall



## AAS in Electrical Engineering Technology

**RISE FROM WITHIN**



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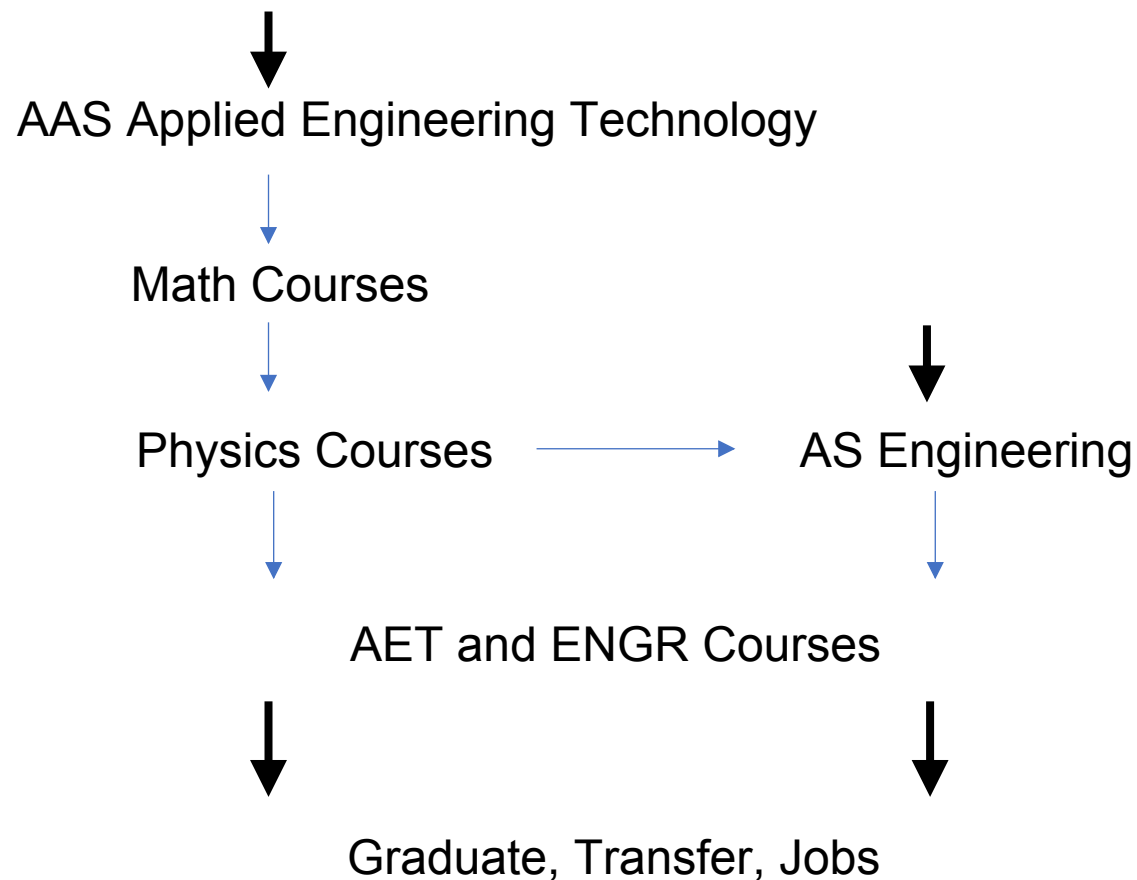


# Evolution Journey

RISE FROM WITHIN



# AS vs AAS Pathway Comparison







## 2022-2023 Department Timeline

2022

1 new hire  
3 retirements  
New department head

2023

2 faculty added  
Change Engineering Science A.S. name to Engineering A.S  
Change department name from Physics to Physics and Engineering  
Physics lab upgrades:

- >\$350k on physical lab remodeling
- >\$315k on equipment



## 2024-2025 Department Timeline

2024

Revised or replaced ALL labs and lab documents in the following courses:

- PHYS 105
- PHYS 111
- PHYS 112
- PHYS 140
- PHYS 241

Formed new curriculum committee

Proposed EET program

Proposed new PLO assessment plan for ENGR and AET programs

2025

Updating all CLOs for courses within the department

Added 4 new members to the AET/ENGR advisory board

Launch EET program in fall 2025



## AET Common Job Salary Information\*

Job Title	Median annual wage	Projected Percent change (2023-2033)
Civil Engineering Technologists and Technicians	\$64,200	+2%
Electrical and Electronic Engineering Technician	\$77,180	+3%
Electromechanical and Mechatronics Technologists and Technicians	\$70,760	-1%
Mechanical Engineering Technologists and Technicians	\$68,730	+2%
Drafters, Engineering CAD Technicians	\$65,380	-1%

\*With Associates degree,  
US Bureau of Labor and Statistics 2024



## ENGR Common Job Salary Information\*

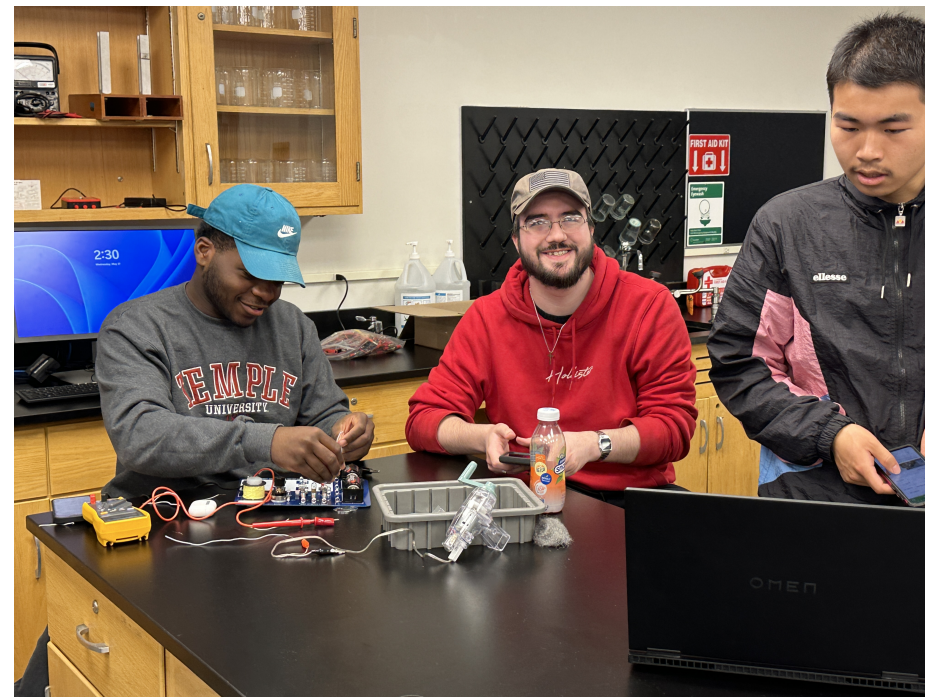
Job Title	Median annual wage	Projected Percent change (2023-2033)
Aerospace Engineer	\$134,830	+6%
Biomedical Engineer	\$106,950	+7%
Chemical Engineer	\$121,860	+10%
Civil Engineer	\$99,590	+6%
Computer Engineer	\$155,020	+7%
Electrical Engineer	\$118,780	+9%
Environmental Engineer	\$104,170	+7%
Materials Engineer	\$108,310	+7%
Mechanical Engineer	\$102,320	+11%

\*With Bachelor's degree in respective field, US  
Bureau of Labor and Statistics 2024



# Student Engagement

- Open lab hours
- Interdisciplinary collaboration
- Research opportunities
- Guest lectures





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# Aspiration!



## AAS in Mechanical Engineering Technology

**RISE FROM WITHIN**



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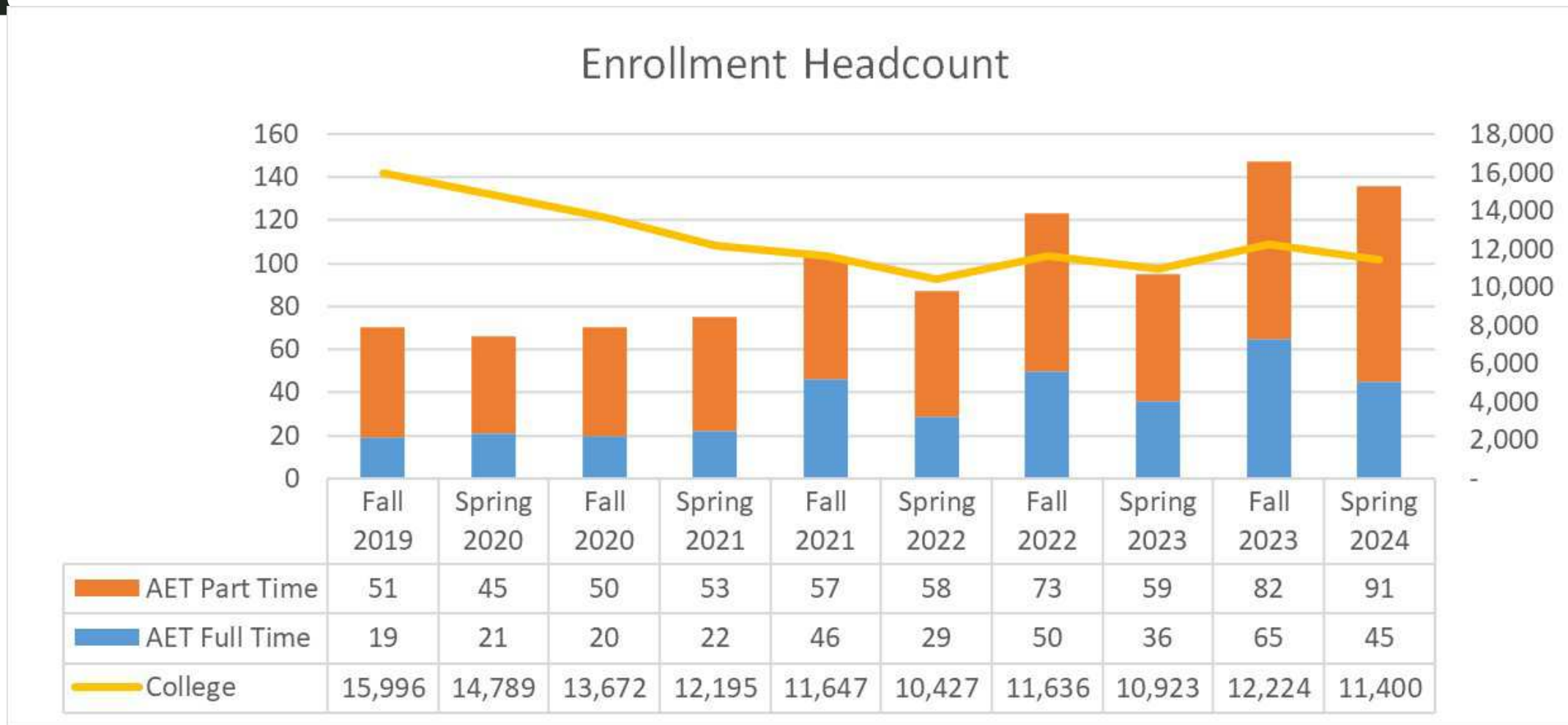
# Key Findings

- Enrollment and Demographics
- Retention, Success, and Graduation
- Transfer (Engineering only)





# Enrollment (AET)



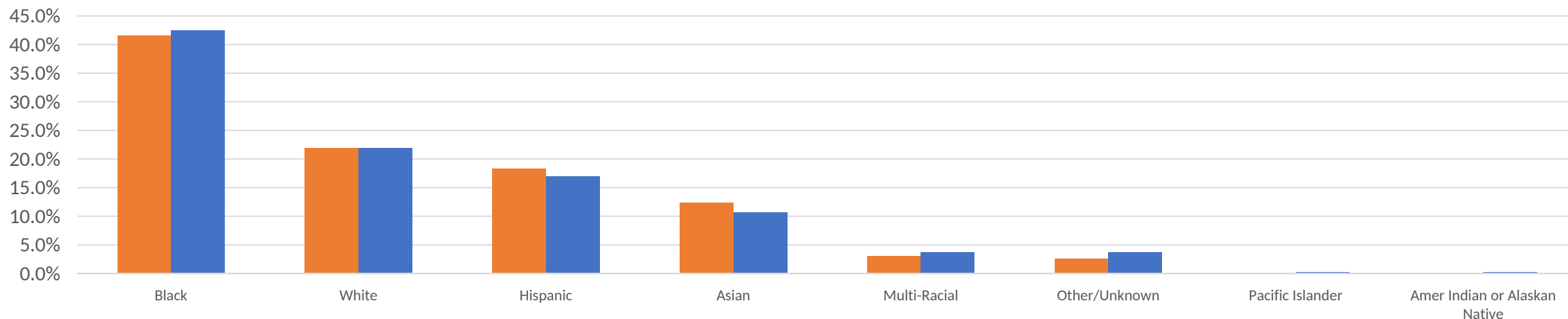
- Average enrollment in the AET program from Fall 2019 to Spring 2024 was **97.2** students





# Demographics (AET)

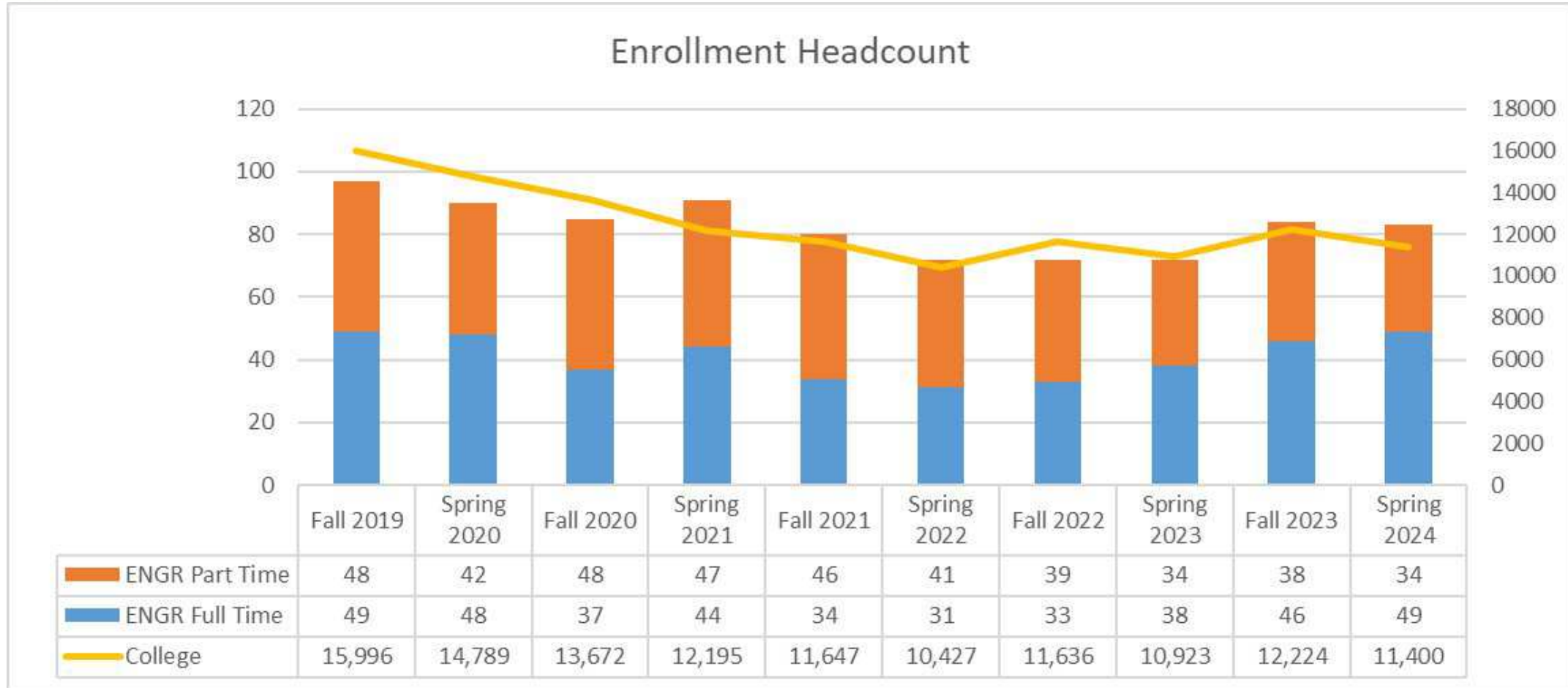
Race Comparison



- On average, the AET program enrolled a **lower** percentage of those who identify as Black females (12.8%) than the College overall but a **higher** percentage of those identifying as Black males (28.7%) than the College overall (12.3%).
- The AET program enrolled a **lower** percentage of White females (6.0%) compared to the College (14%) and a **higher** percentage of White males (15.8%) compared to the College (7.7%).
- Overall, the AET program enrolled a **lower percentage of students identifying as female** (28.2%) than the College overall (66.8%).



# Enrollment (ENGR)

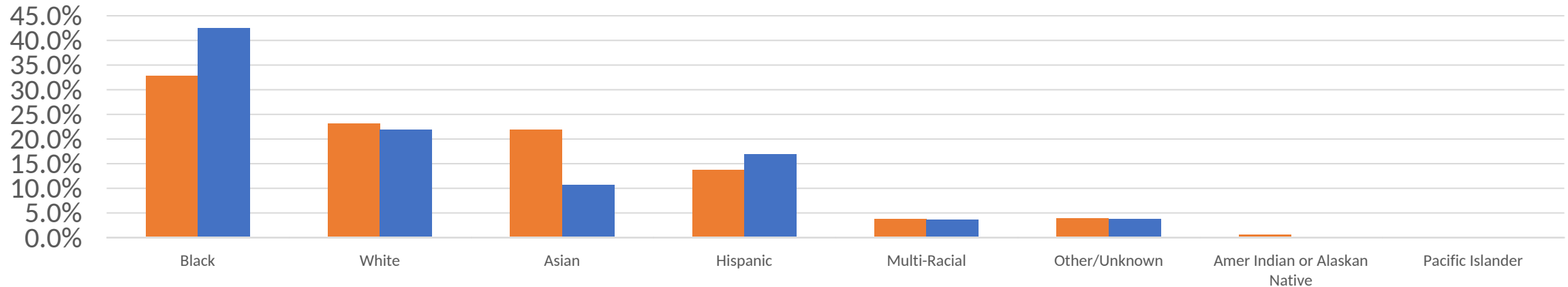


- Average enrollment in the ENGR program from 2019 to 2024 was **82.6** students
- On average, ENGR enrolled a **larger proportion of full-time students** (49.4%) than the College overall (30.6%).



# Demographics (ENGR)

## Race Comparison

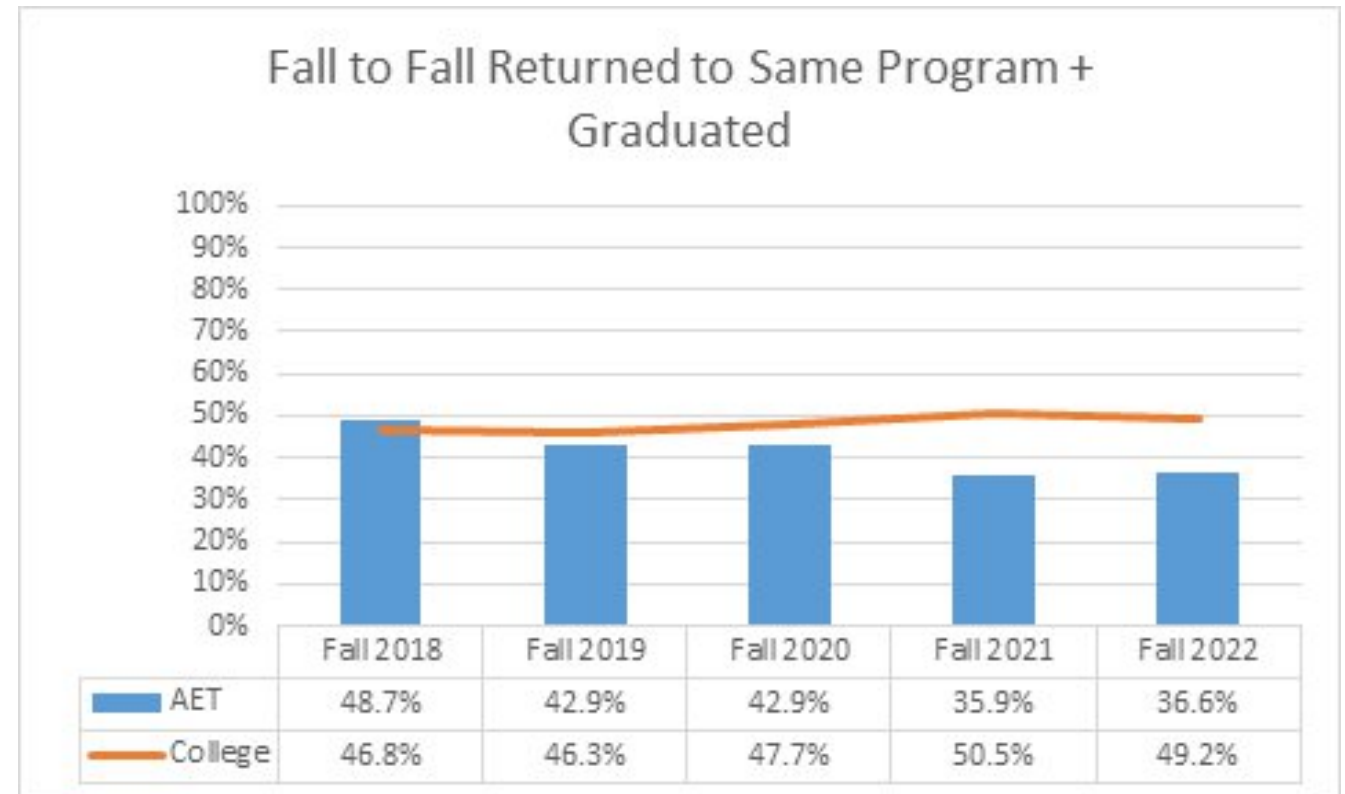


- The program also enrolled a **larger proportion of students under the age of 30** (84.2%) compared to the College overall (74%)
- Similar to AET, the program enrolled **lower** proportions of those identifying as Black (8.5%), White (4.2%), and Hispanic (4.7%) females than the College overall (30.1%, 14%, and 11.7%, respectively) than the College overall.
- The ENGR program enrolled a proportion of Hispanic males (9.0%) **similar** to the College overall (5.2%) as well as a **higher** proportion of Black (24.4%) and White (18.9%) males than the College overall (12.3% and 7.7%, respectively).



# Retention, Success, and Graduation (AET)

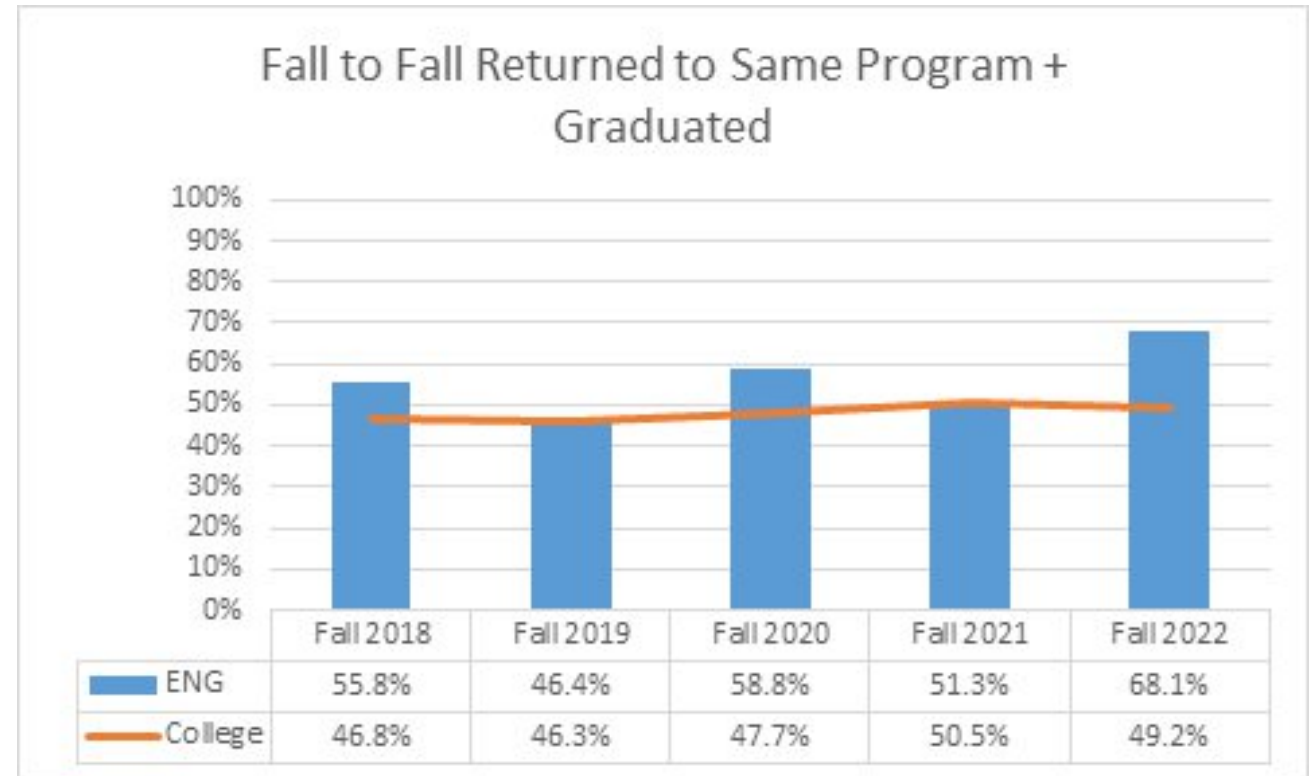
- From Fall 2018 to Fall 2022, the proportion of AET students who **returned to the same** program from one year to the next was 32.4%, which is similar to the College overall (35.1%)
- Also, during the same period, the program's average proportion of students who returned to a **different** program (notably other STEM programs at the College) at 15.4% higher than the College overall (6.7%).
- From 2019 to 2023, the AET program awarded **47 AAS degrees**.





# Retention, Transfer, Success, and Graduation (ENGR)

- From 2017 to 2022, 72.5% of ENGR graduates transferred to other institutions, which is **higher** than other AS graduates at the College (66.9%) and higher than College-wide graduates (52.8%).
- 13.8% of these transfer students graduated from their transfer institution, which is **lower** than other A.S. transfer students at the College (30.5%) and **lower** than College-wide transfer students (26.8%).
- From 2019 to 2023, the Engineering program awarded **63 AS degrees**.





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# Action Items

- Enrollment and Demographics
- Advisory Committee
- Assessment



# Action Items (AET)

## Enrollment and Demographics

- Enrollment is predicted, should the program's planned interventions be successful, to **grow** from a Fall 2023 headcount of 147 to between 164 and 192 by Fall 2029.
- Although the field of engineering technology is disproportionately male, consider an **initiative** to increase enrollment among female students.

## Advisory Committee

- Since Applied Engineering Technology is an AAS program, the OAE recommends, in addition to more regularly reconvening their advisory committee, ensuring that advisory committee members have more formalized connections to the industry.

## Assessment

- Given that there is little documentation of course learning outcomes assessment and no documentation of program learning outcomes assessment from the period of 2015 through 2025 and that the program has established a new assessment plan for 2025-2028, the AET program should **work closely with** the MSHC **DCAF** and the **OAE** to establish **regular assessment practices** using the new assessment management system, **Insights** by eLumen, to ensure that **documentation is built in** to the process going forward.



# Action Items (ENGR)

## Enrollment and Demographics

- Enrollment is predicted, should the program's planned interventions be successful, to **grow** from a Fall 2023 headcount of 84 to between 102 and 121 by Fall 2029.

## Assessment

- Given that the department has not conducted in-depth PLO assessment for the 2023-2024 academic year, and that 2024-25 assessment results are pending, **work with the OAE** to establish **an assessment documentation cycle** commensurate with the new assessment plan for 2024-2027 and ensure that there is a record of assessment and continuous improvement.





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Questions?

# Black Studies (BLAS) APR 2025

## Liberatory Education & Blas



Dr. Lucia Gbaya-Kanga, Academic  
Coordinator

Dr. Anyabwile Love, Community  
Engagement Coordinator

# The Black Studies (BLAS) AA degree program

**Ethos:** Do the work of remembering, recollecting, and reclamation. Shaped by an Ubuntu philosophy “a person is a person through other persons” and “I am because we are”. Ubuntu centers the local-global community and emphasizes it over the individual.

- Recruit students connecting cultural identity to academic and career goals, forge sustainable partnerships and collaborations on campus locally & globally.
- Student – centered, reflecting community needs of the community and highly transferable to institutions with which the College has established articulation agreements.
- BLAS program is collaborative in design: discuss pedagogical approaches, classroom experiences, new ideas for collaboration, assessments.
- BLAS Advisory Board is comprised of faculty from various disciplines as well as key administrators.
- Meaningful community-based engagement in terms of mentorship, internship, service is essential.
- BLAS Institute

# BLACK STUDIES COURSES

BLAS 101: INTRO TO BLACK  
STUDIES

BLAS 102 BLACK POLITICAL  
THEORY & SOCIAL CHANGE

BLAS 250: BLACK MUSIC/CINEMA

BLAS 290: COMMUNITY  
ENGAGEMENT & CIVIC  
LEADERSHIP

## BLACK STUDIES COURSES FALL 2024

**BLAS 290**  
Community Engagement  
&  
Civic Leadership  
CRN: 46074



In this hybrid course, learn alongside Bryn Mawr students each Friday about

### **Language, Community, and Power**

as it relates to leadership and service in Philadelphia in an exciting class where you learn from and network with change agents within the Philadelphia community!

The course will cover various social justice and leadership theories as it applies locally and globally, and students will design their own self-directed inquiry projects.

For Additional Information Contact  
Dr. Lucia Gbaya-Kanga ([bgbayaka@ccp.edu](mailto:bgbayaka@ccp.edu))  
OR  
Dr. Anyabwile Love ([alove@ccp.edu](mailto:alove@ccp.edu))

# The data

## Enrollment and Demographics

- Average enrollment in the Black Studies program between Fall 2019 and Spring 2024 was **6.3**. Because there are small ns here, we should exercise some caution before extrapolating too much regarding student outcomes.
- BLAS enrolls a larger percentage of full-time students (50%) than the College overall (30.6%)
- BLAS enrolls nearly twice the percentage of **students identifying as Black** (80.5%) as the College overall (42.4%), a **marginally lower percentage** of students identifying as **Hispanic** (15% compared to 17%) and **lower percentages** of students identifying as **White** (1.0% compared to 21.9%)
- The proportion of students under 30 years of age (73.1%) is similar to the College overall (74%)

## Retention

- **Fall to Fall:** Between Fall 2019 and Fall 2022, the proportion of BLAS students who **returned to the same program** from one year to the next (21.5%) was **lower** than that of the College overall (36.2%), and the proportion of students who returned to a different program (14.2%) was higher than that of the College overall (7.0%), although there appears to be an **upward trend**—though, again, **caution is advisable** due to the small ns.

# The Data cont'd

## Success and Graduation

- From 2019 to 2023, BLAS has awarded **two AA degrees**.

## Transfer

- For students whose first semester at CCP was between 2017-2022 and whose last CCP major was Black Studies, **50% of Black Studies graduates transferred to other institutions**, which is **lower than other A.A. graduates** at the College (59.4%) and **higher than College-wide graduates** (52.8%).
- Again, small ns

## Assessment

- BLAS is prevented from doing consistent and comprehensive PLO assessment by courses not running.
- The program can tell you more about their plans for curricular support.



# Program Analysis: BLAS is centered

- Approximately 980 students (majors and non-majors) have taken various BLAS courses. 25 majors in the pipeline as of Fall 2024 with 3 students graduating this May.
- 9 current (active majors) with 2 recent grads (waiting for 2019-2025 4IT data)
- 2023-2024 AEFIS: 80.6% of students met 81% proficiency goal for BLAS 101 (51.6% at Mastery & 29% Proficient; 9.7% Apprentice & Novice levels.
- Student seminars & Self-Community based learning & inquiry/service projects. Multi-disciplinary, multi-modal/media, creative
- Guest lecturers & Student Leadership.
- Course/Program partnerships such as with Bryn Mawr/Haverford's (BiCo) Education Program IBLE: Inquiries into Black Study, Language Justice, and Education as well as offering a BLAS 102 section in the Honors program.
- The program has created "linked" courses with BLAS 101 and ENGL 097. These courses have consistently run and many of the students go on to register for BLAS 102 and other BLAS courses.

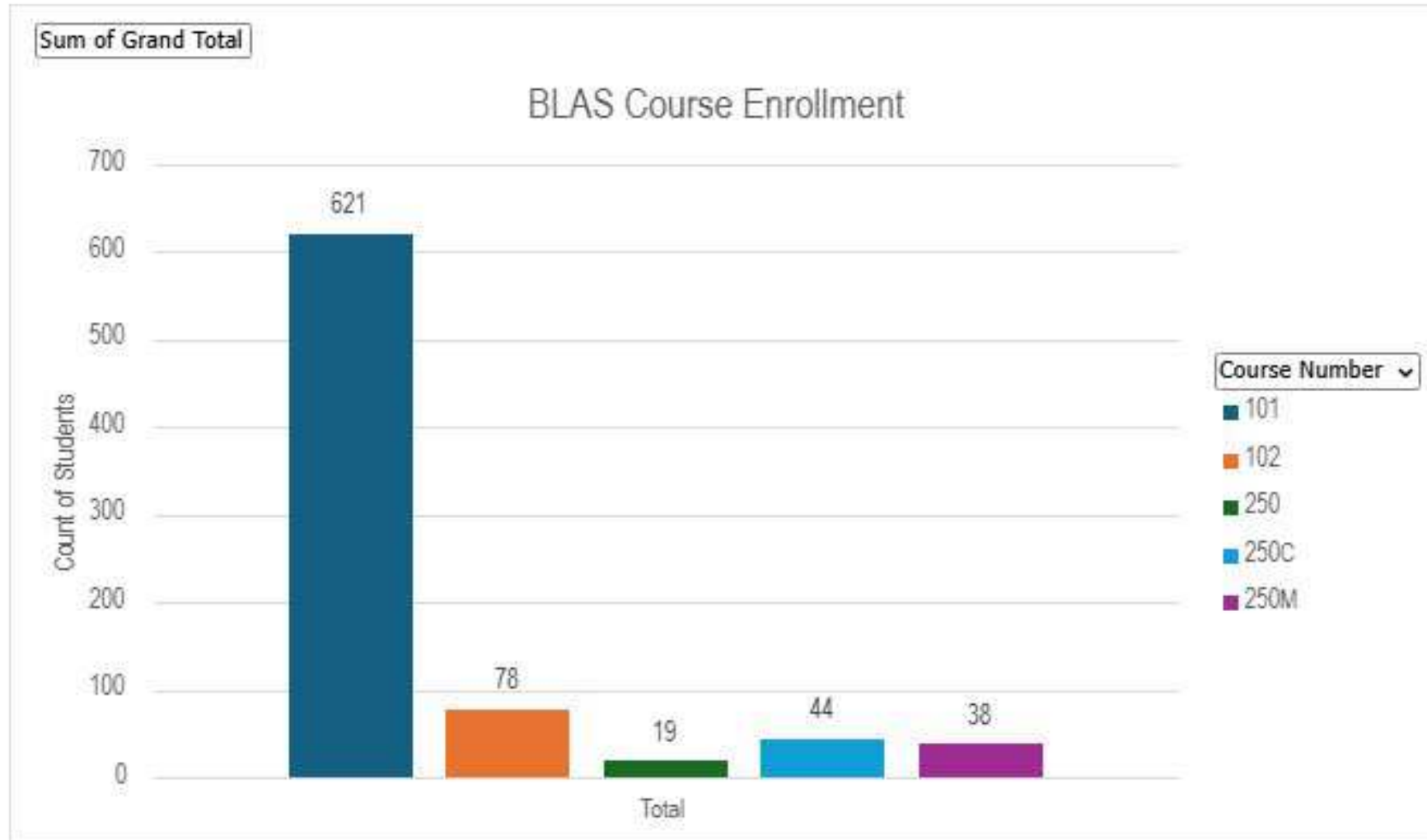
# Program Analysis cont'd

## Tracking and analyzing student success

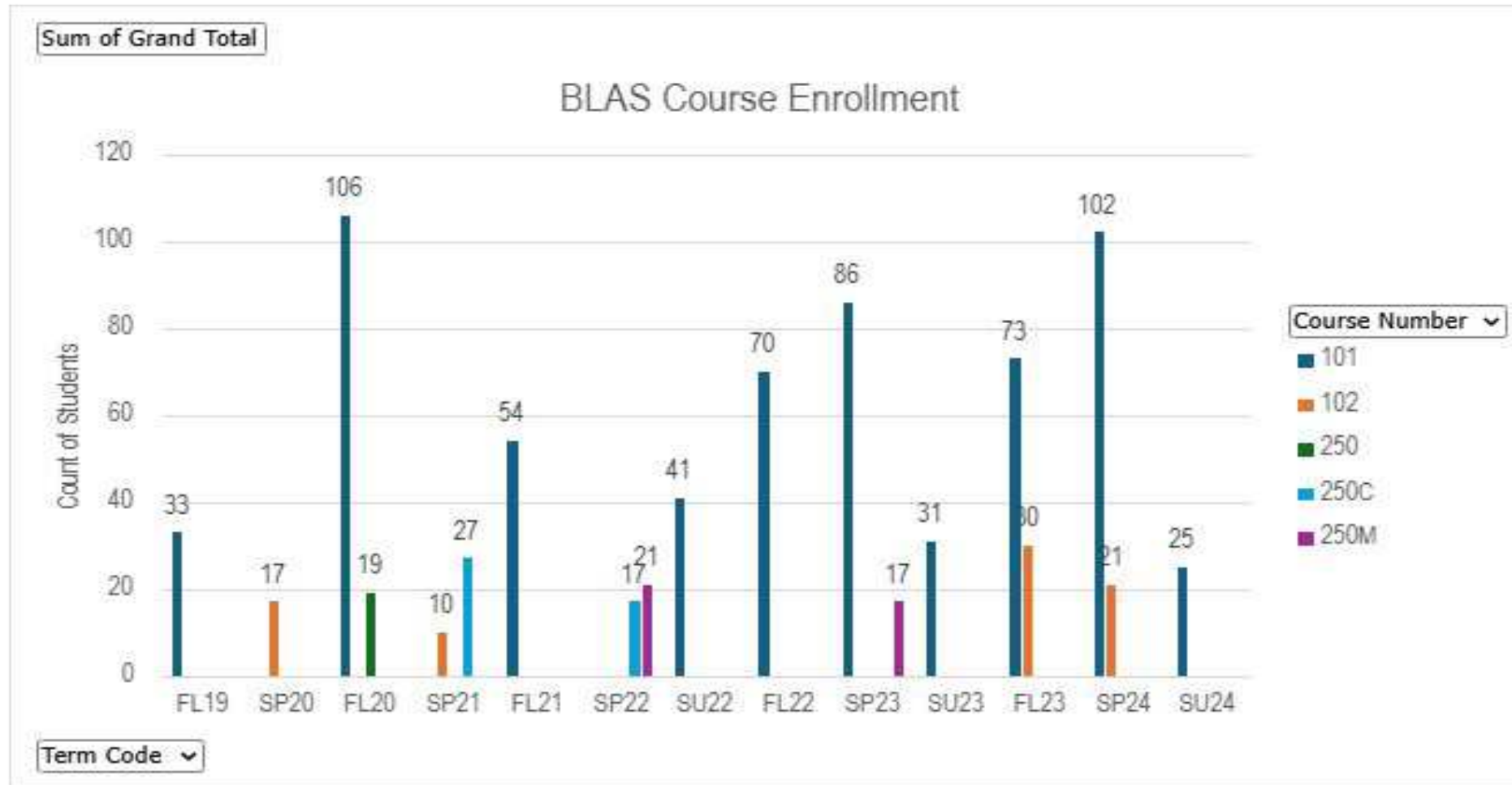
- Completing yearly AEFIS data, internal assessments, and observations from faculty teaching circles.
- BLAS teaching faculty continue to refine assignments based upon data, observation, and peer, community, and student feedback.
- Continue focusing on the Novice and Apprentice groups.
- Revising pedagogical approaches in ways that will encourage student self-directed learning while meeting the outcomes and ethos of the program and applying to issues within their respective communities.
- Adjusting specific assignments, student-faculty or peer (community) mentoring or tutoring, opportunities to revise assignments, and extra credit opportunities that link the work in the course to the campus and greater community.
- BLAS Repository is being populated to archive and showcase student and faculty work and offer professional development support for current and future faculty.



# BLAS Course Enrollment



# BLAS Course Enrollment



# Pipelines-Pathways Strategies

Curating Meaningful community-based engagements As pipelines for the workforce

## Pre-matriculation

- Targeted recruitment from high schools for Dual Enrollment

## Retention

- BLAS Advisers
- Marketing to increase the visibility
- Expand course offerings, modality, and locations
- Robust co-curricular & network offerings
- Workforce, Transfer, Career Connections
- BLAS 290
- Student Conferences at CCP

<b>19 SEPT</b> 3:00 PM CBI Room C2-28 & VIRTUAL	Community Engagement: Student Resistance & Liberation  Speaker: GABRIEL BRYANT	<b>13 FEB</b> 1:00 PM WINNETT S2-11	What is Black Studies?  A faculty-centered presentation on Black Studies at CCP: Pedagogy and Praxis
<b>25 OCT</b> 11:00 AM FRIENDS CENTER & VIRTUAL	Community Engagement: Student Resistance & Liberation  Speakers: Essence Gaines & Saudia D.	<b>20 MARCH</b> 12:00 PM ROOM TBD	<u>In Celebration of Women's History Month</u>  • <b>Film Screening: The Command Center To Bring Women Home</b> "An imagined space run by formerly incarcerated women for comfort and healing." • <b>Panel and Q&amp;A following the screening</b>
<b>14 NOV</b> 1:00 PM CBI Room C2-05	Diaspora Connect! FILM SCREENING The Whites of Our Eyes (2024) with talk back from Director DR. YABA BLAY	<b>10 APRIL</b> 9:40 AM ROOM TBD	Diaspora Connect! EYES ON GHANA A panel conversation about studying abroad, repatriation, and finding a sense of home abroad.
<b>BLAS INSTITUTE presents MBONGI in partnership with</b> BI-CO Bryn Mawr- Haverford's Inquiries in Black Study, Language Justice and Education course. With funding from the Mellon for the project "Together with Humanities: Language, Community, and Power". Contact: alove@ccp.edu & bgbayaka@ccp.edu		<b>BLAS INSTITUTE presents our second series of MBONGI</b> For more information Contact: alove@ccp.edu & bgbayaka@ccp.edu	

# Pipelines-Pathways Strategies Cont'd

## Post-graduation

- CBED
- Transfer Institutions & Fairs
- NCBS and affiliated national and/or international organizations (PABJ)
- BLAS INSTITUTE

**NOTE:** Some students are already actively engaged in their particular workforce pathways and take BLAS to further deepen knowledge base and network .

Will work with the IRB to capture data for students who have "disappeared" and students who have pre-selected non-BLAS majors.

# Action items

## Action Items

- **Minor enrollment increase** from the Fall 2023 headcount of 10 to 13 by 2029, according to enrollment projections.
- **Continue activities** designed to expand students' awareness of BLAS as well as partnerships and community engagement projects.
- **Work with IR** to further investigate **why students take BLAS courses but are not BLAS majors** and return to a different program at a higher percentage, including clarifying **transfer and employment opportunities**.
- In the absence of an enrollment increase, consider reconceptualizing as an **academic certificate** that articulates with Liberal Arts.
- **Modify the PLO assessment plan** to ensure that teach PLO is assessed at least every five years.

# Special Expenditures and Resources

“Unfortunately, many of these programs today face issues with funding, limited staffing, and low student enrollment. Some argue that African American studies is constantly in a state of having to prove itself relevant.”  
Professor Niner at the University of Toledo

**AS WE MOVE FORWARD, WE ARE AWARE OF THE PRESSING CHALLENGES THAT WE FACE.**

The program currently has **no operating budget** and relies on strategic inter and intra-institutional partnerships. Based upon the cost of programming over the last year, an estimate of \$10,000 AY is essential to continue the work that has already begun due to the generosity of our funding partners and collaborations.

This amount covers the cost of guest speakers and lecturers, co-curricular events, student conferences, community-based initiatives, emergency support, scholarships, etc.

Additionally, to grow the program more faculty support (human resources) is needed.

**COMBINED/HYBRID MEETING OF THE  
BUSINESS AFFAIRS COMMITTEE AND  
THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, June 18, 2025**

**Present for the Business Affairs Committee:** Mr. Timothy Ford (presiding), Ms. Mindy Posoff, Chair (via zoom), Mr. Harold Epps (via zoom), Pastor Mason (via zoom), Ms. Keola Harrington (via zoom), and Mr. Rob Dubow (via zoom), Mr. Michael Cooper, Ms. Rosalyn McPherson (via zoom), Mr. Jeremiah White (via zoom; Executive Session only)

**Present for the Administration:** Dr. Alycia Marshall, Dr. Shannon Rooney, Mr. Jacob Eapen, Ms. Carolyn Flynn Esq., Mr. Derrick Sawyer, Dr. Mellissia Zanjani, Mr. Gim Lim, Mr. Moe Rahman, and Ms. Josephine DiGregorio

**Guest:** Dr. Judith Gay, Vice President Emerita (via zoom)

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**EXECUTIVE SESSION**

The Board of Trustees started in Executive Session to discuss personnel/confidential matters.

**AGENDA**  
**BUSINESS AFFAIRS COMMITTEE**  
**PUBLIC SESSION**

Mr. Ford called the Business Affairs Committee meeting to order at 9:17 AM, and confirmed that there was a quorum. Mr. Ford introduced the first agenda item and asked Mr. Eapen to proceed with agenda item one.

Please see that Attachment A contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding (i.e., Capital Budget, Operating Budget, Perkins Grant, or Bond Proceeds) which College Administration is seeking approval.

**(1) Contract Renewal for Microsoft EES with SHI (Action Item)**

**Discussion:** Mr. Eapen stated that as a result of changes to Microsoft's licensing program in FY24, the College was required to transition from the legacy M365 A3 CCAL (Client CAL) licensing model to the full A3 Enterprise licensing under Microsoft's Education Enrollment Solutions (EES) framework. The previous transitional SKUs (CCAL) are no longer offered, and all institutions are now mandated to license full A3 entitlements per user.

Additionally, the total number of eligible users increased from 1,350 to 1,800 based on updated faculty/staff roles and Microsoft compliance needs with regards to student licenses.

This increase, combined with required matching for Defender P1 endpoint security, drove overall costs higher than prior years.

Key Justifications for Approval:

Mandatory Compliance with Microsoft new Licensing Structure:

Microsoft's elimination of the CCAL SKU required CCP to move to full A3 licensing., Non-compliance would risk the College's access to Office 365, Teams, OneDrive, and critical Microsoft applications.

Cost Savings through Vendor Selection:

The college obtained competitive pricing from SHI, GovConnection and CDWG leveraging existing COSTARS agreements. SHI was selected as the new vendor in FY24 based on total cost savings of \$14,799.29, providing identical product coverage at lower unit prices for every major SKU except the student A3 license (which was negligible in cost impact).

Improved Security and Enterprise Compliance:

Defender for O365 P1 licenses were increased in alignment with the A3 headcount, bolstering endpoint security and reducing organizational risk.

Analysis to Simplify Decision – FY25:

- GovConnection offered the lowest total cost at \$159,914
- SHI is slightly higher at \$160,904
- CDW-G is the most expensive at \$173,718

Mr. Eapen stated that the College has an agreement with SHI, and difference in the price between GovConnection and SHI is \$1,000. Mr. Eapen stated that we want to continue the services with SHI because there are certain services they providing, and the institutional systems to enterprise for cyber security coverage. Renewing this contract with SHI ensures continued services availability, compliance with Microsoft's new academic licensing standards, and protection of institutional systems through enterprise-grade cybersecurity coverage.



Staff requests that the Business Affairs Committee recommend to the full Board to renew the Microsoft EES Contract with SHI in the amount of \$160,905 for FY2025. These funds will come from the operating budget. Mr. Ford confirmed that since SHI came in slightly higher by approximately \$1,000, it is within the discretion to recommend to the board to move forward with the SHI contract, even though technically it is not the lowest bid, but it is because of ongoing working relationship and continued services.

**Action:** Mr. Rob Dubow motioned and Ms. Posoff seconded the motion to recommend to the Board of Trustees to renew the Microsoft EES contract with SHI in the amount of \$160,905 for FY2025. These funds will come from the operating budget, and it is already incorporated into the budget that we are going to discuss. The motion passed unanimously.

## **(2) Insurance Renewal (Action Item)**

### **2025-2026 Property and Casualty Insurance Renewal Program**

Mr. Sawyer stated that he was going to do a very high-level highlight for the insurance renewals. Mr. Sawyer wanted to touch on some of premiums that have increased this year as it relates to our insurance renewal. Mr. Sawyer stated with the Worker's Comp. – 14%, and that is due to our worker's compensation being driven by the payroll numbers as well as the claims. There was a slight increase in claims with year, but with union negotiations that were recently settled, the payroll numbers and exposure has gone up.

Mr. Sawyer stated that as it relates to United Educators, General Liability and Assets Liability, those are the largest increases. This is happening throughout the region. Mr. Sawyer stated the overall insurance increase for higher education right now is approximately 10% – 12%. Mr. Sawyer stated that CCP came in at 11% this year, and we are within that frame, but for United Educators, we are seeing a lot of claims. Also based off of our jurisdiction; legally, our insurance is increasing and we will continue to monitor. Mr. Sawyer stated that we did receive a credit of 5% for our risk management program that we do each year. Mr. Sawyer stated that he would like to cover our student medical professional while it looks high. It is a low-cost insurance, and that's basically for our professional liability for our Health and Science programs. Mr. Sawyer stated that we are seeing an increase in enrollment in those programs, such as math, sciences of the labs, and the nursing programs, and that is the reason of a large increase.

Mr. Sawyer stated that the cyber insurance is mainly due to the increase of our revenues and expenses.

Mr. Dubow asked what we saw in terms of percentage. Mr. Sawyer planned on this because we stay in contact with our broker, so we were expecting approximately 12%-15%, and we came in 11%. Mr. Epps asked given the continuous increase of health medical benefits, have we ever had a conversation with our counterparts at the city and the school district to be sure we are in alignment, and getting the best possible deal. Mr. Eapen responded that this request is just insurance and not the medical claims.

Executive Summary the College's insurance program is reviewed annually prior to the July 1 renewal in collaboration with its insurance brokers, Willis Towers Watson (WTW), and its recently appointed co-broker, SJP Financial Group (collectively referred to as "WTW" herein).

The commercial insurance market in 2025 continues to show signs of stability, following nearly five years of volatility during a prolonged hard market. While there have been improvements in pricing trends for commercial property and cyber coverage, the commercial casualty market remains challenging. These challenges are driven by rising litigation and defense costs, social inflation (where jury verdicts and settlements are increasing faster than general inflation), and a rise in "nuclear verdicts"—exceptionally high jury awards—which have heightened the severity of claims in areas such as sexual abuse and employment practices.

Increased losses in excess liability layers have also pushed up the cost of reinsurance, which is necessary to maintain capacity for insureds. These dynamics are contributing to continued upward pressure on casualty premiums, despite previous market corrections.

On February 20, 2025, the College held its insurance renewal strategy meeting. The focus was on maintaining strong relationships with incumbent carriers and securing early renewal terms in order to shape an informed marketing strategy. The College worked with Liberty Mutual (Property), United Educators (Casualty), and PMA Group (Workers' Compensation and Auto)—long-standing partners—to establish early renewal positions. This allowed for sufficient time to pivot to alternative carriers if necessary.

Through a combination of the College's and WTW's due diligence, comprehensive risk exposure analysis, and WTW's strong market relationships, the College achieved favorable renewal outcomes compared to industry averages.

The College's total anticipated insurance renewal premium, inclusive of coverage for CATC and the contracted brokerage fees for WTW/SJP Financial Group, is approximately \$1.63 million. This represents a 11% increase over the prior year's total of approximately \$1.47 million.

Despite the increase, this result is in line with current market trends for higher education institutions, where average premium increases—driven largely by casualty coverage—range between 10% and 12%.

#### Key Renewal Highlights:

### **Property Insurance**

The incumbent carrier, Liberty Mutual, offered a renewal premium of \$414,896, reflecting a modest 1% increase over the prior premium of \$410,976. This was driven by a 4% increase in insured property values to account for inflation, offset by a 2.6% rate decrease—a positive development, marking one of the first property rate reductions in over five years.

2 Key terms include:

- \$500 million policy loss limit
- \$25,000 all-risk deductible—among the lowest for similarly sized institutions
- \$250,000 water damage deductible at CATC, which will be removed upon satisfactory completion and inspection of ongoing roof repairs
- Continued inclusion of Terrorism coverage, added last year for competitive Pricing

### **General Liability**

This coverage provides the College with defense and indemnity against various 3rd party injuries and damages sustained as a result of the College's main and regional campus operations as well as off-campus operations. The incumbent carrier, UE, a risk retention group that the College is a member of with ownership interest, offered a renewal premium of \$299,901, an increase of \$24,770 or 9%, compared to the expiring policy (average membership rate increase was 11%). A deductible of \$50K per occurrence applies. We secured pricing options for a higher \$100K deductible for a \$40,507 savings but was reviewed and determined that given the College's loss experience, the savings was not enough to warrant a higher self-insured retention. No material changes in terms or conditions.

### **Automobile**

The incumbent carrier, PMA, offered a renewal premium of \$34,787, an increase of \$3,712 (12%). The automobile policy covers employees driving College-owned, rented, or hired vehicles as well as provides damage protection (collision and comprehensive coverage) for the College's current fleet. No material changes in terms or conditions.

## **Workers' Compensation**

This coverage fulfills the College's statutory obligations under the Commonwealth of Pennsylvania Workers' Compensation Act, as well as other applicable state laws for employees performing duties outside Pennsylvania. It also provides liability protection for the College as an employer.

The incumbent carrier, PMA, offered a renewal premium of \$352,887, reflecting an increase of \$41,993 (14%) over the prior year. This rise is primarily due to a 7% increase in reported payroll exposure and a 17% increase in the College's Pennsylvania experience modification factor. Notably, the base renewal rate remains unchanged from the expiring policy.

PMA continues to offer a Sliding Scale Dividend program, which may result in up to two dividend payments over the next 30 months. These dividends—based on the College's loss ratio and applied to earned premium (excluding Terrorism Premium)—could return up to 18% if there is minimal to no loss activity. (Note: Dividend payments are contingent on PMA's financial performance and are not guaranteed.)

The College's Human Resources Office and Safety Committee remain actively engaged in reviewing all work-related claims, providing recommendations, and delivering targeted training to reduce incident rates. The Safety Committee again achieved re-certification by the Pennsylvania Department of Labor, securing the College's eligibility for a 5% premium credit.

There are no material changes in policy terms or conditions for this renewal.

## **Excess Liability**

This coverage is designed to defend and indemnify the College against catastrophic events that result in significant third-party injuries or property damage arising from campus operations or transportation-related risks.

The incumbent carrier, United Educators (UE), provides the College with a \$25 million limit for catastrophic casualty events. UE has offered a renewal premium of \$202,379, representing a \$37,843 (23%) increase over the prior year. This increase aligns with the average UE membership premium increase of 21%, with the College's slightly higher adjustment driven by the legal jurisdiction (Philadelphia County) and the high limits of coverage purchased.

Consistent with the General Liability policy, UE continues to offer one of the broadest scopes of sexual misconduct liability coverage available in the marketplace. There are no material changes in terms or conditions for the upcoming policy term.

It is important to note that the 10-year reporting provision (commonly referred to as a "sunset provision") for sexual misconduct claims remains in effect. Under this provision, if a claim arises during the policy period but is first reported 10 years or more after the policy term ends, the applicable limit of liability will be reduced to the lesser of \$5 million or the remaining unexhausted amount of the Annual Aggregate Limit.

### **Educator's Legal Liability (ELL)**

The College's ELL policy provides \$15 million in coverage and offers comprehensive protection for both the College and the Foundation's Board of Trustees. It addresses a wide range of professional management liability exposures, including:

- Wrongful acts by the Board and executive leadership
- Employment practices liability
- Professional liability for employed attorneys
- Professional liability for college educators (both tenured and adjunct)

The incumbent carrier, United Educators (UE), issued a renewal quote of \$263,115, representing a \$38,412 (17%) increase over the expiring premium. This is slightly below the UE membership average increase of 20%.

The renewal maintains a competitive \$75,000 per-claim retention, with \$0 retention for Governing Board Directors, Trustees, and Officers who cannot be lawfully indemnified.

The College's General Counsel continues to actively manage litigation matters in collaboration with UE and approved outside defense counsel. Although an alternative defense cost arrangement—allowing the College to appoint its own counsel—was considered, it would have increased the per claim retention to \$250,000, which was not pursued.

Notable updates in the policy form include:

- Exclusion of student-athlete name, image, and likeness (NIL) revenue from covered damages – a standard market practice and not materially concerning for the College.
- Limited defense cost coverage for Antitrust claims – also consistent with market norms and not currently a concern for the College. There are no other material changes in terms, conditions, or coverage limits.

## **Student Professional Liability - Medical Malpractice**

To ensure adequate protection for students participating in medical-related fields and programs that require internships, the College renewed its professional liability coverage through CNA, which quoted a premium of \$6,239—an increase of \$1,906 over the expiring premium.

This increase is directly related to a rise in student enrollment, with nearly 589 students now engaged in clinical or internship-based experiences. The number of students placed in real-world medical settings has a direct impact on the cost of this coverage.

Importantly, there has been no rate increase for this policy in recent years. The coverage provides \$1 million per claim and \$5 million in the aggregate, extending protection to the College, its faculty, and students for activities conducted in clinical or professional healthcare environments.

There are no material changes in terms or conditions for the current renewal.

## **Crime & Excess Social Engineering**

This policy provides the College protection against both first-party (employee) theft and third-party theft and fraud, with coverage up to \$5 million. It also extends coverage for "social engineering fraud" and funds transfer, which applies in situations where an employee is tricked into transferring College assets to a fraudulent third party due to deceptive practices.

The incumbent carrier, Travelers, has provided a renewal premium of \$15,652, reflecting an increase of \$845 (6%) compared to the expiring policy. The terms quoted by Travelers include a \$250,000 sublimit for social engineering claims. To enhance coverage, a \$250,000 Excess Social Engineering policy has been secured with AXIS, increasing the total coverage limit for this specific type of claim to \$500,000 under the Crime Program.

AXIS has quoted a slight premium increase of \$175, bringing the renewal premium to \$3,150.

## **International Liability**

This policy provides comprehensive coverage for the College's faculty and staff traveling abroad, including foreign-based general liability, automobile liability, workers' compensation, as well as travel, medical, and security assistance services.

It also includes coverage for kidnap and extortion. Placed with The Hartford, the premium for this coverage has increased slightly from last year, with the quoted premium for the 2025 renewal at \$3,430—an increase of \$494. There are no material changes in terms or conditions.

## **Fine Arts**

This policy, placed with Aspen, offers protection against loss or damage to the College's Fine Arts collections, both those owned by the College and those on loan. Coverage includes:

- \$275,000 at named CCP locations
- \$100,000 at any other location worldwide
- \$100,000 while in transit worldwide

The renewal premium for this coverage has increased slightly from \$1,298 to \$1,363. No material changes to terms or conditions.

## **Security and Privacy (Cyber Insurance)**

Mr. Sawyer stated that this policy provides essential protection against data breaches and the compromise of student and/or employee private information, including ransomware attacks and resulting revenue losses due to both direct and indirect network interruptions (e.g., College-dependent IT vendors). Coverage includes:

- Forensic and legal assistance from a panel of experts to assess the breach and ensure compliance with relevant laws, including:
  - Notifications to affected individuals (as required by law or voluntarily)
  - 12 months of credit monitoring for affected individuals
  - Identity theft resolution services for those enrolled in credit monitoring
  - Coverage for theft, loss, or unauthorized disclosure of information held
  - by business associates (HIPAA-defined)

First-party coverage includes:

- Data recovery and business interruption
- Ransomware/extortion threats
- Regulatory defense and penalties

The policy also covers the College against third-party legal actions and damages arising from the alleged breach, including defense costs. The current policy limit is \$3 million.

The WTW Cyber brokerage team worked with the previous year's carrier, Cowbell, who quoted a renewal premium of \$32,253, an increase of \$4,777 (17%) compared to last year.

As part of benchmarking studies, WTW secured an optional \$5 million limit from Cowbell, at a premium of \$45,523.

### **Broker Fee**

The professional brokerage services of WTW and SJP Financial are captured under an existing multi-year (5-year term) agreement that inceptioned in 2021. The annual fee for 2025-26 is \$55,000 for their combined risk management and insurance brokerage services.

The College staff recommends that the Business Affairs Committee recommend to the Board of Trustees that the College procure insurance as detailed in Attachment B. The 2025-26 Property and Casualty Insurance Renewal Package, including the \$55,000 broker fee, totals \$1,631,246.

The source of funding will come from the Operating Budget.

**Action:** Mr. Dubow moved and Ms. Posoff seconded the motion to recommend to the Board of Trustees that the college procure insurance as detailed in Attachment B. The 2025-2026 Property and Casualty Insurance Renewal Package, including the \$55,000 broker fee, totaling \$1,631,246. The source of the funding will come from the Operating Budget. The motion passed unanimously.

### **(3) Adoption of the 2025-2026 Budget (Action Item)**

**Discussion:** Mr. Eapen stated that the College seeks approval for the proposed budget for the 2025-2026 fiscal year. The budget includes operating expenses of \$164.4 million, capital expenditures totaling \$8.8 million, and an allocation of \$11.7 million dedicated to the Catto Scholarship Program. The overall proposed budget amounts to \$184.9 million. Mr. Eapen stated the budget is a balanced budget of sources of revenues and expenditures. For detailed financial information, please refer to Table I, Attachment C.

Mr. Dubow inquired about the high-level risks the College faces as it relates to the budget. Mr. Eapen referred to Table I (see attached). Mr. Eapen started with all the **FUNDING SOURCES**, which includes Operating, Capital, and Catto Scholarship Program. Mr. Dubow asked if the Reserves number (\$11,897,635) was a figure we had in the past. Mr. Eapen responded, yes.



Mr. Eapen stated that the Total Current Operating Revenues for Operating \$161,923,177, Capital is \$8,039,034, and Catto Scholarship Program \$11,693,974 for a Total of \$181,656,185.

Mr. Eapen stated that the Total Education and General Revenues (which includes Student General, and Other Fees as well as Grant Capital Revenue) for a total of \$163,435,981 for Operating, \$8,841,514 for Capital, \$11,693,974 for Catto Scholarship Program for a Total of \$183,971,469.

Mr. Eapen stated that the Total Sources of Funds (which includes Auxiliary Enterprises of \$976,965 for Operating) is \$164,412,946 for Operating, \$8,841,514 for Capital, \$11,693,974 for Catto Scholarship Program, for a total of \$184,948,434.

Mr. Eapen stated that the **APPLICATION OF FUNDS** which includes Operating, Capital, and Catto Scholarship Program. Mr. Eapen stated that the Reduced Current Operating Expenses for Operating is \$161,923,178, for and Catto Scholarship Program \$11,693,974, for a Total of \$173,617,152.

Mr. Eapen stated that the Total Educational and General Expenditures (which includes Student Activities & Commencement is \$163,753,212 for Operating, and \$11,693,973 for Catto Scholarship Program for a total of \$175,447,186.

Mr. Eapen stated that the Total Uses of Funds (which includes Auxiliary Enterprises \$659,735 for Operating, Capital Acquisitions \$802,480 of Capital, and Debt Services of \$8,039,034 for a total of \$184,948,435.

The **TOTAL APPLICATION FUNDS** is \$164,412,946 for Operating, \$8,841,514 for Capital, and \$11,693,974 for Catto Scholarship Program for a total of \$184,948,425.

Mr. Eapen stated that we are presenting a balanced budget of \$184,948,435 in terms of Funding Sources and \$184,948,435 in terms of Application of Funds.

Mr. Epps commented that we are going into our reserves for \$11,897,635 to balance this budget, and overtime we will run out of money as the savings reserves to be depleted, and that is the challenge we face.

**Action:** Mr. Dubow moved and Mr. Epps seconded the motion to recommend to the Board of Trustees to approve the adoption of the 2025-2026 Budget. The budget includes operating expenses of \$164.4 million, capital expenditures totaling \$8.8 million, and an allocation of \$11.7 million dedicated to the Catto Scholarship program. The overall proposed budget amounts to \$184.9 million. The motion passed unanimously.

**(4) Contract with Nexstar Media, Inc. (Action Item)**

Dr. Marshall stated that the College seeks approval of a contract with Nexstar Media Inc. to provide media and marketing efforts to the College, specifically related to the College's Advanced Manufacturing Education program funded by the Navy. In accordance with the College's contract with Blueforge Alliance, the College is required to develop communication, media and recruitment support campaigns related to the Advanced Manufacturing Education program.

Dr. Marshall stated that Nexstar is operating in Philadelphia as WPHL17. This is a community focused experience with a proven track record of partnering with local governments, schools, and non-profits on public interest campaigns including the PA Department of Labor, and industry workforce initiatives, Public Health Campaigns, and Veteran Service organizations.

Nexstar is an integrated media solutions provider. They offer broadcasting, digital, social media, and creative production services in house. This will illuminate the need to contract with multiple vendors for creative media buying and distribution. Nexstar's target audience match through veterans and military families, underrepresented communities, and adult learners, will enable us to reach a broader audience for our students in this program. Nexstar is committed to rapid deployment (2-3 weeks from concept to air). This is critical and essential as we need to start offering these courses in September. Nexstar proposed a bundle media package which includes broadcast, and digital production at a lower price point than our competitors offered for broadcast only.

Partnering with Nexstar enables the college to amplify its visibility of its Navy collaboration in Philadelphia and beyond, showcasing the institution as a national leader in workforce development and defense aligned education. Dr. Marshall stated that this is intentional and needed since we are looking at national and regional programs for our Silicon Welding and non-destructive testing.

Dr. Marshall stated that Nexstar owns and operates 200+ television stations in 116 markets, reaching 68% of US households. They are embedded in our communities and have PHL One Philly brand which maintains brand credibility and consumer trust offering digital advertising, connective TV and streaming, social media campaigns, linear television, and inclusion of quarterly community initiatives such as Black History, Veterans, Hispanic Heritage Month, and Women's History. They also offer full turn-key services and develops video rapid scripts and handles production all included in the amount of \$237,000 with measurable results.

As part of deliverables to the contract, they will provide a robust set of analytics reports tracking campaign performance and forward real time adjustments and critical RI focus marketing which is required by our Navy Blueforge contract.

Dr. Marshall reported that Nexstar has 60 employees in total; 36 male (60%), 24 females (40%) and 14 minorities (African American and Hispanic) employees at 23%.

Nexstar will supplement and work collaboratively with Dr. Rooney and the internal Marketing team. Dr. Marshall stated that we allocated \$30,000 of Navy funds that is included in the Navy budget. The internal Marketing team is to provide open houses, and diversify ad placement if desired. They will also support this effort internally and provide student success stories, faculty insights, and program highlights to fuel campaign content while ensuring brand consistency and messaging. The CCP Marketing team will provide the color pallets and fonts for the current branding, and they will be on site for television spots, news interviews, video recordings of CATC, and other areas across the campus to review ad content.

The objectives for engaging Nexstar are to increase enrollment, enhance College visibility, broaden regional/national reach and drive return on investment related to the Advanced Manufacturing Education program. Nexstar is a national media firm with substantial local media presence and multi-platform reach.

Mr. Ford clarified that the money is coming from the Navy budget, since this effort is related specifically to the College's Advance Manufacturing Program funded by the Navy, and not from a general Marketing budget. Dr. Marshall responded, that is correct.

Mr. Epps asked Dr. Marshall about the payment schedule and how is that schedule tied to the deliverables? Dr. Marshall responded that they are looking to break it out into several payments and that will be included based on what has been developed and what has been marketed during those timeframes. Dr. Marshall stated that they are a little behind in our timeframes and we are asking for the full amount at this time, and we will be chunking out the payments based on the deliverables. Dr. Marshall clarified that the payment schedule is over the next year. Mr. Epps mentioned the first key milestone that will determine our success and their success and the Navy's win. Mr. Epps asked what the first critical milestone?

Dr. Marshall responded that the first milestone is the comprehensive marketing plan which they have already created and developed and have them submit, that which will go to Blueforge. Dr. Marshall stated that after that we will look at the returns on the enrollments in the Fall. Mr. Epps asked when the classes start. Dr. Marshall responded that the classes start end of September.

Pastor Mason ask if Nexstar is the ownership group of PHL17. Dr. Marshall responded, yes. Pastor Mason asked if they are buying other media from us or are we running all the \$237,000 on Nexstar Media owned properties. Dr. Marshall responded PHL is part of broader organization, so they are going to work together throughout. Pastor Mason asked if they are going to run all of the advertising on Nextstar owned properties, and added if it is an exclusive buy for Nexstar. Dr. Marshall responded yes. Pastor Mason stated that he is challenged by this because there are so much other media outlets out there. Dr. Marshall stated that many have been on the journey with us in regards to the Navy/Blueforge project, and we did sign a contract back December, so we have a short runway for this, and that's part of the reason why we are asking to go with this particular vendor who approached us at the time of the contract planning. Dr. Marshall stated that we are looking forward to the support of this group at this time. Pastor Mason stated that the challenge is that PHL17 is not the highest rated station in the market place, but we are giving them \$237,000 across the year of exclusive buy when it could be spread across different markets in order for us to achieve our goals. Dr. Marshall stated that the College intends to cast a broader net in the future, and consider a variety of marketing options moving forward.

Staff requests that the Business Affairs Committee recommends to the Board of Trustees to approve a twelve (12) month agreement with Nexstar Media Inc. for media and marketing services in an amount of \$237,000. The funds for this purchase will be from the Navy through Blueforge Alliance.

**Action:** Mr. Dubow motioned, and Ms. Posoff seconded the motion that the Business Affairs recommend to the Board of Trustees to contract with Nextstar Media. Pastor Mason opposed. The motion passed.

**(5) Next Meeting – Business Affairs Committee of the Board of Trustees (Information Item)**

The next meeting of the Business Affairs Committee is scheduled for July 16, 2025 at 9:00 am.

Based on recommendations of the Business Affairs Committee, the Board of Trustees approved the following action items:

- (1) Contract renewal for Microsoft EES with SHI
- (2) Insurance Renewal
- (3) Adoption of the 2025-2026 Budget
- (4) Contract with Nexstar Media, Inc.

The Business Affairs Committee the Board of Trustees adjourned at 10:35 am

<b><u>ATTACHMENT A</u></b> <b>FUNDING FOR ACTION ITEMS</b>			
<b>COMBINED MEETING OF THE BUSINESS AFFAIRS COMMITTEE AND THE BOARD OF TRUSTEES</b>			
<b>AGENDA: August 20, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
1	Tricon Construction Management	\$ 234,580	Capital Budget
2	Ganter Contractors	\$1,498,823	Capital Budget
3	S.J. Thomas Company, Inc.	\$ 151,781	Capital Budget
4	PT Mechanical	\$	Capital Budget
5	Elliott Lewis	\$ 158,900	Capital Budget

## **ATTACHMENT B**

### **2025-2026 Property and Casualty Insurance Renewal Program**

## **2025-2026 Property and Casualty Insurance Renewal Program**

### **Introduction / Executive Summary**

The College's insurance program is reviewed annually prior to the July 1 renewal in collaboration with its insurance brokers, Willis Towers Watson (WTW), and its recently appointed co-broker, SJP Financial Group (collectively referred to as "WTW" herein).

The commercial insurance market in 2025 continues to show signs of stability, following nearly five years of volatility during a prolonged hard market. While there have been improvements in pricing trends for commercial property and cyber coverage, the commercial casualty market remains challenging. These challenges are driven by rising litigation and defense costs, social inflation (where jury verdicts and settlements are increasing faster than general inflation), and a rise in "nuclear verdicts"—exceptionally high jury awards—which have heightened the severity of claims in areas such as sexual abuse and employment practices.

Increased losses in excess liability layers have also pushed up the cost of reinsurance, which is necessary to maintain capacity for insureds. These dynamics are contributing to continued upward pressure on casualty premiums, despite previous market corrections.

On February 20, 2025, the College held its insurance renewal strategy meeting. The focus was on maintaining strong relationships with incumbent carriers and securing early renewal terms in order to shape an informed marketing strategy. The College worked with Liberty Mutual (Property), United Educators (Casualty), and PMA Group (Workers' Compensation and Auto)—long-standing partners—to establish early renewal positions. This allowed for sufficient time to pivot to alternative carriers if necessary.

Through a combination of the College's and WTW's due diligence, comprehensive risk exposure analysis, and WTW's strong market relationships, the College achieved favorable renewal outcomes compared to industry averages.

The College's total anticipated insurance renewal premium, inclusive of coverage for CATC and the contracted brokerage fees for WTW/SJP Financial Group, is approximately \$1.63 million. This represents a 11% increase over the prior year's total of approximately \$1.47 million. Despite the increase, this result is in line with current market trends for higher education institutions, where average premium increases—driven largely by casualty coverage—range between 10% and 12%.

### **Key Renewal Highlights:**

#### **Property Insurance**

The incumbent carrier, Liberty Mutual, offered a renewal premium of \$414,896, reflecting a modest 1% increase over the prior premium of \$410,976. This was driven by a 4% increase in insured property values to account for inflation, offset by a 2.6% rate decrease—a positive development, marking one of the first property rate reductions in over five years.



## **2025-2026 Property and Casualty Insurance Renewal Program**

Key terms include:

- \$500 million policy loss limit
- \$25,000 all-risk deductible—among the lowest for similarly sized institutions
- \$250,000 water damage deductible at CATC, which will be removed upon satisfactory completion and inspection of ongoing roof repairs
- Continued inclusion of Terrorism coverage, added last year for competitive pricing

### **General Liability**

This coverage provides the College with defense and indemnity against various 3<sup>rd</sup> party injuries and damages sustained as a result of the College's main and regional campus operations as well as off-campus operations. The incumbent carrier, UE, a risk retention group that the College is a member of with ownership interest, offered a renewal premium of \$299,901, an increase of \$24,770 or 9%, compared to the expiring policy (average membership rate increase was 11%). A deductible of \$50K per occurrence applies. We secured pricing options for a higher \$100K deductible for a \$40,507 savings but was reviewed and determined that given the College's loss experience, the savings was not enough to warrant a higher self-insured retention. No material changes in terms or conditions.

### **Automobile**

The incumbent carrier, PMA, offered a renewal premium of \$34,787, an increase of \$3,712 (12%). The automobile policy covers employees driving College-owned, rented, or hired vehicles as well as provides damage protection (collision and comprehensive coverage) for the College's current fleet. No material changes in terms or conditions.

### **Workers' Compensation**

This coverage fulfills the College's statutory obligations under the Commonwealth of Pennsylvania Workers' Compensation Act, as well as other applicable state laws for employees performing duties outside Pennsylvania. It also provides liability protection for the College as an employer.

The incumbent carrier, PMA, offered a renewal premium of \$352,887, reflecting an increase of \$41,993 (14%) over the prior year. This rise is primarily due to a 7% increase in reported payroll exposure and a 17% increase in the College's Pennsylvania experience modification factor. Notably, the base renewal rate remains unchanged from the expiring policy.

PMA continues to offer a Sliding Scale Dividend program, which may result in up to two dividend payments over the next 30 months. These dividends—based on the College's loss ratio and applied to earned premium (excluding Terrorism Premium)—could return up to 18% if there is minimal to no loss activity. (Note: Dividend payments are contingent on PMA's financial performance and are not guaranteed.)

## **2025-2026 Property and Casualty Insurance Renewal Program**

The College's Human Resources Office and Safety Committee remain actively engaged in reviewing all work-related claims, providing recommendations, and delivering targeted training to reduce incident rates. The Safety Committee again achieved re-certification by the Pennsylvania Department of Labor, securing the College's eligibility for a 5% premium credit.

There are no material changes in policy terms or conditions for this renewal.

### **Excess Liability**

This coverage is designed to defend and indemnify the College against catastrophic events that result in significant third-party injuries or property damage arising from campus operations or transportation-related risks.

The incumbent carrier, United Educators (UE), provides the College with a \$25 million limit for catastrophic casualty events. UE has offered a renewal premium of \$202,379, representing a \$37,843 (23%) increase over the prior year. This increase aligns with the average UE membership premium increase of 21%, with the College's slightly higher adjustment driven by the legal jurisdiction (Philadelphia County) and the high limits of coverage purchased.

Consistent with the General Liability policy, UE continues to offer one of the broadest scopes of sexual misconduct liability coverage available in the marketplace. There are no material changes in terms or conditions for the upcoming policy term.

It is important to note that the 10-year reporting provision (commonly referred to as a "sunset provision") for sexual misconduct claims remains in effect. Under this provision, if a claim arises during the policy period but is first reported 10 years or more after the policy term ends, the applicable limit of liability will be reduced to the lesser of \$5 million or the remaining unexhausted amount of the Annual Aggregate Limit.

### **Educator's Legal Liability (ELL)**

The College's ELL policy provides \$15 million in coverage and offers comprehensive protection for both the College and the Foundation's Board of Trustees. It addresses a wide range of professional management liability exposures, including:

- Wrongful acts by the Board and executive leadership
- Employment practices liability
- Professional liability for employed attorneys
- Professional liability for College educators (both tenured and adjunct)

## **2025-2026 Property and Casualty Insurance Renewal Program**

The incumbent carrier, United Educators (UE), issued a renewal quote of \$263,115, representing a \$38,412 (17%) increase over the expiring premium. This is slightly below the UE membership average increase of 20%.

The renewal maintains a competitive \$75,000 per-claim retention, with \$0 retention for Governing Board Directors, Trustees, and Officers who cannot be lawfully indemnified.

The College's General Counsel continues to actively manage litigation matters in collaboration with UE and approved outside defense counsel. Although an alternative defense cost arrangement—allowing the College to appoint its own counsel—was considered, it would have increased the per-claim retention to \$250,000, which was not pursued.

Notable updates in the policy form include:

- Exclusion of student-athlete name, image, and likeness (NIL) revenue from covered damages – a standard market practice and not materially concerning for the College.
- Limited defense cost coverage for Antitrust claims – also consistent with market norms and not currently a concern for the College.

There are no other material changes in terms, conditions, or coverage limits.

### **Student Professional Liability - Medical Malpractice**

To ensure adequate protection for students participating in medical-related fields and programs that require internships, the College renewed its professional liability coverage through CNA, which quoted a premium of \$6,239—an increase of \$1,906 over the expiring premium. This increase is directly related to a rise in student enrollment, with nearly 589 students now engaged in clinical or internship-based experiences. The number of students placed in real-world medical settings has a direct impact on the cost of this coverage.

Importantly, there has been no rate increase for this policy in recent years. The coverage provides \$1 million per claim and \$5 million in the aggregate, extending protection to the College, its faculty, and students for activities conducted in clinical or professional healthcare environments.

There are no material changes in terms or conditions for the current renewal.

### **Crime & Excess Social Engineering**

This policy provides the College protection against both first-party (employee) theft and third-party theft and fraud, with coverage up to \$5 million. It also extends coverage for "social engineering fraud" and funds transfer, which applies in situations where an employee is tricked into transferring College assets to a fraudulent third party due to deceptive practices.

## **2025-2026 Property and Casualty Insurance Renewal Program**

The incumbent carrier, Travelers, has provided a renewal premium of \$15,652, reflecting an increase of \$845 (6%) compared to the expiring policy. The terms quoted by Travelers include a \$250,000 sublimit for social engineering claims. To enhance coverage, a \$250,000 Excess Social Engineering policy has been secured with AXIS, increasing the total coverage limit for this specific type of claim to \$500,000 under the Crime Program.

AXIS has quoted a slight premium increase of \$175, bringing the renewal premium to \$3,150.

### **International Liability**

This policy provides comprehensive coverage for the College's faculty and staff traveling abroad, including foreign-based general liability, automobile liability, workers' compensation, as well as travel, medical, and security assistance services. It also includes coverage for kidnap and extortion. Placed with The Hartford, the premium for this coverage has increased slightly from last year, with the quoted premium for the 2025 renewal at \$3,430—an increase of \$494. There are no material changes in terms or conditions.

### **Fine Arts**

This policy, placed with Aspen, offers protection against loss or damage to the College's Fine Arts collections, both those owned by the College and those on loan. Coverage includes:

- \$275,000 at named CCP locations
- \$100,000 at any other location worldwide
- \$100,000 while in transit worldwide

The renewal premium for this coverage has increased slightly from \$1,298 to \$1,363. No material changes to terms or conditions.

### **Security and Privacy (Cyber Insurance)**

This policy provides essential protection against data breaches and the compromise of student and/or employee private information, including ransomware attacks and resulting revenue losses due to both direct and indirect network interruptions (e.g., College-dependent IT vendors). Coverage includes:

- Forensic and legal assistance from a panel of experts to assess the breach and ensure compliance with relevant laws, including:
  - Notifications to affected individuals (as required by law or voluntarily)
  - 12 months of credit monitoring for affected individuals
  - Identity theft resolution services for those enrolled in credit monitoring
  - Coverage for theft, loss, or unauthorized disclosure of information held by business associates (HIPAA-defined)

First-party coverage includes:

- Data recovery and business interruption

## **2025-2026 Property and Casualty Insurance Renewal Program**

- Ransomware/extortion threats
- Regulatory defense and penalties

The policy also covers the College against third-party legal actions and damages arising from the alleged breach, including defense costs. The current policy limit is \$3 million.

The WTW Cyber brokerage team worked with the previous year's carrier, Cowbell, who quoted a renewal premium of \$32,253, an increase of \$4,777 (17%) compared to last year. As part of benchmarking studies, WTW secured an optional \$5 million limit from Cowbell, at a premium of \$45,523.

### **Broker Fee**

The professional brokerage services of WTW and SJP Financial are captured under an existing multi-year (5-year term) agreement that inceptioned in 2021. The annual fee for 2025-26 is \$55,000 for their combined risk management and insurance brokerage services.

### **Recommendation**

The College staff recommends that the Business Affairs Committee recommend to the full Board of Trustees that the College procure insurance as detailed in Attachment XX. The 2025-26 Property and Casualty Insurance Renewal Package, including the \$55,000 broker fee, totals \$1,631,246

The source of funding will come from the Operating Budget.

## **2025-2026 Property and Casualty Insurance Renewal Program**

<b>COVERAGE</b>	<b>CARRIER</b>	<b>RENEWAL (2025-26)</b>	<b>EXPIRING (2024-25)</b>	
Property	Liberty Mutual	\$414,896	\$410,976	1%
General Liability (\$1M)	United Educators	\$299,901	\$275,231	9%
Automobile	PMA	\$34,787	\$31,075	12%
Workers' Compensation	PMA	\$352,887	\$310,894	14%
Excess Liability (\$25M)	United Educators	\$202,379	\$164,536	23%
International Liability Package	Hartford	\$3,430	\$2,936	17%
Crime (\$5M)	Travelers	\$15,652	\$14,807	6%
Excess Social Engineering (\$250K x \$250K)	AXIS	\$3,150	\$2,975	6%
Educators Legal Liability (\$15M)	United Educators	\$263,155	\$224,703	17%
Student Medical Professional Liability (\$1M)	CNA	\$6,239	\$4,333	44%
Travel Accident	AIG	\$1,154	\$1,154	0%
Fine Arts Collections	Aspen	\$1,363	\$1,298	5%
Cyber (\$3M Limit / \$50K Retention)	Cowbell	\$32,253	\$27,476	17%
		<b>\$1,631,246</b>	<b>\$1,472,394</b>	<b>11%</b>

## **ATTACHMENT C**

### **TABLE I – Budget Summary Funding Sources and Application of Funds for Fiscal Year July 1, 2025 – June 30, 2026**

**TABLE I**

**BUDGET SUMMARY - FUNDING SOURCES AND APPLICATION OF FUNDS  
FOR THE FISCAL YEAR JULY 1, 2025 - JUNE 30, 2026**

<b>FUNDING SOURCES</b>	<b>Operating</b>	<b>Capital</b>	<b>Catto Scholarship Program</b>	<b>Total</b>
Student Tuition	\$49,262,113			\$49,262,113
Student Technology Fee	8,663,662			8,663,662
Credit Course Fee	3,515,651			3,515,651
Distance Education Fee	1,931,691			1,931,691
Adult Literacy Program Fee	86,520			86,520
Senior Citizen Fee	8,652			8,652
Other Non-Instructional Fees	865,200			865,200
City of Philadelphia	38,289,690	4,019,517	\$11,693,974	54,003,181
Commonwealth of Pennsylvania	37,922,332	4,019,517		41,941,849
Interest Income	608,344			608,344
Indirect Cost Allowances	400,435			400,435
CCME	4,000,000			4,000,000
Miscellaneous Income	4,471,253			4,471,253
Reserves	11,897,635			11,897,635
<b>Total Current Operating Revenues</b>	<b>161,923,177</b>	<b>8,039,034</b>	<b>11,693,974</b>	<b>181,656,185</b>
Student General, and Other Fees	1,512,804	402,480		1,915,284
Grant Capital Revenues		400,000		400,000
<b>Total Educational and General Revenues</b>	<b>163,435,981</b>	<b>8,841,514</b>	<b>11,693,974</b>	<b>183,971,469</b>
Auxiliary Enterprises	976,965			976,965
<b>TOTAL SOURCES OF FUNDS</b>	<b><u>\$164,412,946</u></b>	<b><u>\$8,841,514</u></b>	<b><u>\$11,693,974</u></b>	<b><u>\$184,948,434</u></b>
<b>APPLICATION OF FUNDS</b>				
Operating Budget Salary Expenses	91,561,710			\$91,561,710
Operating Budget Staff Benefits Expenses	35,572,343			35,572,343
All Other Operating Budget Expenses	30,789,125			30,789,125
CCME	4,000,000			4,000,000
Catto Scholarship Program Expenses			\$11,693,974	11,693,974
<b>Reduced Current Operating Expenses</b>	<b>161,923,178</b>		<b>11,693,974</b>	<b>173,617,152</b>
Student Activities & Commencement	1,830,034			1,830,034
<b>Total Educational and General Expenditures</b>	<b>163,753,212</b>		<b>11,693,974</b>	<b>175,447,186</b>
Auxiliary Enterprises	659,735			659,735
Capital Acquisitions		\$802,480		802,480
Debt Service		8,039,034		8,039,034
<b>TOTAL USES OF FUNDS</b>	<b><u>164,412,946</u></b>	<b><u>8,841,514</u></b>	<b><u>11,693,974</u></b>	<b><u>184,948,435</u></b>
<b>TOTAL APPLICATION OF FUNDS</b>	<b><u>\$164,412,946</u></b>	<b><u>\$8,841,514</u></b>	<b><u>\$11,693,974</u></b>	<b><u>\$184,948,435</u></b>



**COMBINED/HYBRID MEETING OF THE  
BUSINESS AFFAIRS AND EXECUTIVE  
COMMITTEES OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, July 16, 2025 – 9:00 A.M.**

**Present for the Business Affairs Committee:** Ms. Mindy Posoff, Chair (presiding), Mr. Harold Epps, Mr. Timothy Ford, Ms. Keola Harrington (via zoom), Pastor Mason (via zoom), Mr. Rob Dubow (via zoom), and Mr. Jeremiah White (via zoom)

**Present for the Executive Committee:** Mr. Harold Epps, Chair (presiding; via zoom), Ms. Ajeenah Amir (via zoom), Mr. Mindy Posoff, and Mr. Jeremiah White (via zoom).

**Present for the Administration:** Dr. Alycia Marshall, Mr. Jacob Eapen, Mr. Derrick Sawyer, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Mr. Gim Lim, Ms. Marsia Henley, Mr. John Wiggins, Ms. Josephine DiGregorio (via zoom), Ms. Leila Lawrence, and Mr. Moe Rahman)

**Guest:** Dr. Judith Gay, Vice President Emerita (via zoom)

Ms. Posoff called the meeting to order at 9:02 am. Ms. Posoff highlighted the agenda items, and asked Mr. Eapen to proceed with the first agenda item.

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**BUSINESS AFFAIRS COMMITTEE**  
**PUBLIC SESSION**

Please see Attachment A that contains a spreadsheet that lists the vendor/consultant, the amount and the source of funding (i.e., Capital Budget, Operating Budget, Perkins Grant, or Bond Proceeds) which College Administration is seeking approval.

Ms. Posoff stated that all the agenda items we will talk about today are in the approved budget, and/or will come out of the reserves or capital budget.

**(1) Maintenance Agreement and Annual Lease with Crown Castle Fiber LLC (Action Item)**

Discussion: Mr. Eapen stated that the College requests renewal of the annual lease and maintenance contract with Crown Castle Fiber LLC for dedicated dark fiber optic connectivity between all college-owned and leased facilities.

This network infrastructure is composed on nine (9) distinct fiber circuits, supports the College's critical IT services, including internet access, enterprise systems, Voice over IP (VoIP), video conferencing, security systems, academic technology platforms, and business community/disaster recovery operations. Mr. Eapen thanked Mr. Moe Rahman, and Mr. Bill Bromley for negotiating a contract that gives us a savings of roughly \$60,000 over three years.

#### Strategic & Technical Benefits:

- Dark Fiber allows the College to independently manage bandwidth, quality of service, and future upgrades – unlike carrier services.
- The network is built on a ring topology providing:
  - Redundancy: Auto rerouting in case of circuit failure.
  - Resilience: Enhanced uptime for instructional systems, ERP, VoIP, and video security.
- Critical for:
  - Academic continuity
  - Secure transmission of sensitive data
  - 24/7 Banner ERP services

#### Updated Financial Impact Summary – 3-Year Term

<b>ITEM</b>	<b>DETAILS</b>	<b>MONTHLY COST (MRC)</b>	<b>ANNUAL COST</b>	<b>3-YEAR TOTAL</b>
Total Number of Circuits	9 Point-to-Point Dark Fiber Circuits	-----	-----	-----
New Monthly Rate (MRC)	Negotiated 3-Year Rate	\$10,945	\$131,340	\$394,020
Previous Annual Rate	1-Year Renewal Baseline	\$12,569	\$150,830	\$452,491 (3-year)
Net 3-Year Savings	Total cost avoided with multi-year term	-----	-----	\$58,471

Mr. Eapen stated that this renewal supports the uninterrupted delivery of digital services across all college campuses and administrative buildings. This expenditure is pre-budgeted annually under the ITS operating budget for Network Infrastructure Services. The dark fiber backbone is foundational to the College's data infrastructure and is a mission-critical asset for academic delivery, administrative services, cybersecurity resilience, and institutional compliance.

Approving this 3-year dark fiber renewal secures both technical stability and financial efficiency. It delivers \$58,472 in savings over a typical 3-year renewal cycle and maintains uninterrupted delivery of high-priority digital services across all College sites.

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the approval of a 3-year agreement with Crown Castle Fiber LLC in the total amount of \$394,020 (\$131,340 annually). These funds will be coming from operating budget.

Action: Mr. Dubow motioned, and Mr. Ford seconded the motion to recommend to the Executive Committee the approval to renew a 3-year agreement with Crown Castle Fiber LLC in the total amount of \$394,020 (\$131,340 annually). These funds will come from the operating budget. The motion passed unanimously.

## **(2) Renewal Contract with Dell – APEX Backup (Action Item)**

Discussion: Mr. Eapen stated that the staff requests approval to renew the College's enterprise backup solution - Dell Druva/Apex backup service totals \$110,899 annually as part of its continued investment in cyber resilience, disaster recovery, and data protection. Mr. Eapen stated that a couple of years back, Butler County Community College had problems with their systems with a compromise and disruption of services to students and the college community. Mr. Eapen stated that this backup solution ensures that we have the ability to deal with any cyber threats and disaster issues that we may face. Also, this is an accommodation of our insurance carriers and the effect will provide us the technical solutions as well. Mr. Eapen stated that the cost has gone up \$65,000 because we are looking for expanded services and if we need the technical solutions from Dell. The updated agreement includes expanded ransomware protection and cyber recovery functionality, critical enhancements in the current threat landscape.

#### Background & Business Justification:

Since its original adoption during the pandemic, Dell's Druva/Apex backup solution has served as a foundational component of the College's enterprise data protection infrastructure.

ITS initially selected the Dell ecosystem to align with our evolving strategy of secure, scalable cloud-first solutions, seamlessly integrating with existing virtualization and storage environments for business continuity and data recovery.

In early 2024, ITS initiated a comprehensive evaluation of emerging cybersecurity risks and business continuity standards, driven by the escalating frequency and sophistication of ransomware attacks targeting higher education institutions. As part of this assessment, the department rigorously compared Dell's expanded PowerProtect Cyber Recovery services with similar offerings from Rubrik. While Rubrik presented a robust security-focused architecture, its total cost was significantly higher, and implementation would have necessitated a disruptive transition.

The strategic decision to remain with Dell's enhanced Apex backup and Cyber Recovery offering, procured through SHI under existing purchasing agreements, was predicated on its superior cost-effectiveness, robust ransomware countermeasures, and streamlined deployment into our AWS environment. This enhanced solution introduces a logically air-gapped vault, automated anomaly detection through CyberSense analytics, and immutable backup snapshots with retention lock. These features collectively provide advanced forensic recovery capabilities and ensure rapid restoration of mission-critical data in the event of a cyber incident. This enhanced protection further strengthens the College's layered security approach, building upon our existing Fortinet Fabric investment and aligning with critical business recovery objectives.

#### Key Features and Benefits of Dell PowerProtect Cyber Recovery:

- **Logically Isolated Backup Vaults:** Ensures copies of critical systems and data are shielded from compromise through stringent network segmentation and controlled access policies, creating an impenetrable last line of defense.
- **AI/ML-driven CyberSense Analytics:** Leverages advanced artificial intelligence and machine learning to scan for ransomware signatures, data corruption, and anomalies with greater than 99% accuracy *before* systems are restored, preventing reinfection.

- **Automated Replication Policies:** Provides periodic, policy-driven synchronization of data from production to vault environments, coupled with compliance-grade immutability settings to guarantee data integrity.
- **Native AWS Integration:** Offers seamless orchestration via Dell Apex and CloudFormation templates, facilitating scalable deployment and optimized cost management within our public cloud infrastructure.
- **Business Continuity & Compliance:** Supports institutional Service Level Agreements (SLAs) and Service Level Objectives (SLOs) for data integrity, recovery assurance, and audit readiness, reinforcing our commitment to operational resilience.

#### Financial Impact:

The renewal quote from SHI (Quotation #: 25739236, Created On: 1/17/2025, Valid Until: 7/11/2025) for the enhanced Dell Druva/Apex backup service totals \$110,898. This represents an increase of \$64,898 over the previous contract term, reflecting the expanded feature set and enhanced security capabilities. However, this investment delivers significant added value by eliminating the need for a separate, costly third-party ransomware recovery platform and substantially reducing Recovery Time Objectives (RTO) in the event of a cyberattack.

ITS projects long-term savings compared to alternative offerings like Rubrik, which carried significantly higher upfront and operating costs.

#### Conclusion & Request:

In light of the current escalating threat landscape and the increasing prevalence of ransomware attacks targeting educational institutions, the staff strongly recommends renewing and upgrading the Dell Druva/Apex backup service to include the PowerProtect Cyber Recovery and CyberSense feature sets. This strategic investment aligns directly with the College's risk mitigation goals and critically positions our infrastructure to maintain operational continuity and data integrity in the face of evolving cyber threats.

Staff requests that the Business Affairs Committee recommend to the Executive Committee the approval to renew the contract with Dell – APEX Backup, totaling \$110,899. These funds will come from operating budget.

Action: Mr. Dubow motioned, and Mr. Ford seconded the motion that the Business Affairs Committee recommend to the Executive Committee the approval to renew the contract with Dell – APEX Backup, totaling \$110,899. These funds will come from the operating budget. The motion passed unanimously.

**(3) Renewal of Fortinet Security Solutions Contracts (Through June 30, 2026) (Action Item)**

Discussion: Mr. Eapen stated that the staff is requesting approval to renew the Fortinet Security Solutions support agreements for critical components for the College's network security infrastructure. Mr. Eapen stated that this is a firewall that is already in place and we are asking for a renewal of this contract.

Mr. Eapen that that we had started with when we had HERFF dollars, which ran out. Mr. Eapen stated that we are using the college's operating budget again. Mr. Eapen stated that this was in last years budget, and we are continuing the services that is essential for cyber security for the College. Eapen stated that these systems form the core of our cybersecurity framework, delivering protection, detection, and centralized control across our enterprise.

Historical Context:

During the COVID-19 pandemic, the College strategically transitioned to the Fortinet Security Fabric as a unified cybersecurity platform, using Higher Education Emergency Relief Funds (HEERF) to strengthen our security posture in response to increased remote and online learning. The adoption of Fortinet's comprehensive product suite—including Smart next-gen firewalls, Forti Analyzer, endpoint detection and response (EDR), and Network Access Control (NAC)—was approved by the Board and implemented to enhance visibility, automate threat response, and establish end-to-end protection across all campus locations. This integrated approach provided scalable and centralized enforcement of security policies, dramatically improving our ability to detect, contain, and remediate threats in real time.

Assets Covered:

- FortiGate 1500D Appliances (2)
- FortiAnalyzer Virtual Machine (1)
- FortiEDR Managed Service (1)
- FortiGate 501E Appliances (2)
- FortiGate 2000E Appliances (4)

Renewal Scope:

- Vendor: Fortinet
- Support Type: Comprehensive hardware/software including firmware, advanced threat intelligence, and 24/7 global technical support
- Term: Co-termed support coverage through June 30, 2026
- Annual Cost: \$138,401

#### Business Justification:

- Operational Continuity: Ensures seamless support coverage for core cybersecurity infrastructure, mitigating potential service disruptions.
- Risk Reduction: Maintains timely access to critical threat updates, patches, and advanced defense mechanisms.
- Budget Optimization: Co-termed renewal streamlines contract administration and reduce renewal fragmentation across fiscal cycles.
- Regulatory Compliance; Sustains our posture for required cybersecurity and data protection standards.

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee to renew Fortinet Support Contracts component totaling \$138,401. This will support out long-term IT security strategy and maintains robust protection of college systems and data assets through FY2026. These funds will come from the operating budget.

Mr. Ford stated that he appreciates the background on the insurance recommendation since we discussed and approved the College operating budget last week. Mr. Ford stated that the background information was helpful to work through these items quickly.

Action: Mr. Ford motioned, and Mr. Dubow seconded the motion that the Business Affairs recommend to the Executive Committee to renew Fortinet Support Contracts component totaling \$138,401. This will support out long-term IT security strategy and maintains robust protection of college systems and data assets through FY2026. These funds will come from the operating budget. The motion passed unanimously.

#### **(4) Award to Positive Wiring for Electrical Work at CATC & WRC (Action Item)**

Discussion: Mr. Eapen stated that Staff seeks approval for electrical construction for the renovation of CATC welding lab and WRC classroom space to support the NWI welding Program. The College is currently working with the Naval Welding Institute, LLC (NWI) for the development of advanced manufacturing classes, focusing on Naval shipbuilding for national defense. This program includes the installation of 20 new welding booths in CATC (NWI Grant) and the relocation of the existing welding booths to WRC to support the CCP existing program. Mr. Eapen stated that as part of this program, with your approval, we are moving eight (8) welding machines which are in CATC, over to the West Building. This also requires some upgrades in terms of electrical systems. .

The cost of the CATC work is \$142,400, and the cost of the West Regional Center is under \$139,000. We are working with Chris Jones who is our consultant and we are identifying the dollars in the grants that the college has received to accommodate the cost for the CATC work. We will come back to you and let you know exactly how much money is currently in the grant Mr. Eapen stated that the College feels there is money that is available because we already over budgeted some of the equipment.

Mr. Eapen stated that currently we have approximately \$50,000, but we think that working with Kris Jones, we can come up to an amount from the grant close to \$142,400. The cost for the West Regional Center has to come from our capital budget. Mr. Eapen stated that with your approval, we would like to come back in August to show you the split between any cost that will be coming out from the capital budget for the work in CATC, and how much grants will cover. Mr. Eapen stated that we need time to work those numbers out. Given that we have to start this program in September, we would like your approval to move forward, but we will come again come back again in August and give you the breakdown between the grant dollars and the capital dollars.

CCP received proposals for electrical work thru PA State COSTAR Cooperative Purchasing Program. The electrical work required is mainly to upgrade the electrical systems in both buildings to support the new equipment load.

Positive Wiring CATC work: \$142,400  
Positive Wiring WRC work: \$139,200

Staff request that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the award to Positive Wiring for Electrical Construction in the amount of \$281,600 for both CATC and West Regional Center. This contract is under COSTAR pricing.

Ms. Henley stated that Positive Wiring is based in West Chester, PA. They are a small company with a total of 11 employees; 9% are underrepresented minority groups.

Mr. Dubow asked if a worst-case scenario don't materialize, is there room in the capital budget? Mr. Eapen responded, yes and that we will start working with Business Affairs on the next three-year plan. The three-year plan will include \$2,000,000 from the reserves that we put towards the 3year capital program. Mr. Eapen stated that he feels comfortable that there should be enough money

This purchase will be paid from grants and the Capital Budget.



Action: Mr. Ford motioned, and Mr. Dubow seconded the motion that the Business Affairs recommend to the Executive Committee to award to Positive Wiring for Electrical Work at CATC & WRC in the amount of \$281,600. The motion passed unanimously.

**(5) Next Meeting – Business Affairs Committee of the Board of Trustees (Information Item)**

The next meeting of the Business Affairs Committee is scheduled for August 20, 2025 at 9:00 am.

The Business Affairs Committee meeting was adjourned at 9:17 am.

**EXECUTIVE COMMITTEE**  
**PUBLIC SESSION**

Mr. Epps opened the Executive Committee at 9:20 am. Based on the Business Affairs Committee, the Executive Committee of the Board of Trustees motioned on the following items:

**(1) Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion to approve the following:**

- Maintenance Agreement and Annual Lease with Crown Castle Fiber LLC
- Contract Renewal with Dell – APEX Backup
- Contract Renewal with Fortinet
- Contract Awarded to Positive Wiring for CATC & WRC

Action: Mr. Dubow moved and Mr. Ford seconded the motion that the Executive Committee of the Board of Trustees approve to renew a 3-year agreement with Crown Castle FIBER LLC in the amount of \$394,202 (\$131,340 annually). These funds will come from the operating budget. The motion passed unanimously.

Action: Mr. Dubow moved and Mr. Ford seconded the motion that the Executive Committee of the Board of Trustees award a contract renewal with Dell – APEX Backup in the amount of \$110,899. These funds will come from the operating budget. The motion passed unanimously.

Action: Mr. Dubow moved and Mr. Ford seconded the motion that the Executive Committee of the Board of Trustees award Fortinet Security Solutions Contracts for the College's network security infrastructure totaling \$138,401. These funds will come from the operating budget. The motion passed unanimously.

Action: Mr. Dubow moved and Mr. Ford seconded the motion that the Executive Committee of the Board of Trustees award to Positive Wiring for Electrical Construction in the amount of \$281,600. These funds will be paid from grants and Capital Budget. The motion passed unanimously.

The Business Affairs Committee meeting was adjourned at 9:20 am.

### **EXECUTIVE SESSION**

The Business Affairs Committee went into Executive Session to discuss real estate matters.

JE/tn

c: Ms. Mindy Posoff

<b><u>ATTACHMENT A</u></b> <b>FUNDING FOR ACTION ITEMS</b>			
<b>COMBINED MEETING OF THE BUSINESS AFFAIRS COMMITTEE AND THE BOARD OF TRUSTEES</b>			
<b>AGENDA: July 16, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
1	Crown Castle Fiber LLC	\$394,020 (\$131,340 annually)	Operating Budget
2	Dell – Apex Backup	\$110,899	Operating Budget
3	Fortinet Security Systems	\$138,401	Operating Budget
4	Positive Wiring – CATC	\$142,400	Capital Budget
4	Positive Wiring – WPRC	\$139,200	Capital Budget

**COMBINED/HYBRID MEETING OF THE  
BUSINESS AFFAIRS AND EXECUTIVE  
COMMITTEE OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, August 20, 2025 – 9:00 A.M.**

**Present for the Business Affairs Committee:** Ms. Mindy Posoff, Chair (presiding), Mr. Harold Epps, Mr. Timothy Ford, Pastor Jonathan Mason (via zoom)

**Present for the Executive Committee:** Mr. Harold Epps Chair (Presiding), Ms. Mindy Posoff, Ms. Ajeenah Amir, Ms. Chekemma Fulmore-Townsend (via zoom)

**Present for the Administration:** Dr. Alycia Marshall, Mr. Jacob Eapen, Ms. Carolyn Flynn, Mr. Derrick Sawyer, Dr. Mellissia Zanjani, Dr. Shannon Rooney, Mr. Gim Lim, Ms. Marsia Henley, Mr. John Wiggins, Mr. Tim Traszka, Ms. Josephine DiGregorio, Mr. Moe Rahman, Ms. Lisa Hutcherson, Ms. Koi Stevens, Dr. Linda Powell (via zoom), Dr. Darren Lipscomb

**Guest:** Dr. Judith Gay, Vice President Emerita (via zoom)

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**BUSINESS AFFAIRS COMMITTEE**  
**PUBLIC SESSION**

Ms. Posoff called the meeting to order at 9:01 am. Ms. Posoff stated there are few reductions from last year with some contracts. Mr. Ford stated that it is nice to see a reduction.

Ms. Posoff highlighted the agenda items, and asked Mr. Eapen to proceed with the first agenda item.

Please see Attachment A that contains a spreadsheet that lists the vendor/consultant, the amount and the source of funding (i.e., Capital Budget, Operating Budget, Perkins Grant, or Bond Proceeds) which College Administration is seeking approval.

**(1) Contract Renewal with Granular Insurance – Stop Loss Coverage**  
**(Action Item)**

Discussion: Mr. Eapen stated that Trion/Marsh McLennan (MMA), the College's benefits consultants, completed a full marketing of the College's stop loss coverage. MMA reached out to a total of ten (10) carriers (See Attachment B).

The initial stop loss renewal from Granular called for a 23.6% increase. Trion/Marsh McLennan Agency (MMA) was able to negotiate Granular down to a 19.6% increase to current pricing. As part of the renewal, the stop loss level was increased from \$275,000 to \$300,000 to help reduce costs. Granular is the College's current carrier, and the College is pleased with their services.

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee to approve the contract with Granular Insurance for the period 09/01/2025-08/31/2026 in the amount of \$1,573,294. These funds will be paid from the operating budget.

Action: Mr. Ford motioned, and Mr. Epps seconded the motion to recommend to the Executive Committee the approval of the contract with Granular Insurance for the period 09/01/2025 – 08/31/2026 in the amount of \$1,573,294. These funds will be paid from the operating budget. The motion passed unanimously.

**(2) Contract with UNUM for Life, AD&D and Disability Insurance (Action Item)**

Discussion: Mr. Eapen stated that Trion/Marsh McLennan Agency (MMA), the College's benefits consultant, completed a full marketing for Life, AD&D, & Disability coverage. All quoting carriers were asked to match the current life and disability plan design. We received quotes from the following vendors:

- Sun Life (Incumbent)
- Hartford
- Lincoln Financial Group
- MetLife
- NY Life
- Prudential
- Reliance (RSLI)
- The Hartford
- The Standard
- Transamerica
- UNUM

Our current contract with Sun Life in the amount of \$809,341 for life, AD&D, and long-term disability insurance is set to expire on August 31, 2025. MMA made multiple attempts to renegotiate rates with Sun Life. Despite our low utilization and favorable market conditions, the best offer Sun Life provided was a 19% rate reduction. Therefore, we are recommending a transition to UNUM, which offered the most competitive pricing and was able to closely replicate our existing plan design.

Mr. Eapen stated that while Sun Life proposed a 19% reduction, equating to approximately \$154,009 in savings over three years with a total annual premium of \$655,331; UNUM offered a 42.7% reduction, resulting in a projected savings of \$345,341 over the same period with an annual premium of \$464,000. (See Attachment C).

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee the approval to contract with UNUM for AD&D, and long-term disability insurance at an annual premium of \$464,000. These funds will be paid from the operating budget. Mr. Ford stated that it is nice to see a reduction.

Action: Mr. Ford motioned and Mr. Epps seconded the motion to recommend to the Executive Committee the approval to contract with UNUM for AD&D, and long-term disability insurance at an annual premium of \$464,000. These funds will be paid from the operating budget. The motion passed unanimously.

**(3) Contract with Delta Dental (Action Item)**

Mr. Eapen stated that Trion/Marsh McLennan Agency (MMA), the College's benefits consultant, completed a full marketing for Dental coverage. All quoting carriers were asked to match the current dental benefits. We received quotes from the following vendors:

- Delta Dental (Incumbent)
- Ameritas
- Guardian
- MetLife
- Sunlife
- UCCI

Mr. Eapen stated that Delta Dental (incumbent) offered the most competitive pricing for administrative fees and expected claims. Our current annual contract amount is \$1,053,540. Delta Dental has agreed to a 1.6% decrease, an annual savings amount of \$16,614 for the next three years (see attachment D).

Action: Mr. Ford motioned and Mr. Epps seconded the motions to recommend to the Executive Committee of the Board of Trustees to approve the contract with Delta Dental in the amount of \$1,036,926. The funds will be paid from the operating budget. Mr. Eapen thanked Ms. Hutcherson and Ms. Stevens for doing a great job in this area.

**(4) Contract Award to Tricon Construction Management, Inc. for Welding General Construction (Action Item)**

Discussion: Mr. Eapen stated that staff seeks approval for electrical construction for the renovation of CATC welding lab and WRC classroom space to support the NWI Welding Program. The College is currently working with the Naval Welding Institute, LLC (NWI) for the development of advanced manufacturing classes, focusing on Naval shipbuilding for national defense.

Mr. Eapen stated that the College as a team is working to ensure that the welding programs start on time. In order to meet the needs, we are requesting that the ensuring that the welding programs start on time. This program includes the installation of 20 new welding booths in CATC (NWI Grant) and the relocation of the existing welding booths to WRC to support the CCP existing program.

CCP received proposals for general construction work through PA State COSTAR Cooperative Purchasing Program. The general construction work required is to relocate the existing welding booths and construct the new welding booths including required ventilation.

Tricon construction CATC work: \$ 88,648

Tricon construction WRC work: \$145,932

Mr. Eapen stated that we are moving the old equipment from CATC to the West Regional Center and installing new equipment, which is approximately 20 new welding equipment in CATC. Mr. Eapen stated we are looking at a new grant, and we are making final requirements to meet that need.

Mr. Ford asked that since we have this great contract for the navel welding program, why are the dollars for these improvements coming from the grants in the operating budget, and not from the contract? Mr. Eapen responded, and it is not coming from the operating budget, it is coming from the capital budget. Mr. Eapen stated that there is not enough money in the naval grant because our focus was on the academic area. We are looking into another grant working with Institutional Advancement. Dr Zanjani stated that Blue Forge is considered a grant.

Ms. Henley stated that Tricon is New Castle, Delaware. They are a small company with six (6) employees, and most of their work is subcontracted out. Ms. Henley stated that Tricon don't have any minority representation. However, we have been working with them and talking with them regarding having that included with their workforce. Ms. Posoff asked about talking with them, if it's encouraging them. Ms. Henley responded that it is encouraging, because at this dollar level in terms of the policy, it does not say we have to have an EOP plan which starts at \$250,000, and this is \$234,000. Ms. Henley stated that they have other work with us, and we have some influence with them in terms of requesting diversity within the workforce, they don't have it within their staffing. Mr. Henley stated they do have one female, which would make 16%. Mr. Epps asked, how extensive was the RFP pool? Ms. Henley responded that this was through COSTARS. The College did not issue an RFP. Ms. Henley stated that COSTARS is the state contracts, and we use a lot of vendors off state contracts. Mr. Eapen stated that the reason we use COSTARS is because of the urgency to get this work done to be ready for the Fall semester. Mr. Epps stated that we ended up with an out-of-state provider at the level where it seems there should be local opportunities to source those dollars. Mr. Epps also stated that given the degree of our deferred maintenance that this grant that we are going after in September, he assumed that the College will have quite a few of these, and Mr. Epps stated that he hopes that we do not have to export those dollars to a company which is located outside of Philadelphia.

Ms. Posoff asked if Costars is in the state of Pennsylvania, and Ms. Henley replied, "yes". Mr. Epps stated that we see how we can get a different outcome in the future.

Action: Mr. Ford motion, and Mr. Epps seconded the motion (with reluctance) that Staff request that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees the award to Tricon Construction Management, Inc. for General Construction in the amount of \$234,580. This purchase will be paid from grants and the Capital Budget.

Ms. Posoff reminded, that the hope that this is executed by the September 29, 2025. The motion passed unanimously.

Dr. Marshall stated that the Welding Program starts October 20, 2025. We do have a little space, the instruction and the curriculum development folks are also open to have some type of theory class for a few weeks to get them up to speed, so there is a buffer. We are trying not to utilize that because we are publicly saying that we're starting on October 20<sup>th</sup> for the welding piece, but there are a few weeks in between that in terms of the construction being completed and the start of class. Mr. Epps stated that we are currently in September, no matter how far construction is in today's world, there are labor and materials and mistakes. Dr. Marshall responded that the biggest issue has been finalizing the contract with Blue Forge.

There were a lot of delays on Blue Forge's end, and they have acknowledged this in writing. We adjusted the timeline to reflect that which has really been a major holdup as well as securing the funds and getting all that done. Dr. Marshall stated that they have pushed our timeline back. The Fall start is actually later, than we originally wanted. Dr. Marshall stated that we have a class that is already going on, and this speaks of our expansion efforts. We have to relocate eight booths. We also have classes currently going on, so we are trying to work around the current existing schedule in regards to the construction. We are in talks with Ben Franklin School District, and we have on a schedule next month to try to utilize their welding facilities so that in the future, we have another option. Dr. Marshall stated that they pushed back and not delivering what we need, takes us back a little bit; and they acknowledged that. Mr. Epps states that whatever is working, he is all "in" on welding, so push them aggressively and completely. Dr. Marshall stated that we were requesting a meeting with them regarding Ben Franklin, and there was a delay in regards to people trying to talk to them, and she did reach out to Dr. Wallington, and he is fully supported working with everyone else on the team. He sees the urgency and us having that conversation, and we are working well together to make sure things are happening.

Ms. Posoff wanted to remind everyone that we do have a \$20 million proposal to PDE for the deferred maintenance. Perhaps at the end of August, we will report on it in September, and talk about the timelines just to recall that we will need to get a bond, and there will be other processes. We will go through September, hoping that we hear back. These two projects that we are going to talk about – if we had the money would be in those projects. There are high priorities. We need to address them today so that we are on schedule for next summer.



Ms. Posoff stated that these projects need to get started and paid for. We cannot wait another year when the PDE funds will come through.

**(5) Contract Award to Garland/DBS, Inc. for Bonnell Roof Repair/Restoration (Action Item)**

Mr. Eapen stated that the roof on the Bonnell Building is 25+ years old with multiple leaks and showing signs of deterioration. The roof has outlasted its useful life. The restoration provided for a 15- year warranty.

Mr. Trzaska stated that we looked at all the roofs on all our buildings to see what condition they are in. We see the age of the roofs to track when they need to be replaced because we want to replace a roof before it starts to leak – not after.

The two oldest roofs that we have are the Bonnell and WRC, so we do thermal scans of both. We saw that both roofs are holding, but the Bonnell roof we identified as the more urgent roof to do because of the type of roof. That roof is not like a lot of flat roofs which are layered insulation with a layer of a membrane on top. The Bonnell roof is unique, that it's a lightweight concrete roof, which means there is structural elementary roof. There is steel pan, and a layer of lightweight concrete, and then there is a membrane on top. If that roof leaks, and the concrete absorbs the water, then we have to do a total tear off of that roof. That cost would be approximately \$4.5 million. Mr. Trzaska stated that we are "on top" of that one. We get it sealed up and it is good for the next 15-20 years.

The next roof will probably be the WRC, and the one after that will be the NERC. We will be looking at it because of the age of the roof. Mr. Epps asked, when replacing the flat roof, will solar plan into your replacement strategy? Mr. Traska stated that if you could do it that way, it would be great. Mr. Trzaska states that we do have a solar grant that we just received, and the solar grant is for NERC, the buildings here on main campus will be Winnet. The Winnet roof was replaced two years ago. The NERC is close to its end of life. The gym roof is in good shape, but it's not the newer. Mr. Trzaska stated that he has done the research by talking to solar companies about the different types of panels we can use. Mr. Trzaska stated that we will go with the Ballast system which is when the solar panel sits on the frame that is weighted to sit on the roof rather than attached to the roof. Mr. Trzaska stated that when it comes time to do the roof replacements, we are able to slide those new panels to the side to do one side, and slide them back and do the other side. Mr. Trzaska stated that we must think can the building hold the ballast system because it is going to be heavier than just attaching them to the building. Mr. Traska stated that companies now research to make sure that we are good to go with solar systems. Mr. Trzaska stated that right now it looks good, but waiting for the proposals to come back next week.

Mr. Epps asked about solar on this project, and Mr. Trzaska stated that solar is not appropriate for Bonnell based on the solar design team who looks at the height of the building as well as the adjacent buildings looking to see where shadows fall. Mr. Trzaska stated that perhaps Bonnell wasn't a good candidate.

Mr. Epps asked about the solar roof, how does one measure energy savings? Mr. Trzaska responded that one of the things that the company we hire to do is going to on how many solar pounds is going to put up and how many pounds and the wattage of each panel, and they can exactly tell you what energy you expect to save to offset your energy costs.

Mr. Wiggins stated that we are looking to introduce this as a GESA project as well, which is Guaranteed Energy Savings Act, which will have a firm come in and try to do calculations beforehand and estimate how much you will save. It is not a guaranteed science, but when they are doing that, they are almost trying to put a warranty, and this is what you are going to receive. Mr. Wiggins stated that sometimes they have it that if we don't meet the projected savings, they are supposed to write a check, which we will look into more. Mr. Epps added that this is a long-term savings. Ms. Posoff asked about the urgency on the other two. Mr. Trzaska stated that for the WRC will be the next one, however it may have to wait because he does not want to open the roof up during the winter. Mr. Traska stated that we are looking at Spring, 2026 and then we will look at the NERC, he does not believe is on the capital plan yet. Ms. Posoff asked if that is part of deferred maintenance, and Mr. Eapen responded not the deferred maintenance, it will be mechanical systems. Mr. Eapen stated based on Mr. Epps question, that we will be coming back to the September meeting to recommend contractors on the solar project. Mr. Eapen stated that the solar project is \$500,000 in grants, and a match of \$500,000 with capital budget.

Mr. Eapen stated that bid pricing was obtained by Garland/DBS, Inc through OMNIA Partners, Public Sector (US Communities) Agreement MICPA #PW1925. (See attachment E) and the Robert Ganter Contractors was the firm that gave us the best price.

Arc Roofing Corporation: \$1,814,449  
Belcher Roofing Corp.: \$1,533,630  
Robert Ganter Contractors: \$1,498,823  
United States Roofing Corporation: \$1,651,009

Mr. Eapen asked Ms. Henley to report on the demographics for Robert Ganter. Ms. Henley stated that Robert Ganter Contractors is located in Quakertown. They have 182 employees, and they have 26% underrepresented minority employees. Ms. Posoff asked a timeframe to get this project done, and Mr. Traska responded before the winter.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Garland/DBS, Inc. for the Bonnell roof repair/restoration in the amount of \$1,498,823. These funds will come from the capital budget.

Action: Mr. Ford motioned, and Mr. Epps seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Garland/DBS, Inc. for the Bonnell roof repair/restoration in the amount of \$1,498,823. These funds will come from the capital budget. The motion passed unanimously.

**(6) Contract with Elliott Lewis for the Replacement of the Chiller Fill in the Bonnell Building (Action Item)**

Discussion: Mr. Eapen stated that staff is requesting approval for the replacement of the chiller fill in the Bonnell Building. This chiller plays a critical role in the College's

HVAC infrastructure, providing cooling capacity to approximately half of the buildings on campus.

The fill within the chiller is essential to its efficient operation, ensuring proper heat transfer and maintaining system performance. Over time, the fill has deteriorated due to normal wear and environmental exposure, significantly reducing the chiller's efficiency and increasing the risk of system failure.

Prompt replacement is necessary to prevent further degradation of service, particularly as we transition into periods requiring reliable climate control for both cooling and heating through the campus-wide systems.

Mr. Eapen stated this cost is under the COSTAR pricing. Mr. Eapen also stated that we have come before the Board before regarding Elliott Lewis and they are doing an excellent job

Ms. Henley reported that Elliott Lewis is a large company based in Philadelphia. They have 358 employees, and they have 16% of underrepresented minority groups.

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Elliott Lewis for procurement and installation of a new chiller fill for the Bonnell Building in the amount of \$120,320. These funds will be paid from the capital budget.

Action: Mr. Ford motioned, and Mr. Epps recused himself. Ms. Posoff seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Elliott Lewis for procurement and installation of a new chiller fill for the Bonnell Building in the amount of \$120,320. These funds will be paid from the capital budget. The motion passed unanimously.

**(7) Contract with Elliott Lewis for Replacement Coil on Cooling Tower #2**  
**(Action Item)**

Discussion: Mr. Eapen stated that staff seeks approval for the replacement of the coil on Cooling Tower #2, located at the CBI building. This component is a critical part of the building's HVAC system and is essential to maintaining climate control and system reliability.

Elliott Lewis has been identified as the apparent lower bidder for this work, at a total cost of \$158,900. Elliott Lewis has experience with similar HVAC infrastructure projects and ability to respond promptly makes them a qualified choice for this urgent replacement.

Staff is requesting that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Elliott Lewis for the replacement of the coil on Cooling Tower #2, located at the CBI Building in the amount of \$158,900. These funds will be paid from the capital budget.

Action: Mr. Ford motioned, Mr. Epps recused himself, and Ms. Posoff seconded the motion that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees to approve the contract with Elliott Lewis for the replacement of the coil on Cooling Tower #2, located at the CBI Building in the amount of \$158,900. These funds will be paid from the capital budget. The motion passed unanimously.

**(8) Northeast Regional Center (NERC) Café (Action Item)**

Discussion: The College is seeking approval to reopen the Café at the Northeast Regional Center (NERC) to enhance the student experience, support campus engagement, and provide convenient food services options. A Profit & Loss (P&L) model has been developed to guide operational decisions, monitor financial performance, and support long-term sustainability.

Dr. Rooney stated that there is good news, as we look over the last five (5) years in terms of the growth at the NERC which has been substantial and sustained.

Dr. Rooney stated that there is now a lot of opportunity at NERC to get something quick to eat without going off the campus. Dr. Rooney stated that she thinks it's a great idea that we bring a café to that campus.

Dr. Rooney reported that currently for Fall, we are up 21% at approximately 1,600 students at NERC. Summer II we were up 111%. Dr. Rooney stated that some of those numbers are smaller because that is our summer term and there are few students. Dr. Rooney stated that in Summer 1 was up 77%, and all summer we had around 250 students in the building. Dr. Rooney stated that if we look back to Spring, we were up 36% at approximately 1,400 students, and that there is a need for a café to serve that student population, and we would benefit from keeping students on campus as long as possible.

Mr. Sawyer stated that a survey was done of student in February in which 333 responded that they would like a cafeteria and most of the student replies indicated that they would use the cafeteria 2-3 times per week with a hot food option.

Mr. Sawyer stated that we are proposing to re-open the cafeteria under a P&L model, we will pay a management fee, whatever we lose or Canteen lose we can pay that. If there is a month that we have a surplus, we will not pay that, and it will come back to the College. Mr. Sawyer stated that this is the same structure that we have on the main campus. In addition to keep labor costs low, we have proposed to have the Canteen group work with us. Mr. Sawyer stated that will have one full-time chef/manager, and we will hire a CCP student. Mr. Sawyer stated we will partner with our Culinary Department and be paid through Canteen, but they will work at NERC.

Mr. Sawyer stated that we will offer hot meals, beverages, just like the main campus. We will monitor sales, and we will monitor the operations in hours, especially on the first six months to see how things are going.

Mr. Sawyer stated that the first-year investment is \$188,000, which is an estimate based on the one-time investment of \$35,000 for equipment.

Mr. Epps asked what the monthly management fee? Mr. Sawyer responded that the monthly management fee is \$12,500. Mr. Sawyer stated that there is a management fee and there is an administration fee both are \$12,500. Ms. Posoff stated that the hours will be 8:00am – 2:00pm, and Mr. Sawyer responded, yes.

Mr. Epps asked, how does Canteen do? Mr. Sawyer stated that we have a good relationship with Canteen as it relates to catering, but we don't do catering at the NERC. Canteen is flexible and responsible to the College needs. Mr. Epps asked, do we break even, do we pay deficits, or do we get refunds? Mr. Sawyer responded that the main campus does not break even. We are paying approximately \$245,000 per year for main campus. Mr. Epps added, \$20,000/per month and Mr. Sawyer responded yes, but we are on top of that. Mr. Epps asked the management fee at main campus, and Mr. Sawyer responded, \$10,000.

#### Proposed Operating Model:

- The Café will be operated by one full-time Café Manager/Chef employed by our contracted food service provider.
- Staffing will be supported by Community College of Philadelphia student workers through the College's work-study or student employment programs.
- Operations will focus on offering affordable, high-quality grab-and-go options, beverages, and daily hot meals.
- Café hours and menu offerings will align with campus traffic patterns and demand to optimize efficiency.

#### Year 1 Estimated Costs (FY2026)

- Total Estimated Operating Cost: \$188,000
  - Management Fee: \$12,500
  - Administrative Fee: \$12,500
  - Equipment Purchase: \$35,000 (one-time College investment)
  - Labor, supplies, and food costs make up the balance of the annual Budget

Staff is requesting the Business Affairs recommend to the Executive Committee of the Board of Trustees the approval of the reopening of the NERC Café under the proposed operational model, with a Year 1 cost not to exceed \$188,000, which includes a one-time \$35,000 equipment investment. These funds will be paid from the Auxiliary Services Budget.

Upon approval, the College will finalize implementation plans with the vendor to prepare for a phased launch for Fall 2025.

Action: Mr. Ford motioned, and Mr. Epps seconded the motion that the Business Affairs recommend to the Executive Committee of the Board of Trustees the approval of the reopening of the NERC Café under the proposed operational model, with a Year 1 cost not to exceed \$188,000, including a one-time \$35,000 equipment investment. These funds will be paid from the Auxiliary Services Budget. The motion passed unanimously.

**(9) Resolution for Salary Increases for Administrators, Grant Administrators and Confidential Employees (Action Item)**

Discussion: Ms. Flynn stated that the College administration seeks salary increases for administrators, grant administrators and confidential employees in parity with the raises already approved for the College's bargaining unit employees for fiscal year 2025-2026.

For fiscal year 2025-2026, the Board approved a salary increase of 5.5% for bargaining unit employees. The College administration recommends that the Business Affairs Committee of the Board of Trustees recommends to the Board of Trustees to approve the Resolution as set forth in Attachment F, which includes, "Subject to satisfactory evaluation and performance, Confidential Employees, College Administrators, and Grant Administrators are eligible to receive a salary increase of up to 5.5% effective September 1, 2025." (See Attachment F).

Ms. Flynn stated that due to the September board meeting is after September 1<sup>st</sup>, we will pay the increases retroactive to September 1, 2025.

Action: Mr. Ford motioned, and Mr. Epps seconded the motion that the Business Affairs Committee recommends to the Board of Trustees to approve the resolution as set forth in Attachment F, which includes, "Subject to satisfactory evaluation and performance, Confidential Employees, College Administrators, and Grant Administrators are eligible to receive a salary increase of up to 5.5% effective September 1, 2025." The motion passed unanimously.

**(10) Dr. Shannon Rooney Presentation - Community College of Philadelphia 60<sup>th</sup> Anniversary. (Information Item)**

(See Attachment H)

**(11) Next Meeting – Business Affairs Committee of the Board of Trustees (Information Item)**

The next meeting of the Business Affairs Committee meeting is scheduled for September 17, 2025 at 9:00 am.

The Business Affairs Committee meeting adjourned at 9:35 am.

**EXECUTIVE COMMITTEE**  
**PUBLIC SESSION**

Mr. Epps opened the Executive Committee at 9:37 am. Based on the Business Affairs Committee, the Executive Committee of the Board of Trustees motioned on the following items:

**(1) Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion to approve the following:**

- Contract Renewal with Granular Insurance – Stop Loss Coverage
- Contract with UNUM for Life, AD&D and Disability Insurance
- Contract with Delta Dental
- Contract Award to Tricon Construction Management, Inc. for Welding General Construction
- Contract Award to Garland/DBS, Inc. for Bonnell Roof Repair/Restoration
- Contract with Elliott Lewis for the Replacement of the Chiller Fill in the Bonnell Building
- Contract with Elliott Lewis for Replacement Coil on Cooling Tower #2
- Northeast Regional Center (NERC) Café

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the Contract Renewal with Granular Insurance for the period of 09/01/2025-08/31/2026 in the amount of \$1,573,294. These funds will be paid from the operating budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the contract with UNUM for Life, AD&D and Disability Insurance at an annual premium of \$464,00. These funds will be paid from the operating budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the Contract with Delta Dental in the amount of \$1,036,926. These funds will be paid from the operating budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the Contract Award to Tricon Construction Management, Inc for Welding General Construction in the amount of \$234,580. These funds will be paid from the capital budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approved the Contract Award to Garland/DBS, Inc. for Bonnell Roof Repair/Restoration in the amount of \$1,498,823. These funds will come from the capital budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the Contract with Elliott Lewis for the Replacement of the Chiller Fill in the Bonnell Building in the amount of \$120,320. These funds will come from the capital budget. The motion passes unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the Contract with Elliott Lewis for the replacement of the coil on Cooling Tower #2, located at the CBI Building in the amount of \$158,900. These funds will be paid from the capital budget. The motion passed unanimously.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees approve the reopening of the NERC Café under the proposal operation model, with a Year 1 cost not to exceed \$188,000, which includes a one-time \$35,000 equipment investment. These funds will be paid from the Auxiliary Services Budget. The motion passed unanimously.

## **(2) Policy Review Update (Action Item)**

Ms. Flynn stated that in accordance with the College's Policy Review Procedure, General Counsel will present an update to the Executive Committee regarding policies that have been reviewed in the prior academic year, all outstanding policy reviews and the upcoming review schedule. A policy Update Memorandum is attached as Attachment G.

Ms. Flynn stated there is a memorandum (Attachment G) the policy to the committee and the working group to provide what has been established under the College's per policies, the General Counsel providing you prior year polices, outstanding policy reused and information regarding upcoming policy reviews.



In attachment G, the College viewed and updated 18 policies, and they are listed to provide new information. There are approximately 5 are related to approving courses, approval of register, determining eligibility for graduation, examination of credit and academic standards, approved by the President. Ms. Flynn stated that they did not require board approval.

Ms. Flynn stated that there are a number of policies that have been approved by the Board of Trustees which include parking policy, solicitation at the college, the logo and tagline usage policy – together with the new policy. Ms. Flynn stated that we anticipate at the October meeting, we will also be requesting the approval of the records management and retention policy and the policy on college policies.

Ms. Flynn stated that both of those policies will be presented to the Executive Committee in advance of the October meeting because they require Executive Committee approval, so additional information will be provided and proposed revisions at that time. There are other policies that require updates based upon the law that include our hazing policy and the solicitation of the campus policy that did include an update related to credit card marketing to explain the other policies were reviewed for legal compliance.

Ms. Flynn stated that we had to update those same occasional presence of minors on campus. It was reviewed, and there are some new programs that are going to happen at the college, that we just reviewed recently

General Counsel recommends that the Executive Committee of the Board of Trustees recommends to the Board of Trustees to approve the Policy Update Memorandum.

Action: Mr. Epps motioned and Ms. Fulmore-Townsend seconded the motion that the Executive Committee of the Board of Trustees to approve the Resolution as set forth in Attachment F, which includes, "Subject to satisfactory evaluation and performance, Confidential Employees, College Administrators, and Grant Administrators are eligible to receive a salary increase up to 5.5% effective September 1, 2025".

### **EXECUTIVE SESSION**

The Business Affairs Committee went into Executive Session to discuss real estate matters and a litigation matter.

JE/tn  
c: Ms. Mindy Posoff

<b><u>ATTACHMENT A</u></b> <b>FUNDING FOR ACTION ITEMS</b>			
<b>COMBINED MEETING OF THE BUSINESS AFFAIRS COMMITTEE AND THE BOARD OF TRUSTEES</b>			
<b>AGENDA: August 20, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
1	Renewal with Granular Insurance – Stop Loss Coverage	\$ 1,573,294	Operating Budget
2	UNUM for Life, AD&D, Disability Insurance	\$ 464,000	Operating Budget
3	Delta Dental	\$ 1,036,926	Operating Budget
4	Tricon Construction	\$ 234,580	Capital Budget & Grants
5	Garland/DBS Inc.	\$ 1,498,823	Capital Budget
6	Elliott Lewis	\$ 120,320	Capital Budget
7	Elliot Lewis	\$ 158,900	Capital Budget
8	NERC Café	\$ 188,000	Auxiliary Services Budget

## **ATTACHMENT B**

### CCP Firm Stop Loss Analysis

# Community College of Philadelphia

September 1, 2025  
Stop Loss Marketing Results

July 22, 2025



Your future is limitless.™

# Stop loss RFP background

At your request, MMA East (Conshohocken, PA) completed a full marketing of your stop loss coverage. The following vendors were included in the RFP process:

Below is a recap of the vendors and their response.

Carrier	Result
BCS	Declined to quote due to underwriting guidelines
Berkshire Hathaway	Declined to quote due to ongoing claims
Granular Insurance (incumbent)	Provided firm renewal
HMIG	Provided firm quote
QBE	Provided firm quote
Sun Life	Provided firm quote
Swiss Re	Declined to quote due to underwriting guidelines
Symetra	Declined to quote due to uncompetitive rates
TMHCC	Provided firm quote
Voya	Declined to quote due to uncompetitive rates

## **ATTACHMENT C**

UNUM – Life, AD&D, &  
Disability Insurance

**Community College of Philadelphia**  
**Basic Life / AD&D and Long-Term Disability Renewal**

Basic Life / AD&D - Active	Sun Life Current	SunLife Renewal	UNUM Proposal
Enrolled	850	850	850
Covered Volume	\$135,324,672	\$135,324,672	\$135,324,672
<b>Basic Life Rate</b>	<b>0.285</b>	<b>0.257</b>	<b>0.180</b>
<b>AD&amp;D Rates</b>	<b>0.013</b>	<b>0.013</b>	<b>0.013</b>
<b>Combined Rate</b>	<b>0.298</b>	<b>0.270</b>	<b>0.193</b>
Monthly Premium	\$40,327	\$36,538	\$26,118
<b>Annual Premium</b>	<b>\$483,921</b>	<b>\$438,452</b>	<b>\$313,412</b>
<b>\$\$ Increase</b>		<b>(\$45,469)</b>	<b>(\$170,509)</b>
<b>% Increase</b>		<b>-9.4%</b>	<b>-35.2%</b>

Basic Life - Retiree	Sun Life Current	SunLife Renewal	UNUM Proposal
Enrolled	15	15	15
Covered Volume	\$2,802,000	\$2,802,000	\$2,802,000
<b>Basic Life Rate</b>	<b>0.285</b>	<b>0.257</b>	<b>0.180</b>
Monthly Premium	\$798.57	\$720	\$504
<b>Annual Premium</b>	<b>\$9,583</b>	<b>\$8,641</b>	<b>\$6,052</b>
<b>\$\$ Increase</b>		<b>(\$941)</b>	<b>(\$3,531)</b>
<b>% Increase</b>		<b>-9.8%</b>	<b>-36.8%</b>

Long-Term Disability	Sun Life Current	SunLife Renewal	UNUM Proposal
Enrolled	706	706	706
Covered Payroll	\$4,460,971	\$4,460,971	\$4,460,971
<b>LTD Rate</b>	<b>0.590</b>	<b>0.389</b>	<b>0.270</b>
Monthly Premium	\$26,320	\$17,353	\$12,045
<b>Annual Premium</b>	<b>\$315,837</b>	<b>\$208,238</b>	<b>\$144,535</b>
<b>\$\$ Increase</b>		<b>(\$107,599)</b>	<b>(\$171,301)</b>
<b>% Increase</b>		<b>-34.1%</b>	<b>-54.2%</b>

Total Cost Summary	Sun Life Current	SunLife Renewal	UNUM Proposal
<b>Annual Premium</b>	<b>\$809,341</b>	<b>\$655,331</b>	<b>\$464,000</b>
<b>\$\$ Increase</b>	<b>-</b>	<b>(\$154,009)</b>	<b>(\$345,341)</b>
<b>% Increase</b>	<b>-</b>	<b>-19.0%</b>	<b>-42.7%</b>

<b>Rate Guarantee</b>	<b>-</b>	<b>36 Months</b>	<b>36 Months</b>
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\* SunLife Renewal and UNUM Proposal each assume removal of LTD pension benefit

## **ATTACHMENT D**

Delta Dental



Community College of Philadelphia

ASO Dental Marketing Analysis Financial Summary

9/1/2025

ASO Dental	Delta Dental	Delta Dental	Ameritas	Gaurdian	MetLife	MetLife Fl'd	Sun Life	UCCI
Effective September 1, 2025	Current	Renewal	Proposal	Proposal	Proposal	Proposal	Proposal	Proposal
Dental Base Claims PEPM	\$54.31	\$54.31	\$54.31	\$54.31	\$54.31	-	\$54.31	\$54.31
<b>Claim Relativity Factor</b>	<b>1.000</b>	<b>0.981</b>	<b>1.074</b>	<b>1.039</b>	<b>1.042</b>	-	<b>1.061</b>	<b>1.020</b>
Adjusted Claims PEPM	\$54.31	\$53.28	\$58.31	\$56.41	\$56.58	-	\$57.64	\$55.40
<b>Projected ASO Fees PEPM</b>	<b>\$4.89</b>	<b>\$4.99</b>	<b>\$3.68</b>	<b>\$3.35</b>	<b>\$4.00</b>	-	<b>\$2.80</b>	<b>\$3.25</b>
Projected Cost PEPM	\$59.20	\$58.27	\$61.99	\$59.76	\$60.58	\$57.26	\$60.44	\$58.65
Current Enrollment	1,483	1,483	1,483	1,483	1,483	1,483	1,483	1,483
<b>Projected Claims Cost - Annualized</b>	<b>\$966,517</b>	<b>\$948,124</b>	<b>\$1,037,633</b>	<b>\$1,003,927</b>	<b>\$1,006,885</b>	-	<b>\$1,025,701</b>	<b>\$985,855</b>
<b>Projected Admin Fee Cost - Annualized</b>	<b>\$87,022</b>	<b>\$88,802</b>	<b>\$65,489</b>	<b>\$59,617</b>	<b>\$71,184</b>	-	<b>\$49,829</b>	<b>\$57,837</b>
<b>Projected Total Cost - Annualized</b>	<b>\$1,053,540</b>	<b>\$1,036,926</b>	<b>\$1,103,123</b>	<b>\$1,063,543</b>	<b>\$1,078,069</b>	<b>\$1,019,035</b>	<b>\$1,075,530</b>	<b>\$1,043,692</b>
vs. Current \$	-	<b>(\$16,614)</b>	\$49,583	\$10,004	\$24,530	<b>(\$34,505)</b>	\$21,990	<b>(\$9,848)</b>
vs. Current %	-	-1.6%	4.7%	0.9%	2.3%	-3.3%	2.1%	-0.9%
vs. Renewal \$	-	-	\$66,197	\$26,618	\$41,144	<b>(\$17,890)</b>	\$38,604	\$6,766
vs. Renewal %	-	-	6.4%	2.6%	4.0%	-1.7%	3.7%	0.7%
Fee Guarantee	NA	3 Years	3 Years	3 Years	3 Years	7% Rate Cap Yr2&3	1 Year	3 Years
Implementation Credits	NA	\$0	\$3,000	\$0	\$0	\$30,000	\$0	\$15,000
Benefits Administration Offsets	NA	\$0	\$0	\$0	\$0	\$31,000 annually	\$0	\$0

Community College of Philadelphia  
Dental  
Summary of Financials

	Inforce Carrier	Delta Dental	Ameritas	Gaurdian	MetLife	Sun Life	UCCI
Primary Network	PPO	PPO	Primary	Primary	PPO	Primary	Primary
Secondary Network	Premier	Premier	Secondary		PDP		
Self Reported Discounts:							
Primary Network	49.8%	49.8%	43.5%	45.8%	47.2%	44.6%	47.2%
Secondary Network	42.3%	42.3%	42.3%	0.0%	47.2%	0.0%	0.0%
OON	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Shared Savings Fee							
Primary Network	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.0%
Secondary Network	10.0%	10.0%	0.0%	0.0%	40.0%	0.0%	0.0%
OON	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Disruption							
Primary Network	67.2%	69.6%	79.5%	80.0%	73.1%	79.2%	88.0%
Secondary Network	14.5%	14.5%	0.0%	0.0%	7.0%	0.0%	0.0%
OON	18.2%	15.9%	20.5%	20.0%	19.9%	20.8%	12.0%
<b>Self Reported Network Effective Discount</b>							
<b>Primary Network</b>	<b>49.8%</b>	<b>49.8%</b>	<b>43.5%</b>	<b>45.8%</b>	<b>47.2%</b>	<b>44.6%</b>	<b>43.0%</b>
<b>Secondary Network</b>	<b>38.1%</b>	<b>38.1%</b>	<b>42.3%</b>	<b>0.0%</b>	<b>28.3%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>OON</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Self Reported Net Effective Discount</b>	<b>39.0%</b>	<b>40.2%</b>	<b>34.5%</b>	<b>36.7%</b>	<b>36.5%</b>	<b>35.3%</b>	<b>37.8%</b>
Discount Relativity (Self Reported)	1.000	0.981	1.074	1.039	1.042	1.061	1.020

## **ATTACHMENT E**

### **Garland/DBS, Inc. – Bonnell Roof Repair & Restoration**



**Garland/DBS, Inc.**  
**3800 East 91<sup>st</sup> Street**  
**Cleveland, OH 44105**  
**Phone: (800) 762-8225**  
**Fax: (216) 883-2055**



## **ROOFING MATERIAL AND SERVICES PROPOSAL**

**Community College of Philadelphia**  
**Bonnell Building**  
**1700 Spring Garden Street**  
**Philadelphia, PA 19130**

**Date Submitted: 07/10/2025**  
**Proposal #: 25-PA-250712**  
**MICPA # PW1925**

Purchase orders to be made out to: Garland/DBS, Inc.

**Please Note:** The following budget/estimate is being provided according to the pricing established under the Master Intergovernmental Cooperative Purchasing Agreement (MICPA) with Racine County, WI and OMNIA Partners, Public Sector (U.S. Communities). Garland/DBS, Inc. administered an informal competitive process for obtaining quotes for the project with the hopes of providing a lower market-adjusted price whenever possible.

### **Scope of Work: Bonnell Building Roof Restoration**

#### **SAFETY / SECURITY / ACCESS / MOBILIZATION:**

1. Set up and maintain rooftop safety system to comply with OSHA requirements as needed.
2. Follow all CCP safety and security requirements.
3. Contractor will be required to have a change of shoes to access the building.
4. Contractor to protect foot traffic area inside building.
5. Contractor to access the roof via a ladder from the lower roof to the upper roof.
6. Furnish and maintain temporary toilet facilities for employees.
7. Load the required material and equipment onto the roof areas scheduled to be restored.
8. Ensure material and equipment is spread evenly over the existing roof surface to disperse the additional weight and cover all water sensitive materials.

#### **ROOF REPAIRS / COOLING TOWER:**

1. Prime the existing roof around the cooling tower (3,200sf) with Garla-Prime LO at a rate of .5 gal/sq.
2. Torch apply StressPly Plus IV Mineral throughout primed area.
3. Wire brush and prime all steel dunnage supports at cooling tower.
4. Flash all steel supports with Tuff-Flash LO.

#### SURFACE PREPARATION FOR COATING:

1. Remove all existing walk pads and repair any damage to the roof.
2. Power wash the entire roof with min. 2,500 psi.
3. Treat entire roof with TSP and rinse at least twice to be sure all cleaning agents or contaminants are completely removed to prevent adhesion issues.
4. If the roof surface becomes contaminated with dirt, dust or other particles at any time during the application of the LiquiTec system, cleaning measures must be taken to restore the surface to a suitable condition.
5. Ensure roof is dry prior to restoration application.
6. Lift all mechanical units on pads and coat.

#### APPLICATION OF FULLY REINFORCED RESTORATION:

1. Apply a base coating of LiquiTec Base and Grip Polyester Soft (fabric) at a rate of 4 gal./100 sq. ft. over entire Modified membrane. Use rollers apply for uniform minimum coverage. Apply UniBond 4" peel and stick at gutter edge prior to applying base coat. Allow to cure thoroughly, but no more than 72 hours. Coat all membrane throughout curbs and wall flashings.
2. Apply a top coating of LiquiTec Base or LiquiTec coating over the reinforced base coat at 2.0 gal./100 sq. ft.

#### WALK PADS:

1. Remove and dispose of existing walk pads throughout roof area.
2. Tape off walkway locations and apply LiquiTec Base at a rate of 1 gal per square and broadcast dry white roofing granules into coating in the area where walk pads were removed.

#### WARRANTY:

1. Installer's Warranty: 3 years from date of substantial completion.
2. Manufacturer's Warranty: 15 years from date of substantial completion.

#### **Bonnell Building Roof Restoration:**

<b>Proposal Price Based Upon Market Experience:</b>	<b>\$ 1,498,823</b>
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#### **Garland/DBS Price Based Upon Local Market Competition:**

<b>Robert Ganter Contractors, Inc.</b>	<b>\$</b>	<b>1,498,823</b>
<b>Belcher Roofing Corporation</b>	<b>\$</b>	<b>1,533,630</b>
<b>United States Roofing Corporation</b>	<b>\$</b>	<b>1,651,009</b>
<b>ARC Roofing</b>	<b>\$</b>	<b>1,814,449</b>

Potential issues that could arise during the construction phase of the project will be addressed via unit pricing for additional work beyond the scope of the specifications. This could range anywhere from wet insulation, to the replacement of deteriorated wood nailers.

Please Note – The construction industry is experiencing unprecedented global pricing and availability pressures for many key building components. Specifically, the roofing industry is currently experiencing long lead times and significant price increases with roofing insulation and roofing fasteners. Therefore, this proposal can only be held for 30 days. DBS greatly values your business, and we are working diligently with our long-term suppliers to minimize price increases and project delays which could effect your project. Thank you for your understanding and cooperation.

**Clarifications/Exclusions:**

1. Plumbing, Mechanical, Electrical work is excluded.
2. Masonry work is excluded.
3. Interior Temporary protection is excluded.
4. Any work not exclusively described in the above proposal scope of work is excluded.

If you have any questions regarding this proposal, please do not hesitate to call me at my number listed below.

Respectfully Submitted,

*Matt Egan*

Matt Egan  
Garland/DBS, Inc.  
(216) 430-3662

## **ATTACHMENT F**

Resolution #2026-001

Fiscal Year 2025-2026

**Community College of Philadelphia**

**Resolution #      – Fiscal Year 2025-2026**

**Resolution for Board of Trustees Meeting September 4, 2025 for Salary Increases for  
Administrators, Grant Administrators, and Confidential Employees**

WHEREAS on August 20, 2025, the Business Affairs Committee of the Community College of Philadelphia’s Board of Trustees approved a motion recommending that the Community College of Philadelphia’s Board of Trustees approve a salary increase for College Administrators, Grant Administrators, and Confidential Staff of up to five and one-half percent (5.5%), subject to satisfactory evaluation and performance, effective September 1, 2025:

NOW THEREFORE, on this 4th day of September, 2025, the Board of Trustees hereby resolves that, subject to satisfactory evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a salary increase of up to five and one-half percent (5.5%) retroactive to September 1, 2025.

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Harold T. Epps, Chair

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Ajeenah Amir, Secretary

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Jacob Eapen, Treasurer

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Alycia Marshall, President



## **ATTACHMENT G**

### Policy Review Update

## **ATTACHMENT G**

### Policy Review Update

**OFFICE OF THE GENERAL COUNSEL**  
**M E M O R A N D U M**

**TO:** Executive Committee of the Board of Trustees and Policy Working Group  
Harold T. Epps  
Ajeenah Amir  
Chekemma Fulmore-Townsend  
Sheila Ireland  
Roz McPherson  
Mindy Posoff  
Jeremiah White  
Timothy Ford  
Carol Jenkins  
Judy Gay

**FROM:** Carolyn Flynn, General Counsel  
David Solomon, Associate General Counsel

**DATE:** August 18, 2025

**SUBJECT:** Policy Update for Joint BAC & Executive Committee

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Below is a summary of the policies that were reviewed in 2024-2025, outstanding policy reviews, and the upcoming policy review list:

- 1) The College reviewed and updated the 18 policies listed below with brief descriptions.

<b>Policy Name/Number</b>	<b>Description of Review</b>	<b>Policyholder</b>	<b>Approve By</b>
Auditing of Courses Policy (#1)	Revisions clarify definitions for distance learning.	AVP, Student Success and Engagement	IWC/ President
Approval to Register for Credit Overload (#2)	The approval of the Credit Overload Request Form has been moved from the Dean of ESS to the AVP for Academic and Student Success.	AVP, Student Success and Engagement	IWC/ President
Determining Eligibility for Graduation, Posthumous Degrees and Issuance of Diplomas (#6)	The policy articulates formal steps to award posthumous degrees.	Executive Director of Enrollment Operations and Compliance	IWC/ President
Credit by Examination (#7)	Establishes that the Cabinet will set an appropriate fee for exams and notes that students may remit payment through the end of the next term that follows their passing an examination for credit.	AVP, Student Success and Engagement	IWC/ President
Policy on Academic Standards and Progress (#8)	Revisions update allowances for Department Heads, Deans or their Designees such that "An incomplete grade becomes a failing grade ("F")	AVP, Student Success and Engagement	IWC/ President

	if the work is not completed within six weeks from the end of the final exam period in which the "I" grade was assigned, unless an extension is approved by the Department Head, Dean, or Designee."		
Standards for Distance Education Courses (#14)	Revisions clarify definitions for distance learning.	Dean, Online Learning and Media Services	IWC/ Interim President
Occasional Presence of Minors (Dependents Under the Age of 18) on Campus (#156)	Updated and revised to ensure parent supervision responsibility and for updated safety purposes.	Director, Public Safety and Security	Interim President
Parking Policy (#157)	Revised terms used in the policy and factual description of the parking lots	Associate Vice President of Budgets & Business Services	Board of Trustees
Solicitation at the College (#158)	Revised to comply with new law regarding credit card marketing policy and updated to broaden applicability.	Director, Public Safety and Security	Board of Trustees
Community College of Philadelphia Child Abuse Reporting Policy (#162)	No proposed revisions.	Director, Public Safety and Security	Interim President
Anti-Hazing (#164)	Revised to comply with revised statutory language and requirements	AVP Student Success & Engagement & Dean of Students	General Counsel/ Interim President
Logo and Tagline Usage Policy (#TBD)	New. To establish policy that protects brand logo and tag line	Assistant Vice President, Brand Management and Operations	Board of Trustees
Disability and Accessibility Policy for Students and Employees (#TBD)	New. To comply with law.	Office of Equal Education and Employment, ADA Coordinator and Center on Disability	President
Data Verification Policy (#TBD)	New. To ensure use of clear and accurate data across all public platforms.	AVP, Institutional Effectiveness	Interim President
Records Management and Retention Policy (#313)	Reviewed and updated for legal compliance and current College structure	General Counsel	Board of Trustees (To be presented to Board for approval at the October meeting)
Whistleblower Policy (#314)	Reviewed for legal compliance	General Counsel	General Counsel/ Interim President
Policy on College Policies (#319)	Updated timeline for policy review	General Counsel	Board of Trustees (To be presented to Board for approval at the October meeting)

Policy Against Title IX Sex-Based Discrimination and Sex-Based Harassment (#361)	Reviewed updated for legal compliance	Director of Equal Employment and Education Office/ Title IX Coordinator	General Counsel/ President
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- 2) Additional Policies that we anticipate to be completed by the October Board of Trustees Meeting:
  - a. Forgivable Loan Policy (#206)
  - b. Campus Mail Procedure Policy (#302)
  - c. Official Public and Special Holidays (#304) (Board approval required.)
  - d. Drug-Free Workplace, Alcohol, and Other Drug Abuse Prevention Program (#310)
  - e. Anti-Discrimination and Harassment Complaint Policy (#357)
  - f. Remote Work Policy for Administrators and Confidential Employees (#265); Remote Work Policy for Classified Employees (#266); Remote Work Policy for 12 Month Faculty (#267)
- 3) The following policies have been reviewed and approved by General Counsel and are awaiting IWC approval:
  - a. Policy Governing the Use and Duplication of Software (#305)
  - b. Policy for Responsible Computing (#306)
  - c. Acceptable Use Policy for Interactive Systems (#307)
  - d. Hardware and Software Support Policies on Campus (#309)
- 4) Outstanding policy reviews that were not completed this year include:
  - a. Identity Theft Detection and Prevention Policy (#312): General Counsel has sought assistance from outside counsel who specialize in the area of identity theft and prevention with this policy and is awaiting their proposed revisions to the policy.
  - b. Inclusion of Diverse Suppliers and Philadelphia-Based Businesses in College Purchasing Activities (#216): Due to the recent executive orders and administrative guidance related to diversity, equity and inclusive, General Counsel believes that this policy requires further review and analysis.
  - c. Alcoholic Beverages Policy (#303): General Counsel is working on revisions based upon discussions with Cabinet members and intends to finalize this policy in Fall 2025.
  - d. Board of Trustees Statement on Student Activities (#102): General Counsel will prioritize review of this policy in Fall 2025.
  - e. College Identification Card Policy (#160): The proposed revisions to this policy were presented to Cabinet and are still being discussed by Cabinet.
- 5) The following policies are currently under review and should be completed in the 2025-2026 year:
  - a. Policy on Transfer Credit (#12)
  - b. Academic and Time Amnesty (#10)
  - c. Posting on College Facilities (#159)
  - d. Expenditure Approval Requirements (#203)
  - e. Royalties and Other Compensation or Incentives Related to Selection of Course Materials (#218)
  - f. Political Activity Policy (New): This policy was presented to the Policy Working Group for discussion and will be presented to Cabinet in Fall 2025.
- 6) Other policy-related information:
  - a. P-Card Procedures and Regulations: Based upon an audit of expenses incurred on the College's Purchasing Cards, General Counsel's Office reviewed and revised the Purchasing Card Policy that applies to College P-Card holders to: to identify and include related policies; update the list of unauthorized P-Card purchases; and state possible consequences of non-compliance (including possible revocation of employee's P-Card privileges).
  - b. Corporate Sponsorships: General Counsel's Office has evaluated the possible legal implications related to solicitation of corporate sponsorships and will work with the

President's Office and other applicable divisions to establish the parameters of such sponsorships and division responsibilities.

## **ATTACHMENT H**

CCP 60<sup>th</sup> Anniversary



# 60<sup>th</sup> Concepts

Cabinet | 8.5.25





COMMUNITY COLLEGE OF PHILADELPHIA

## **Draft Goals**

- **Celebrate College's legacy and 60 years of history**
- **Raise brand awareness and enhance reputation**
- **Reconnect to programs, staff, faculty, and students**
- **Reinvigorate the internal community**
- **Enhance external community and partnerships**
- **Fundraising goal? [for discussion]**

## **Execution**

- **Develop working committee & subcommittees**



# Yearlong celebration ideas:

- Kickoff: PD Week
  - Introduce our diamond year
  - Mention 60 for 60 and "Diamonds Among Us"
  - Give away "diamond" lapel pins to everyone at opening session
- 60 for 60
  - 60 students and alumni profiled throughout the year
    - Highlighted on social, ccp.edu newsroom
    - Students nominate faculty for promotion (asked to name at least one faculty member)
    - Stories of Alumni Scholarship Recipients
    - "60 seconds with" – social media features
  - 60 programs
    - Academic programs, initiatives or projects, student orgs/teams
    - Highlighted on social, newsroom
    - Promoted during related individual events (ex: Criminal Justice during Law & Society week; Art and photography during annual events, music during SGR concerts)
- Trivia game days
  - Know the college's history, get to know your professors, 60 landmarks in Philadelphia that have a CCP connection
- Staff: Diamonds Among Us
  - For discussion
  - President's awards return (break into new categories in honor of anniversary)? Employee service awards? Folks turning 60 (optional)?



COMMUNITY COLLEGE OF PHILADELPHIA

# 60<sup>th</sup> Events

RISE FROM WITHIN



## Retro Events

- Employee Service Awards
- Classified Confidential Employee Luncheon
- College Family tea & Exhibition
- Retirees Ceremony & Reception
- Community Leader Impact Award (1 community member, 1 organization, 1 elected official)
- College Wide President's Awards



COMMUNITY COLLEGE OF PHILADELPHIA

## Existing Events

- Welcome Week – Welcoming CCP's 60<sup>th</sup> class
- National Voter Registration Day – Application x Voter registration
- Catto Legacy Conference
- Roary's Cub House – Innovative
- Fringe Festival Feature - Innovative
- Veteran's Day
- CCP Holiday Celebration
- Latine Heritage Month – Kick Off Luncheon
- Black History Month – Kick Off Luncheon
- Thanks-for-Giving Luncheon
- One Book/One College Program
- Women's History Month
- Law & Society Week
- OutFest
- April is Art
- Student Leadership Awards
- Roarchella
- Alumni Reception
- Catto Legacy Awards
- Commencement – Graduating CCP's 60<sup>th</sup> class

**RISE FROM WITHIN**



# New initiatives in honor of anniversary

- Commencement – Integrate certificate programs into the commencement ceremony for the first time in history
- Special Corporate/Community volunteer opportunity honoring 60 years
- CCP Foundation
  - Elevate Alumni Impact
  - Spotlight Scholarships
  - Enhance Fundraising & Donor Stewardship
  - Engage IR, Career services, MarComm



# Culminating event

- Riffing on “Art & Soul”
- “Diamond drip” dress code/theme or Diamonds and Denim theme
  - Diamonds and Denim Anniversary Gala
- Cut glass diamond style paperweight giveaways
- Student makers market
- Student music
- CAHM catering
- Awards: a student, an alum, a FT faculty member, a PT faculty member, a staff member, community member who embodies spirit of CCP [how to determine?]
- For discussion: price points for staff/faculty/attendees



COMMUNITY COLLEGE OF PHILADELPHIA



RISE FROM WITHIN





COMMUNITY COLLEGE OF PHILADELPHIA





COMMUNITY COLLEGE OF PHILADELPHIA



**RISE FROM WITHIN**



COMMUNITY COLLEGE OF PHILADELPHIA



**RISE FROM WITHIN**

**Community College of Philadelphia**

**Resolution #      – Fiscal Year 2025-2026**

**Resolution for Board of Trustees Meeting September 4, 2025 for Salary Increases for  
Administrators, Grant Administrators, and Confidential Employees**

WHEREAS on August 20, 2025, the Business Affairs Committee of the Community College of Philadelphia's Board of Trustees approved a motion recommending that the Community College of Philadelphia's Board of Trustees approve a salary increase for College Administrators, Grant Administrators, and Confidential Staff of up to five and one-half percent (5.5%), subject to satisfactory evaluation and performance, effective September 1, 2025:

NOW THEREFORE, on this 4th day of September, 2025, the Board of Trustees hereby resolves that, subject to satisfactory evaluation and performance, College Administrators, Grant Administrators, and Confidential Staff are eligible to receive a salary increase of up to five and one-half percent (5.5%) retroactive to September 1, 2025.

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Harold T. Epps, Chair

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Ajeenah Amir, Secretary

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Jacob Eapen, Treasurer

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Alycia Marshall, President

**AUDIT COMMITTEE MEETING MINUTES (HYBRID)**  
**Community College of Philadelphia**  
**Wednesday, June 18, 2025 – 12:00 Noon**

**Present for the Audit Committee:** Mr. Anthony Simonetta (*via Zoom*), Mr. Rob Dubow (*via Zoom*), and Mr. Harold Epps (*via Zoom*)

**Present for the Administration:** Mr. Jacob Eapen, Carolyn Flynn, Esq., Mr. Gim Lim, Dr. Alycia Marshall and Mr. Derrick Sawyer

**Representing Grant Thornton:** Ms. Elizabeth Ireland and Ms. Gabriella D’Angelo

**Guests:** Dr. Judith Gay, Vice President of Emerita (*via Zoom*) and Ms. Keola Harrington, CFO of Philadelphia Parking Authority (*via Zoom*)

The Audit Committee meeting was held on-campus and also available *via Zoom* for those who could not attend in person.

**(1) Approve Minutes of Audit Committee Meeting on March 24, 2025 (Action Item):**

**Action:** Mr. Tony Simonetta asked whether anybody has corrections or changes to the minutes. Hearing no changes, Mr. Simonetta asked for a motion to recommend acceptance of the March 24, 2025 Audit Committee meeting minutes (Attachment A). Mr. Harold Epps made the motion. Mr. Simonetta seconded the motion. The motion passed unanimously.

**(2) 2024-2025 Audit Process (Information Item):**

Ms. Elizabeth Ireland reported that Grant Thornton is on track to complete the audit for October issuance. She mentioned that Ms. Gabriella D’Angelo who has been on the audit team in prior years will return as the Audit Manager for this year’s audit. Ms. Ireland will be the new engagement partner as they rotate off the previous engagement partner, Ms. Angelica Roiz.

Ms. Ireland stated that Grant Thornton had a meeting with Management in the beginning of June to discuss timing, any changes throughout the year, and any new pronouncements. Grant Thornton’s planning procedures are scheduled for July, and their final field work will occur in September and October. Mr. Rob Dubow asked if it was the same schedule as last year. Ms. Ireland answered yes it is the same schedule.

Mr. Anthony Simonetta asked in past years, the City of Philadelphia initially required the statements from Community College of Philadelphia by the end of September, so has Grant Thornton heard anything from the City of Philadelphia as to what their requirement is going to be this year? Mr. Gim Lim stated that they have not heard from the City of Philadelphia but he assumes it is October 31<sup>st</sup> as in prior years since COVID-19. Mr. Dubow stated that he thinks it is correct but will check to confirm. Ms. Ireland stated that Grant Thornton was planning for October 31<sup>st</sup> but will adjust if needed.



Ms. D'Angelo stated that Grant Thornton will look at the significant risk areas that they identified for the audit, and for any Management override of internal controls. This is not due to any findings that Grant Thornton had in prior years. This is something that is a presumed fraud risk in all audits.

Ms. D'Angelo stated with the help of their IT team, they will assess the entity level controls for the relevant systems surrounding financial reporting. They will look for segregation of duties and they will test a sample of journal entries surrounding that significant risk area. Ms. D'Angelo reported they did not note any significant transactions that would impact financial reporting during the planning meeting with Management in June.

Ms. D'Angelo stated that Grant Thornton's first area of audit focus is tuition revenue. They will perform a detailed testing of a sample of transactions to ensure proper cutoffs. Grant Thornton will look at tuition recognized for fiscal year 2025 versus fiscal year 2026 to ensure that it was reported in the appropriate period. Ms. D'Angelo stated that Grant Thornton's IT team will look at Banner Financial Aid module to ensure that there is proper segregation of duties within the system.

Ms. D'Angelo stated that the second area of audit focus for Grant Thornton is grant revenue. She noted that they will review and assess the controls surrounding the grants process and test a sample of significant grants to ensure proper recognition of revenue.

Ms. D'Angelo stated that Grant Thornton's third area is appropriation revenues. For this they confirm the amounts directly with the City of Philadelphia and the Commonwealth of Pennsylvania to validate the figures provided. Grant Thornton will also trace the amounts received to cash support and reconcile the receivable balance for any outstanding amounts.

Ms. D'Angelo stated for GASB 75 post-retirement benefits, Grant Thornton will look at the SageView Actuarial Report. Grant Thornton's internal actuaries will also look at the report to ensure the reasonableness of the assumptions used. Grant Thornton will also test the census data to verify its completeness and accuracy.

Ms. D'Angelo stated that lastly for the evaluation of investments, Grant Thornton will confirm their existence directly with the custodians and they will also test for the reasonableness of any investment-related income that is recognized. Grant Thornton will also assess the fair value of the investments under GASB 72 (Fair Value Measurements).

Ms. D'Angelo stated with respect to accounting estimates, the financial statements require Management to make various estimates and assumptions. She noted that Grant Thornton's procedures are designed to review these estimates and assess their reasonableness.

Ms. D'Angelo stated with financial statement disclosures, Grant Thornton's procedures are designed to ensure they are complete and accurate and appropriate under GASB. Ms. D'Angelo noted that Community College of Philadelphia will adopt GASB 101 (Compensated Absences) for this year. Grant Thornton will assess how material the impact is to the financial statements.

Ms. Keola Harrington asked regarding the roll-out of GASB 101 whether Grant Thornton provided the training. Mr. Lim stated that they attended several webinars regarding GASB 101 and that Management is very familiar with it.

Mr. Harold Epps asked whether the audit will include assessing the management of grants. Dr. Marshall stated that Dr. Melissa Zanjani created a management package and presented it to the Board. Dr. Marshall stated that some of the challenges identified included ensuring that the College

monitors whether staff are adhering to the grant policies and procedures. Dr. Marshall also emphasized the need for a follow-up conversation with the Board.

Ms. Carolyn Flynn added that the main focus was to establish a more consistent education effort to ensure that all staff knows the policies and procedures and are held accountable.

Mr. Epps then asked Grant Thornton whether their audit includes what was just discussed. Ms. Ireland stated that she is not entirely familiar with the package that Dr. Zanjani shared with the Board. However, she stated that their audit process will look at how certain grant information gets into the financial statements. Grant Thornton will test to make sure costs are recorded in the correct period, meet the definition of allowable costs, and have the necessary approvals. Ms. Ireland stated that if there have been any changes to policies and procedures or updates, Grant Thornton will take a look at that as well. Finally, Grant Thornton does a walkthrough of the internal controls as they relate to grants. Grant Thornton will look at one transaction from start to finish to determine that what the College says is their process is actually their process.

Returning the discussion from Grant Thornton's presentation, Mr. Epps stated that there had previously been an Internal Auditor who regularly reported on processes and controls. Mr. Epps expressed that some of his questions may have been answered had the Internal Auditor still been in place. Mr. Epps inquired whether the Internal Auditor had been replaced. Ms. Flynn responded that the College has not yet hired a replacement, as the position was affected by the staffing pause. She explained that there had been discussions about potentially contracting out those services, though that conversation has since evolved. Ms. Flynn stated that she could provide the Audit Committee with a final update on whether the College will move forward with hiring a consultant or filling the position. Mr. Dubow then asked for clarification, confirming that the College currently does not have an Internal Auditor. Ms. Flynn affirmed that there is no Internal Auditor at this time.

Ms. Flynn added that if the College has something of concern or that needs investigation, it is either done within the General Counsel's office or the College will send it out to have somebody handle the review.

Mr. Epps stated to Dr. Marshall that this rises to the top of his immediate priority and that the College needs to have clarity of internal controls, strategies and solutions as soon as possible. Ms. Harrington stated that she seconded Mr. Epps concerns. Ms. Flynn replied that she will talk to Dr. Marshall about it.

Mr. Simonetta asked if the Internal Audit Committee still exist? Mr. Eppen stated that after the Internal Auditor resigned from the College, the Internal Audit Committee has not met because the Internal Auditor was primarily responsible for the meeting. The last Internal Audit Committee Meeting was mid-November. Ms. Harrington asked was that when the Internal Auditor left the College? Ms. Flynn replied that the Internal Auditor left in mid-November 2024. Mr. Epps asked whether the pace and intensity of internal audit has been diminished? Ms. Flynn stated that is the correct assessment at this time. Mr. Epps stated that he is now raising three red flags. Ms. Harrington stated that she supports Mr. Epps as well. Mr. Epps stated that the College must ensure we protect the College's reputation and integrity. Mr. Epps added that in his mind right now, the College has a shortfall that needs to be addressed.

Dr. Marshall stated that she understands. Mr. Epps asked Mr. Dubow for his comments on the situation. Mr. Dubow replied that he feels it is important to have internal audit function so there is someone proactively looking at these things so it does not get missed.

Ms. D'Angelo continued with the presentation by noting that Grant Thornton has not received the preliminary SEFA yet. However, based on conversations with Management, the student financial aid cluster will definitely be the single audit major program. They will review the SEFA once they get it to determine if there are any additional programs to be tested.

Ms. D'Angelo stated Grant Thornton's areas of focus for the single audit are understanding the compliance and controls for each major program. Grant Thornton will use the most up-to-date compliance supplement, which will be the 2025 version. It is not yet available, but it is anticipated to be released in the next month or so. Ms. D'Angelo added that their procedures really do not commence for single audit until the January 2026 timeframe so they have time to wait.

Ms. D'Angelo reported that Grant Thornton's IT team has already started looking at the Banner ERP application. Grant Thornton's IT team will review the financial aid module to ensure the appropriate segregation of duties between packaging aid and disbursing student aid. They will also look at Banner financial reporting and journal entry modules to ensure proper access by Administrators and appropriate segregation duties are in place as well.

Ms. Ireland stated that Grant Thornton does not have anything to report for required communications yet, but these are all items that Grant Thornton would communicate to the Audit Committee at the end of the audit. Ms. Ireland stated Grant Thornton will report any significant deficiencies or material weaknesses in internal controls, any compliance or other matters or difficulty or contentious matters during the audit that they encounter or identify. Ms. Ireland asked the Audit Committee if they were aware of any fraud that has occurred at the College in the past fiscal year? The Audit Committee responded no to the question. Ms. Ireland then asked if the Audit Committee had any concerns or areas that they would like for Grant Thornton to take a deeper dive into as they relate to the financial statement audit? Mr. Dubow replied that Grant Thornton has laid out the appropriate areas.

Ms. Ireland stated that Grant Thornton is committed to promoting ethical and professional excellence. If the Audit Committee has any concerns with the audit or the team, they can reach out to herself or Ms. D'Angelo. Ms. Ireland announced that Grant Thornton has a hotline available to clients as well as the Audit Committee if they have concerns with Grant Thornton and their engagement team. Ms. Ireland stated that this is not meant to substitute for the College's whistleblower obligations. Ms. Ireland asked if the Audit Committee had any further questions before she concluded the presentation? The Audit Committee responded that they had no further questions.

Mr. Simonetta asked for a motion to adjourn the meeting, Mr. Epps motioned and Mr. Dubow seconded. The motion passed unanimously.

**(3) Next Meeting:**

The next meeting of the Committee will be held on October 20, 2025.

**EXECUTIVE SESSION**

During any audit committee meeting; Management, The Independent Auditors or the Internal Auditor may request an Executive Session to meet privately with the Audit Committee.



GSL/lmh  
Attachments

cc: Dr. Alycia Marshall  
Mr. Jacob Eapen  
Ms. Carolyn Flynn, Esq.  
Mr. Derrick Sawyer  
Mr. Barry Sulzberg  
Representing Grant Thornton: Ms. Elizabeth Ireland  
Representing Grant Thornton: Ms. Gabriella D'Angelo

# **ATTACHMENT A**

## **Minutes from March 24, 2025 Audit Committee Meeting**

**AUDIT COMMITTEE MEETING MINUTES (HYBRID)**  
**Community College of Philadelphia (CCP)**  
**Monday, March 24, 2025 – 10:00 a.m.**

**Present for the Audit Committee:** Mr. Anthony Simonetta (*via Zoom*), Mr. Timothy Ford (*via Zoom*) and Mr. Harold Epps (*via Zoom*)

**Present for the Administration:** Mr. Jacob Eapen, Carolyn Flynn, Esq., and Mr. Gim Lim

**Representing Grant Thornton:** Ms. Angelica Roiz, Ms. Elizabeth Ireland, Ms. Gabriella D'Angelo and Mr. Dennis Morrone

**Representing Meridian Group:** Mr. Tony Scott (*via Zoom*)

**Guests:** Dr. Judith Gay, Vice President of Emerita (*via Zoom*) and Ms. Keola Harrington, CFO of Philadelphia Parking Authority (*via Zoom*)

**AGENDA – PUBLIC SESSION**

The Audit Committee meeting was held on-campus and also available *via Zoom* for those who could not attend in person.

**(2) Approve Minutes of Audit Committee Meeting on October 18, 2024 (Action Item):**

**Action:** Mr. Tony Simonetta asked whether anybody has corrections or changes to the minutes. Hearing no changes, Mr. Simonetta asked for a motion to recommend acceptance of the October 18, 2024 Audit Committee meeting minutes (*Attachment A*). Mr. Harold Epps made the motion. Mr. Simonetta seconded the motion. The motion passed unanimously.

**(2) Introduction of New Engagement Partner – Elizabeth Ireland (Information Item):**

Mr. Simonetta stated that Ms. Elizabeth Ireland of Grant Thornton (GT) has joined the Audit Committee Meeting today. Mr. Simonetta stated that the Audit Committee members and CCP management decided that it was appropriate for them to seek a change in the audit partner with the extension of the Grant Thornton audit contract.

Mr. Simonetta stated that accounting firms typically have rotation policies for their audit partners on public companies, but not for not-for-profit organizations. Mr. Simonetta stated that the Audit Committee felt that, although it has been extraordinarily happy with the work Ms. Angelica Roiz as the leader of her team has done over the years, it was a good time for CCP to get a new perspective from an experienced GT not-for-profit audit partner.

Mr. Simonetta stated the Audit Committee had the opportunity to interview three outstanding individuals and the unanimous decision was for CCP to ask Ms. Ireland to become CCP's audit partner and part of our team.

Mr. Simonetta asked if Ms. Ireland had anything she would like to say at this time?

Ms. Ireland stated she is happy to be back working with Community College of Philadelphia, and she is looking forward to working with the Audit Committee and Community College of Philadelphia for the upcoming years.

Mr. Simonetta asked if there were any questions for Ms. Ireland before moving forward. Hearing none, Mr. Simonetta asked for Ms. Angelica Roiz to move forward with the Uniform Guidance report presentation.

**(3) 2023-2024 Uniform Guidance Report (Action Item):**

Ms. Roiz stated in addition to herself, Ms. Ireland and Ms. Gabriella D'Angelo, Mr. Dennis Morrone of Grant Thornton is joining the meeting. Ms. Roiz stated that Mr. Morrone is Grant Thornton's national leader of the not-for-profit and higher education practice. Ms. Roiz stated that the Audit Committee will hear from Mr. Morrone at the end of her presentation. Ms. Roiz stated that Grant Thornton also has asked Mr. Tony Scott, Chairman and CEO of the Meridian Group, to attend. Grant Thornton has worked closely with the Meridian Group over many years to ensure that it has a minority business enterprise partnership included in their audit.

Ms. Roiz stated the presentation for the Audit Committee are the results of Grant Thornton's Uniform Guidance audit procedures and procedures done for the financial statement audit back in the fall.

Ms. Roiz reported that Grant Thornton shared with the Audit Committee an overview of the programs they focused on over the past three years. The primary focus has consistently been on student financial assistance due to the size of these programs at the Community College of Philadelphia. For this year Grant Thornton included a new additional major program for audit, which was the Connecting Minority Communities pilot program. Ms. Roiz stated that this popped up for Grant Thornton because the CCP expended over \$750,000 of federal monies this period. Ms. Roiz stated as a new major program, it was subjected to compliance and control testing. Grant Thornton did not identify any compliance or control findings for the programs within the audit scope. Ms. Roiz also noted that the findings from the previous year related to student financial aid have been fully remediated from Grant Thornton's perspective.

Ms. Roiz stated the final schedule of expenditures of federal awards for CCP will be certified by management as well as by Grant Thornton and submitted to the Federal Audit Clearinghouse before March 31<sup>st</sup>.

Mr. Simonetta noted that in the compliance audit report, Grant Thornton is still describing the noncompliance item, which occurred last year. Mr. Simonetta asked how much longer will it appear in the reports going forward. Ms. Roiz stated that this will be the last year it will be noted on the report. Ms. Roiz stated that Grant Thornton is required to show anything that came up on last year's compliance issues and share remediation status of those issue or issues. Basically, this year is just an abridged version of last year's issue and noting the fact that it has now been fully remediated. Ms. Roiz stated going forward for the 2025 audit, it would no longer be listed and because Grant Thornton had no findings for 2024, the CCP's summary of prior audit findings next year will be blank.

Mr. Harold Epps stated before the Audit Committee moves forward with the meeting, he would like to introduce a new Board of Trustees member, Ms. Keola Harrington, to the meeting. Ms. Harrington will be joining the Audit Committee next year so he invited her to the meeting so she understands and appreciates the process.

Ms. D'Angelo then presented an overview of the actual procedures around the compliance audit. Ms. D'Angelo stated that Grant Thornton performed compliance and controls procedures over the major programs in accordance with the 2024 compliance supplement, as well as test the SEFA for completeness and review the related disclosures to ensure that everything is included and they are complete as well. Ms. Roiz stated that Grant Thornton had no finding and this would be a clean opinion.

Ms. Roiz stated that part of Grant Thornton's technology review included the Banner ERP and testing the general ledger. Grant Thornton also looked at the Financial Aid module in Banner to ensure proper segregation of duties on who is packaging, reviewing and dispersing aid. Ms. D'Angelo stated that there were no significant deficiencies noted with the testing.

Ms. Roiz stated that once Grant Thornton is in receipt of the signed rep letter, the last steps will be issuing the report, certifying the data collection form, and all of that has to happen before March 31, 2025 so CCP is well within the deadline.

Ms. Roiz stated that the last part of the GT presentation will have Mr. Dennis Morrone, talk about leadership updates, state of higher education and some of the topics Grant Thornton has talked about before with the Audit Committee.

Mr. Morrone stated that it is wonderful that the Audit Committee chose to work with Ms. Ireland going forward even though CCP has been exceptionally well served by Ms. Roiz, but Ms. Ireland is one of Grant Thornton's best as well.

Mr. Morrone stated there are tough times for higher education right now and really not entirely sure exactly what is happening, but Grant Thornton is monitoring the landscape and the press releases on a daily basis. Mr. Morrone stated that most institutions need to file all of their reports by March 31<sup>st</sup> but with the executive order that has been signed and now awaiting congressional approval and so on, Grant Thornton does not know what these audit requirements will look like going forward.

Mr. Morrone stated there is so much that he could really talk about, whether it's declining contributions, enrollment cliffs, the reduction in federal funding, the pernicious impacts of inflation and what everybody has learned about how to scale and control costs. Mr. Morrone stated there is Title IX, discount rates, new ERPs, ERM and deferred maintenance, but four topics have come up for most colleges and universities right now:

1. Redesigning strategy for growth, making sure that we agree introspective about who we are, the cohort of students that we serve, how we burnish our brand, and how we attract and make sure that we have a sturdy pipeline of students in attendance.
2. Rethinking operational and performance model. There is a recognition that top-line revenue growth and certainly programmatic delivery, while distinct, are interconnected and institutions, again, are focusing on making sure they are offering the programs that are accretive to their overall brand as well as margin.
3. Revitalizing board governance – even as CCP is adding committee members to this committee, he thinks organizations continue to be reflective and say, what do we need to do to ensure that we strengthen our board governance and that we are a complementing force for the institutional leadership team.
4. Enterprise risk management - if it does not live in some other committee of the board, the Audit Committee really is tasked with working closely with the members of management to identify, evaluate, inventory the risks that are confronting your institution.

Mr. Morrone stated those risks today are different than they were just last year, so now to what is going on here in terms of the federal administration. Mr. Morrone stated some of the factors or some of the issues that we have heard do not really apply to your college, whether it be capping indirect cost rates, the endowment tax for institutions, whether it be a demonstrative decline in research and development dollars. Mr. Morrone stated the good news is that Pell program that CCP relies on a great deal is just going to be repositioned under a different federal agency. Now that is of significance, and Pell for context is roughly about \$8,000 for the most significant need-based student that is attending the institution.

Mr. Morrone stated it is important, but it is not going to defray the entire cost of attendance, but that will be relocated to a different agency. Mr. Morrone stated what Grant Thornton is seeing is some of the federal programs may be shifted to the States. Over the past decade, Grant Thornton has seen more and more autonomy and empowerment going to the States to really drive, define, and guide the delivery of education within the States in which they operate.

Mr. Morrone stated the big issue is the loan program and if that becomes privatized, there is a significant issue from where Grant Thornton sits. The capacity for the private sector to give loans that is commensurate and on parity with the federal government is going to go down significantly.

Mr. Morrone stated the underwriting process that could naturally follow to ensure that students will have the ability or the propensity to eventually service that debt, I think will be more significant and onerous on the student. If privatized, there is the chance that the interest rates will be higher than what we've historically seen on those loan portfolios. That is a confluence of three very significant factors that could impact higher education.

Mr. Morrone stated another issue here is that there has been no word about SEOG, which complements the Pell packaging process, where that would go. Since CCP also has monies coming from the state, it will now have multiple reporting structures to address where presently it has just the Department of Education. This means more work for auditors, more work for the institution, more risk of compliance and non-compliance.

Mr. Morrone stated that Congress has approved and allotted substantial funds, as we know, to the Department of Education and they are under a congressional mandate to execute those programs. You cannot cut those departments down to a level where they cannot execute on those programs. Mr. Morrone stated he believes there is a law called the Impoundment Control Act, that actually prevents that from happening. At some point, the government, even in light of these executive orders, needs to deliver on the programs that have been approved, unless there is an act of Congress of rescission, where the monies then flow back to the Treasury. In summary, that means there is a lot more steps to follow here before we likely see the true demise and closure of the Department of Education.

Mr. Morrone stated that process applies more broadly to these other departments that are under microscope of the current administration. Mr. Simonetta asked if anyone had questions for Mr. Morrone or Ms. Roiz.

Mr. Harold Epps asked in today's world, cynicism reigns supreme in some circles, what are the consequences if somebody does not adhere to whatever the law says and they are supposed to adhere to, which right now is rampant? So, what happened if they do not do it?

Mr. Morrone stated it is unclear and the resources might not necessarily be available to an institution to comply. Mr. Morrone shared an example of one of his clients that is not in Higher Education. Mr. Morrone stated the organization received a significant sum of federal monies, in the excess of \$200 million. That money flowed through to the institution's financial custodian

institution which is a very well-known bank. Mr. Morrone stated that particular institution would not disperse those funds to the NGO, even though it was in their account titled to the name of the organization in which they were the beneficiary. The organization was doing that because they were concerned that the federal government may try to claw those monies back, and they did not want to be on the hook for them so they froze those monies.

Mr. Morrone stated even if the organization wanted to execute on the program imperatives that they agreed to in the contract that they signed with the respective federal agency, they could not do it and he thinks that is the mechanism right now in which organizations are going to experience. They are just not going to have the access to the capital to affect the purposes of the programs.

Ms. Flynn asked Mr. Morrone when he was talking about the financial assistance being repositioned underneath another federal agency. Is there a specific update when this is happening, and if so, to which agency that would be repositioned? Mr. Morrone replied at this time he does not have an answer. Mr. Morrone stated the information that he shared with the Audit Committee is fairly new and just came out last Thursday. There is just not a lot of specificity at this time.

Ms. Roiz stated there was a mention of some of the student loans going to SBA, and SNAP and other programs like that moving to the HHS (Health and Human Services), but nothing has been finalized.

Mr. Simonetta asked if there were any more comments or questions?

Mr. Timothy Ford asked what are the impacts that the new administration is having on the audit specifically? For example, what does it mean for the footnotes? Is Grant Thornton seeing any changes in how they are running audits or the notes you are making on higher education?

Ms. Morrone stated that Grant Thornton is watching closely what this means. In fact, many employees of Grant Thornton worked this past weekend on the compliance requirements leading to the submission of these reports by this Friday but the Department of Education over the past several years has done two very significant things. One, it has obligated institutions to report in a very robust fashion on the nature of their related party transactions. Mr. Morrone stated that Grant Thornton does not exactly have clarity in terms of why the Department of Education wants that data.

Mr. Morrone stated that the Department of Education asked institutions to prepare the fiscal responsibility supplemental ratios, which those make a little bit more sense. The Department of Education continues to expand the federal uniform guidance compliance supplement in terms of asking Grant Thornton to look at additional compliance requirements and that could be a requirement for colleges and universities to report on the following:

- Post-graduation student success rates
- Are the students working in a field that aligns with their major?
- Do they have the ability to service their loans, etc.?

Ms. Roiz stated for Community College of Philadelphia from a reporting perspective, some of the ratios and the liquidity and supplemental schedules do not apply because it is a public institution and the reporting requirements are a bit different. There has to be much more egregious liquidity issues or triggers before the reporting requirements apply. Ms. Roiz stated often times public institutions follow along with the private sector, which currently has all the reporting requirements that Mr. Morrone mentioned. Ms. Roiz added that typically, around May is when they would see the compliance supplement released and each of the departments, including the Department of Education, Health and Human Services, has their main programs listed out.

Ms. Roiz stated that Grant Thornton is not sure yet how much of these changes are going to actually manifest themselves in their audit procedures and work that Grant Thornton will be doing for next year's audits.

Ms. Ireland stated CCP will also start to notice some of the disclosure requirements related to the financial statements and experience uncertainty in funding. Grant Thornton is starting to see some public companies that do receive significant government funding mention DOGE (Department of Government Efficiency) and uncertainty in government funding. Ms. Ireland stated it will work with CCP to determine the disclosure requirements.

Mr. Ford stated that the Business Affairs Committee at CCP has been looking at what to keep funding and what CCP could live without in light of the funding uncertainty. This uncertainty has to reflect somewhere on the paper.

Mr. Simonetta asked whether Mr. Epps has any more questions.

Mr. Epps stated before we close the meeting, he would like to go back to what Mr. Morrone discussed and two words come to his mind: Expensive and human tracking. There are many organizations that he is involved with that try to drive for outcomes because that is how you are continuously funded. Mr. Epps stated it is expensive to track outcomes because people do not respond and while technology exists nobody wants that either. Mr. Epps stated that CCP needs to really understand the challenges and expectations.

**Action:** Mr. Simonetta asked for a motion to recommend to the full board acceptance of the Uniform Guidance Report ([Attachment C](#)). Mr. Ford made the motion. Mr. Epps seconded the motion. The motion passed unanimously.

**(4) Grant Thornton Contract Extension (Action Item):**

Mr. Simonetta stated the extension of Grant Thornton's contract is for a two-year extension with an increase of about 3%. This is based on the scope of services that has existed over the last few years.

	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>
Audit*	\$145,140	\$145,140	\$149,500	\$154,000
AUP**	<u>\$ 20,360</u>	<u>\$ 20,360</u>	<u>\$ 21,000</u>	<u>\$ 21,500</u>
Total	\$165,500	\$165,500	\$170,500	\$175,500

\*Financial Statement Audit and Uniform Guidance Audit (assuming 1 major program which is the Student Financial Assistance Cluster)

\*\* Agreed upon procedures including Keys, PDE, and President's Expenses

Mr. Simonetta stated if there are any changes in the scope based on a governmental perspective, the Audit Committee and Grant Thornton will have to sit down and go through that and figure out what the impact would have on the fees. Mr. Simonetta asked if Mr. Jacob Eapen had any comments and Mr. Eapen stated that he did not have any additional comments.

**Action:** Mr. Simonetta asked for a motion to recommend to the full board the acceptance of Grant Thornton's proposal for a two-year contract extension, covering fiscal years 2024-2025 for \$170,500 and 2025-2026 for \$175,500, if there were no questions or comments regarding the fees. Mr. Epps made the motion, which was seconded by Mr. Ford. The motion passed unanimously.

**(5) Next Meeting:**



The next meeting of the Committee will be in June 2025 at which time Ms. Ireland of Grant Thornton, the new engagement partner, will discuss their proposed Audit Plan for the 2024-2025 Fiscal Year.

Mr. Simonetta asked for a motion to adjourn the meeting, Mr. Epps motioned and Mr. Ford seconded. The motion passed unanimously.

### **EXECUTIVE SESSION**

During any audit committee meeting; Management, The Independent Auditors or the Internal Auditor may request an Executive Session to meet privately with the Audit Committee.

GSL/lmh  
Attachments

cc: Dr. Donald Generals, Jr.  
Mr. Jacob Eapen  
Ms. Carolyn Flynn, Esq.  
Mr. Derrick Sawyer  
Mr. Barry Sulzberg  
Representing Grant Thornton: Ms. Angelica Roiz  
Representing Grant Thornton: Ms. Gabriella D'Angelo

# **ATTACHMENT B**

## **Grant Thornton 2025 Annual Audit Planning Presentation**

# 2025 Planning Audit Presentation

**Community College of Philadelphia**  
June 2025

PRESENTATION TO THOSE CHARGED WITH GOVERNANCE

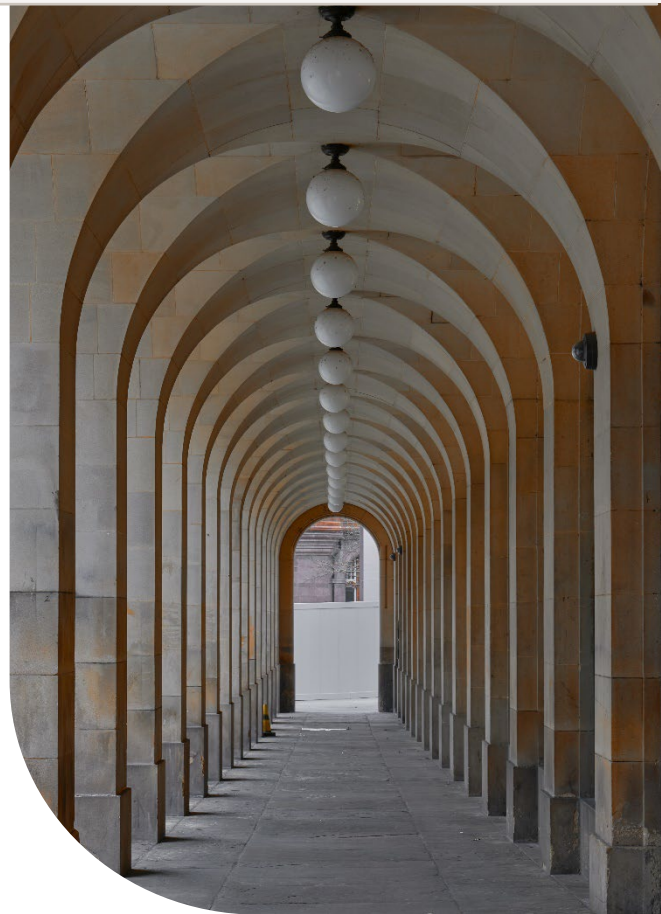
This communication is intended solely for the information and use of management and the Audit Committee of the Community College of Philadelphia and is not intended to be and should not be used by anyone other than these specified parties.

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# Agenda

- 01 Executive summary
- 02 Audit scope and results
- 03 Required communications
- 04 Appendix





# Executive summary

June 18, 2025

Audit kick-off on track for  
October issuance

Engagement team

Recurring manager to  
supplement new partner  
transition

Industry Insights

Providing industry insights  
on accounting and  
auditing developments as  
well as areas of risk

**As of June 18, 2025, we have completed our client continuance and preliminary planning procedures.**

- Planning meeting with management held June 4 to discuss timing, operations throughout the year and new pronouncements.
- Planning procedures are scheduled for July
- Final fieldwork in September and October.



# Audit timeline & scope





# Significant risks

The following provides an overview of significant risks based on our risk assessments

Significant risk area	Procedures
<b>Management override of internal controls</b> Presumed fraud risk and therefore significant risk in all audits.	<ul style="list-style-type: none"><li>• Consider the design and implementation of entity-level controls, including information technology controls, designed to prevent/detect fraud.</li><li>• Assess the ability of the College to segregate duties in its financial reporting, information technology, and at the activity-level.</li><li>• Conduct interviews of individuals involved in the financial reporting process to understand (1) whether they were requested to make unusual entries during the period and (2) whether they are aware of the possibility of accounting misstatements resulting from adjusting or other entries made during the period.</li><li>• Perform risk assessment for journal entries and detail test a sample of journal entries based on our risk assessments to ensure propriety of the entries.</li></ul>



# Areas of audit focus

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Procedures
Tuition revenue, auxiliary enterprises and related receivables/deferred revenue	<ul style="list-style-type: none"><li>• Perform reasonableness test on tuition and fees, student aid and auxiliary revenue amounts.</li><li>• Perform detailed testing of a sample of transactions, agreeing to source documentation</li><li>• Perform deferred revenue testing to determine proper cut-off.</li><li>• Gain understanding of the allowance methodology and, policy governing additional charges or other steps taken (e.g., cannot register, cannot attend commencement) for lack of payment of student account.</li><li>• Assess management's analysis of allowances for doubtful accounts for reasonableness, consistency with methodology and accuracy of inputs.</li></ul>
Grant revenue and related receivables/deferred revenue	<ul style="list-style-type: none"><li>• Obtain and document an understanding of controls surrounding the grants and sponsored activities processes.</li><li>• Inspect a sample of significant grants recognized as revenue by the College, including a review of grant agreements and other relevant supporting documentation.</li><li>• Ensure that the College has properly classified such grants and that revenue recognition is appropriate.</li><li>• Ensure grant revenue disclosures are complete and accurate.</li></ul>





# Areas of audit focus

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Procedures
Appropriations revenue	<ul style="list-style-type: none"><li>• Obtain detail of appropriations received from the city and state.</li><li>• Confirm amounts with the city and state, agree to revenue recorded in the general ledger.</li><li>• Review receivable balance, reconcile the cash received to amounts outstanding based on confirmations.</li></ul>
Grant revenue and related receivables/deferred revenue	<ul style="list-style-type: none"><li>• Inspect a sample of significant grants recognized as revenue by the College, including a review of grant agreements and other relevant supporting documentation.</li><li>• Ensure that the College has properly classified such grants and that revenue recognition is appropriate.</li><li>• Ensure grant revenue disclosures are complete and accurate.</li></ul>
<i>GASB 75, Accounting and Financial Reporting for Postretirement Benefits Other Than Pensions</i>	<ul style="list-style-type: none"><li>• Review the analysis of accrued postretirement benefit obligations.</li><li>• Assess the reasonableness of actuarial assumptions: discount factor, trend rates and cash flows, amongst others.</li><li>• Test participant census data.</li></ul>



# Areas of audit focus

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Procedures
Valuation of investments	<ul style="list-style-type: none"><li>• Obtain independent investment valuation and monitoring reports from investment managers.</li><li>• Confirm existence of investment holdings directly with custodians.</li><li>• Test reasonableness of investment-related income, including unrealized appreciation/(depreciation) in fair values.</li><li>• Obtain most recent independent auditors' reports for all non-marketable alternative investment positions. Review auditors' reports to assess quality of financial reporting and type of opinion received.</li><li>• Obtain SSAE16 reports from investment custodians.</li><li>• Evaluate prioritization of inputs used to determine fair value investment assets is reasonable and in accordance with GASB 72, <i>Fair Value Measurements</i>, and review related disclosures.</li></ul>



# Areas of audit focus

The following provides an overview of the areas of significant audit focus based on our risk assessments.

Areas of focus	Procedures
Accounting estimates	The preparation of the College’s financial statements requires management to make multiple estimates and assumptions that affect the reported amounts of assets and liabilities as well as the amounts presented in certain required disclosures in the notes to those financial statements. Our procedures have been designed in part, to review these estimates and evaluate their reasonableness.
Financial statement disclosures	Our procedures will also include an assessment as to the adequacy of the College’s financial statement disclosures to ensure they are complete, accurate and appropriately describe the significant accounting policies employed in the preparation of the financial statements and provide a detail of all significant commitments, estimates and concentrations of risk, amongst other relevant disclosures required by US GAAP. College will adopt GASB 101, Compensated Absences for the year under audit.



# Area of focus: Single Audit

The following provides an overview of the major programs tested this year; it has been determined based on a preliminary schedule of expenditures of federal awards prepared by management. This is subject to change after a final schedule of federal awards is provided.

Major program(s)	2025	2024	2023
Student financial assistance	X	X	X
Connecting Minority Communities Pilot Program (ALN 11.028)		X	
Career and Technical Education – Basic Grants to States (ALN 84.048)			X
Education Stabilization Fund “HEERF” (ALN 84.425)			X



# Area of focus for Single Audit (continued)

Area of focus	Procedures
Compliance with Uniform Guidance	<ul style="list-style-type: none"><li>• Perform compliance and controls procedures in accordance with the Uniform Guidance Requirements, including:</li><li>• Planning, identification of major federal program(s) and risk assessment.</li><li>• Review the respective federal compliance supplements and, as applicable, the specific grant/award agreements and assess and document the applicable compliance requirements.</li><li>• Document/update internal controls over compliance for each of the respective major federal program(s) or cluster(s).</li><li>• Test compliance and internal controls over compliance for each direct and material compliance requirement over each major federal program.<ul style="list-style-type: none"><li>• There are 12 compliance requirements for each major program. Of these, typically 6-8 have been direct and material to each major program or cluster.</li><li>• Consistent with prior years, we anticipate that we will audit compliance associated with the federal Student Financial Assistance (SFA) Cluster.</li></ul></li><li>• Test the reconciliation of the schedule of expenditures of federal awards to the respective amounts included within the financial statements.</li></ul>



# Area of focus for Single Audit (continued)

Area of focus	Procedures
Compliance with Uniform Guidance	<ul style="list-style-type: none"><li>• Communicate compliance/control findings, if any, to management and TCWG.</li><li>• Address resolution of communicated compliance/control findings and understand management's response to be included in the corrective action plan.</li><li>• Assess completeness of disclosures related to the federal schedule of expenditures</li><li>• Render respective independent auditor opinions.</li><li>• Prepare the appropriate sections of the federal Data Collection Form submitted to the Federal Audit Clearinghouse.</li></ul>



# Technology support as part of the audit process



An important component of our audit approach is to understand how IT is used and deployed in supporting business operations and producing financial reports. Our technology specialists place particular emphasis on the risks relating to the use of technology and its associated controls, processes and practices. Our general controls review evaluates the design of controls that mitigate risk in areas such as organization and operations, protection of physical assets, application systems development and maintenance, access controls and computer operations.

## In scope application: Banner

1. Financial aid module review
2. Administrator access and password testing



# Required communications

Professional standards  
require that we  
communicate the  
following matters to you,  
as applicable

- Going concern matters
- Fraud and noncompliance with laws and regulations
- Significant deficiencies and material weaknesses in internal control over financial reporting
- Use of other auditors
- Use of internal audit
- Related parties and related party transactions
- Significant unusual transactions
- Disagreements with management
- Management's consultations with other accountants

- Significant issues discussed with management
- Significant difficulties encountered during the audit
- Difficult or contentious matters for which we consulted outside the engagement team and that are, in our professional judgment, significant and relevant to you and your oversight responsibilities
- Other significant findings or issues that are relevant to you and your oversight responsibilities
- Modifications to the auditor's report
- Other information in documents containing audited financial statements





# Auditor independence

Our firm maintains a robust quality control system supported by comprehensive policies and procedures that meets or exceeds regulatory requirements. Our system enables us to evaluate and maintain our independence and serve audit clients with requisite integrity, objectivity, and independence. As you exercise your oversight responsibilities, you should understand the more significant aspects of this system:

Accumulating and communicating relevant information, including a restricted-entity list and use of a tracking system to monitor the financial interests of our worldwide personnel

.....

Obtaining annual written confirmations of compliance from personnel and member firms

.....

Monitoring individual compliance, including periodic audits and disciplinary mechanisms

.....

Conducting a domestic or international relationship check through a robust Relationship Checking System

.....

Evaluating relationships and circumstances that create threats to independence, including relationships identified through a domestic or international check

## Monitoring independence for new opportunities

Only permitted nonaudit services or business relationships are cleared, and such services or relationships are monitored for scope creep. As necessary, our firm applies appropriate safeguards to eliminate or mitigate independence threat(s) to an acceptable level. As necessary, or as required by a regulator, the engagement partner will discuss with management and/or the audit committee any potential independence threats or where additional input is needed in relation to our firm's independence evaluation.



# Commitment to promote ethical and professional excellence

**We are committed to promoting ethical and professional excellence. To advance this commitment, we have put in place a phone and internet-based hotline system.**

## **The Ethics Hotline**

(1.866.739.4134) provides individuals a means to call and report ethical concerns.

## **The EthicsPoint URL**

link can be accessed from our external website or through this link:

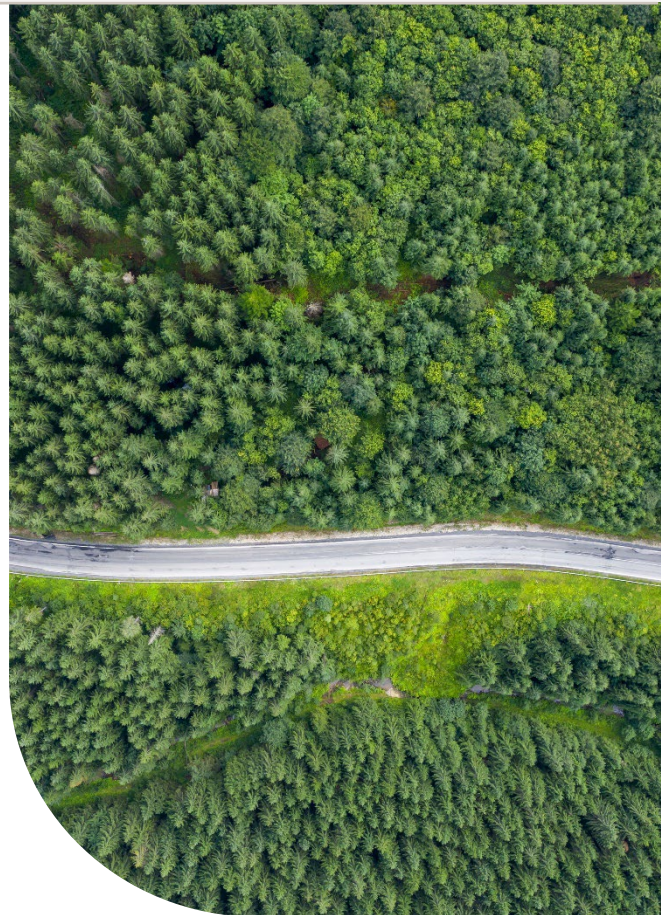
[https://secure.ethicspoint.com/domain/en/report\\_custom.asp?clientid=15191](https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=15191)

**Disclaimer:** EthicsPoint is not intended to act as a substitute for a company's "whistleblower" obligations.



# Appendix

- 1) Engagement team contacts
- 2) Technical updates
- 3) Global Inclusion at Grant Thornton
- 4) Industry updates
- 5) Thought leadership





# Engagement Team



**Elizabeth Ireland**  
Engagement Partner  
E [Elizabeth.Ireland@us.gt.com](mailto:Elizabeth.Ireland@us.gt.com)



**Gabriella D'Angelo**  
Audit Manager  
E [Gabriella.Dangelo@us.gt.com](mailto:Gabriella.Dangelo@us.gt.com)

# Technical Updates - GASB

# Selected pronouncements effective for the year ending June 30, 2025, or subsequent periods - GASB

Title	Effective date
GASB 101 – Compensated Absences	Periods beginning after December 15, 2023
GASB 102 – Certain Risk Disclosures	Periods beginning after June 15, 2024
GASB 103 – Financial Reporting Model Improvements	Periods beginning after June 15, 2025
GASB 104 – Disclosure of Certain Capital Assets	Periods beginning after June 15, 2025

# GASB Statement 101, Compensated Absences

## Summary

- This Statement updates the recognition and measurement guidance for compensated absences to better meet the needs of financial statement users.
- Requires recognition of a liability for leave that has not been used and leave that has been used but not yet paid in cash or settled through noncash means
- Liability should be recognized for leave attributable to services already rendered, if the leave accumulates, and the leave is more likely than not to be used for time off or otherwise paid in cash or settled through noncash means.
- Amends existing requirements to disclose the gross increases and decreases in a liability for compensated absences to allow disclosure of only the net change in the liability.
- Effective for fiscal years beginning after December 15, 2023

## Potential Impact

- This guidance will have a significant impact on the recognition of compensated absences. Colleges should start early on to inventory all compensated absence programs, including the following examples:
  - vacation and sick leave
  - PTO
  - holidays
  - sabbatical leave and
  - salary-related payments

These programs should be evaluated against the updated recognition criteria, exceptions to general recognition, and measurement provisions.

# GASB Statement 102, Certain Risk Disclosures

## Summary

- This Statement updates the disclosure requirements related to risk exposure and vulnerabilities due to certain concentrations or constraints.
- *Concentration* is defined as a lack of diversity related to an aspect of a significant inflow of resources or outflow of resources.
- *Constraint* is a limitation imposed on a government by an external party or by formal action of the government's highest level of decision-making authority.
- Governments must assess whether a concentration or constraint makes the entity vulnerable to the risk of a substantial impact, and whether events associated with the concentration or constraint have begun to occur, or are more likely than not to begin to occur within 12 months of the date the financial statements are issued.
- Disclosures should include description of:
  - The concentration or constraint
  - Each event associated with the concentration or constraint that could cause substantial impact
  - Actions taken by the government prior to the issuance of the financial statements to mitigate the risk
- Effective for fiscal years beginning after June 15, 2024

## Potential Impact

- Colleges should review vulnerabilities to risks from certain concentrations or constraints that may limit its ability to acquire resources or control spending, including:
  - Workforce covered by collective bargaining agreements
  - Providers of financial resources
  - Suppliers of material, labor or services
  - Limitations on raising revenue
  - Limitations on spending
  - Limitation on the incurrence of debt
  - Mandated spending
  - Risks associated with federal policy changes impacting government programs
  - Compliance with federal regulations (Department of Education, etc.)

These conditions may expose the College to heightened possibility of loss or harm, and may be essential in assessing the University's financial condition and sensitivity to various resource and spending scenarios.



# GASB Statement 103, Financial Reporting Model Improvements

## Summary

- This Statement makes certain improvements to the financial reporting model to improve certain aspects and to address certain application issues.
- Management's Discussion & Analysis –
  - clarifies topics to be included,
  - stresses that the detailed analysis should explain why balances and results of operations changed, rather than simply presenting the amounts or percentages of the change, and
  - Emphasizes analysis should avoid unnecessary duplication and boilerplate language
- Presentation of proprietary funds statement of revenues, expenses and changes in net position – in addition to current required subtotals, a subtotal for operating income (loss) and noncapital subsidies must be presented before reporting nonoperating revenue and expenses
- Operating and nonoperating in proprietary funds – refined definitions
- Major component unit presentation – should be presented separately either in the basic financial statements or in combining statements presented after the fund financial statements
- Unusual or infrequent items – to be displayed separately as the last presented flow(s) of resources prior to the net change in resource flow
- Budgetary comparisons – required to be presented as RSI for governmental funds, with explanation of significant variances presented as notes to RSI
- Effective for fiscal years beginning after June 15, 2025, with early application encouraged

## Potential Impact

This guidance could have a significant impact on the format and presentation of basic financial statements. Colleges should start to evaluate current presentation in comparison to the new guidance to identify needed updates to:

- MD&A
- Presentation of operating/nonoperating categories, including
  - Subsidies received and provided
  - Financing and Investment activities
  - Contributions to endowment

These new definitions and presentation requirements should be evaluated to ensure not only that the chart of accounts is sufficiently disaggregated but any systems and automation used to generate financial reports are updated for these new formats to prevent delays upon adoption.

# GASB Statement 104, Disclosure of Certain Capital Assets

## Summary

- This Statement updates the disclosure requirements for certain types of capital assets, including lease assets, intangible right-to-use assets, and capital assets held for sale.
- Within the note disclosure for capital assets, information shall be provided separately for:
  - Lease right of use assets under GASB 87, by major class of underlying asset
  - Intangible right of use assets by an operator under GASB 94, by major class of underlying asset
  - Subscription assets under GASB 96
  - Intangible assets other than those above, by major class of asset
- With the above, intangible assets that represent right of use shall be presented separately from the same major class of owned assets
- Capital assets held for sale shall continue to be reported within the appropriate major class of capital asset. Separate disclosure of historical cost and accumulated depreciation, by major class of asset, of assets held for sale should be provided, along with carrying amount of any debt for which these assets are pledged as collateral.
- Effective for fiscal years beginning after June 15, 2025, with early application encouraged.

## Potential Impact

- This guidance clarifies the presentation of right of use assets and held for sale assets within the capital asset footnote. Colleges with leases and/or subscription-based information technology arrangements should read through the guidance to evaluate if any revisions are necessary to the tables within the footnotes.
- Colleges with assets held for sale should also evaluate the revised criteria and early identify any additional information needed for disclosure.

# GASB projects

Project	Timing
Implementation Guidance Update - 2025	Final document expected Q2 2025
Revenue and Expense Recognition	Exposure draft expected Q4 2025
Going Concern Uncertainties and Severe Financial Stress	Preliminary views issued Q1 2025
Infrastructure Assets	Public hearings Q1 2025
Subsequent Events	Final document expected Q4 2025

# GASB major project – Revenue and Expense Recognition

## Summary

- Three primary areas of focus of the project are as follows:
  1. Common exchange transactions not specifically addressed in existing GASB guidance
    - Project plans to develop guidance or improve existing guidance regarding
      1. Exchange and exchange-like transactions having single elements
      2. Exchange and exchange-like transactions having multiple elements
      3. The differentiation between exchange-like and non-exchange transactions
  2. Post-implementation review of GASB 33 and 36
    - Areas to be considered include:
      1. Distinguishing between eligibility requirements and purpose restrictions
      2. Determining when a transaction is an exchange or a non-exchange transaction
      3. Using the availability period concept consistently across governments
      4. Applying time and contingency requirements
  3. Development of GASB conceptual framework
    - GASB 33 and 36 were developed prior to key parts of the conceptual framework, such as defining deferred inflows and outflows
    - An evaluation of the recognition of non-exchange transactions against the conceptual framework is necessary
- Currently in public hearings and re-deliberations, with Exposure Draft expected in 2025.

## Potential Impact

- As it relates to recognition of exchange and non-exchange transactions such as grants vs gifts vs contracts, there continues to be an element of judgment and interpretation of existing GASB and FASB guidance. This project could impact the current practices of higher education institutions as it relates to revenue recognition.

# Technical Updates – Uniform Guidance

# 2025 OMB Compliance Supplement

- OMB expects a May 2025 issuance.
- Almost 100 programs with updates and the normal array of new/deleted programs are expected.
- No major changes expected in the number of high risk programs.
- COVID-19 content is being removed in cases where funding has run out.
- A Part 3.1 and 3.2 will be included to address the 2024 Uniform Guidance.

# 2025 OMB Compliance Supplement (SFA Cluster)

- The following changes are **expected** for the SFA Cluster in the 2025 Supplement:
  - Removal of section “Sampling for Audits of Institutions for which SFA is Identified as a Major Program”.
  - Removal of Special Test and Provision: “Perkins Loan Recordkeeping and Record Retention”.
  - Assistance Listing 84.408 *Postsecondary Education Scholarships for Veteran’s Dependents (Iraq and Afghanistan Service Grant)* was rolled into the Pell Grant.
  - Changes in terminology and procedures due to implementation of the FAFSA Simplification Act and other regulations.
  - No new Special Tests and Provisions are expected.

# 2024 Uniform Guidance Revisions

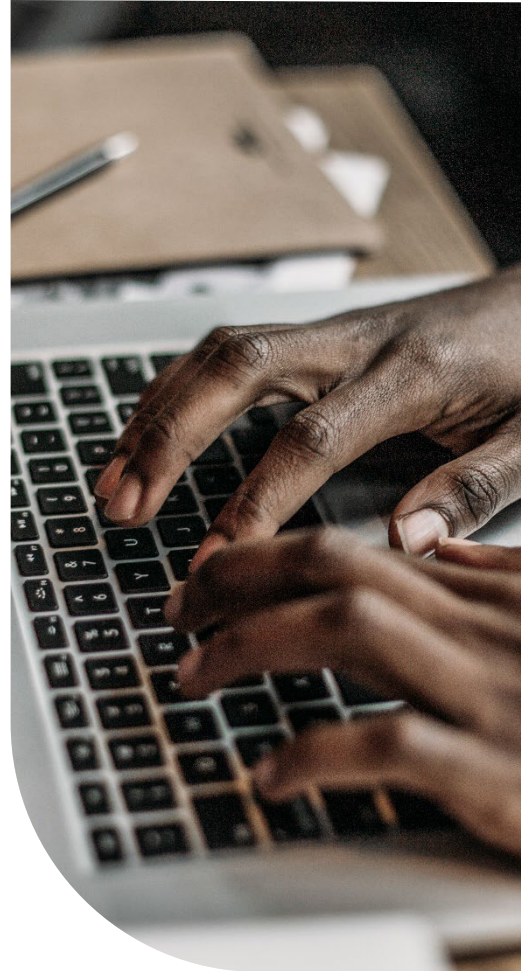
The U.S. Government Accountability Office (GAO) issued a [2024 revision of Government Auditing Standards](#) (GAGAS), also known as the “Yellow Book,” which supersedes the *Government Auditing Standards 2018 Revision Technical Update* (dated April 2021).

Generally, the effective date is **October 1, 2024** (applied to awards issued on or after that date)

- Federal agencies could have applied the new guidance prior to October 1, 2024, but they were not required to do so.
- For **existing awards** issued prior to 10/1/24, federal agencies were encouraged by OMB to apply the 2024 UG to award amendments entered into, on or after 10/1/24 and existing awards that will extend into FY2025 or beyond.

Notable changes:

- Increase in the single audit threshold from \$750,000 to \$1 million for auditee fiscal years beginning on or after October 1, 2024 (i.e. fiscal years ending September 30, 2025, and later).
- Same effective date for increase in Type A threshold to \$1 million and the amount of awards expended for which it applies increased from \$25 million to \$34 million.
- Increased de minimus rate to an amount up to 15%.






# Global Inclusion

# Inclusion & Belonging

What makes us different makes us powerful



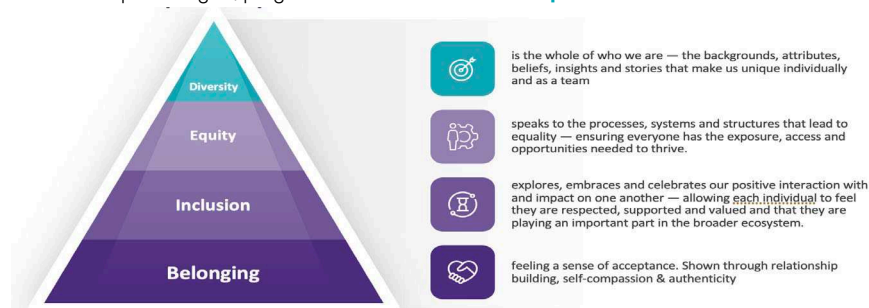
People thrive when their perspectives are valued, when they enjoy working with each other and when they are comfortable being exactly who they are. That is why at Grant Thornton, we are committed to building a more diverse, equitable and inclusive workplace, where everyone is valued and respected.

Our culture and practice of inclusion are embraced through action and ongoing commitment from the and the national leadership team, as well as the bottom-up through business resource groups (BRGs) led by employees across the firm.

We recently published our annual ESG report in furtherance of our intensified efforts to build a more diverse, equitable and inclusive firm for all those we serve.

## Commitment to a culture of inclusion

Our people thrive personally and professionally because all perspectives are valued and heard. **In turn, our inclusive culture enables us to craft creative solutions for ourselves and the clients we serve.** In keeping with our culture of inclusion, Grant Thornton's Global Inclusion team develops strategies, programs and tools to **unlock the power of difference.**



## Bringing people together through Business Resource Groups

Each of our business resource groups (BRGs) is a team of employees from various service lines, career levels and job functions. BRGs are employee-driven and supported by the Global Inclusion Team to cultivate an inclusive culture, which ultimately benefits our clients and drives our business. They operate at both the national and the local levels.

# Our Business Resource Groups



**Black Professionals & Allies**



**Disability Alliance**



**Equality GT**



**Future Leaders & Allies**



**Hispanics/Latinxs & Allies**



**Pan-Asians & Allies**



**Veterans & Allies**



**Women & Allies**



**Working Parents & Allies**

## Recent Awards & Recognitions

- 100% in Human Rights Campaign Foundation's 2023 – 2024 Corporate Equality Index
- Disability Equality Index's 2024 "Best places to work for disability inclusion"
- 36th out of 500 businesses for "America's best employers for diversity" by Forbes



# Industry Updates

# Strategic challenges facing higher education

## ❑ Industry headwinds

- Federal/state policy changes
- Financial and budgetary pressures
- Shifting enrollment demographics
- Addressing the value proposition

## ❑ Enhancing the student lifecycle model

- Investing in student-facing services to provide and demonstrate value

## ❑ Recalibrating the operating model and revisiting strategy for growth

- Revisiting opportunities to enhance operating margin while continuing to achieve mission goals

## ❑ Managing change management

- Successful outcomes require change in an environment that historically is challenged to embrace change



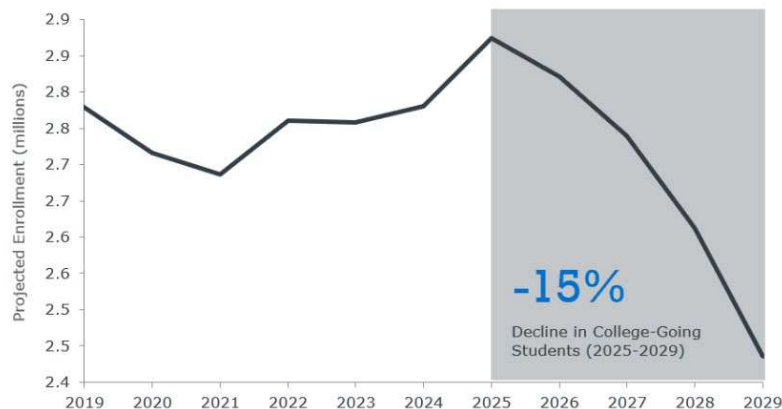
# Systemic Challenges: Higher Education Headwinds

Higher education institutions across the United States are facing significant challenges with declining enrollment rates and lower perceived value. Thus, to fulfill their mission, institutions must expand the value they provide to students and better communicate that value to be successful in an increasingly competitive environment.

## Enrollment Cliff

### Enrollment Projected to Drop Sharply After 2025

Forecasted Number of College-Going Students in the U.S. (millions), by Year of High School Graduation



## Declining Perception of Value

### Is college worth it?

**2/3** of students have student loan debt, the average being \$25,000

**46%** of B.A. students do not graduate within six years

**1/3** of all college grads take jobs that don't require college degrees.

(Around 50% of 2011 graduates were unemployed or underemployed)

Brand new community college graduates earn more on average than their new graduates with a four-year B.A.

**16%** of college graduates were "very prepared" for the workforce (according to one thousand hiring managers surveyed in 2011)

**500%** increase in the cost of college attendance since 1985-86 (compared to a 115% rise in the overall consumer price index in the same period.)

**57%** of Americans consider college a good investment (according to a 2012 poll, down from 81% in 2008)

# Enhancing the Student Lifecycle Funnel

Many higher education institutions are investing in improving their student facing services from marketing and admissions to student success and career services – it is vital to provide and communicate value to prospective, current, and past students.

## Student Considerations:

Should I enroll?

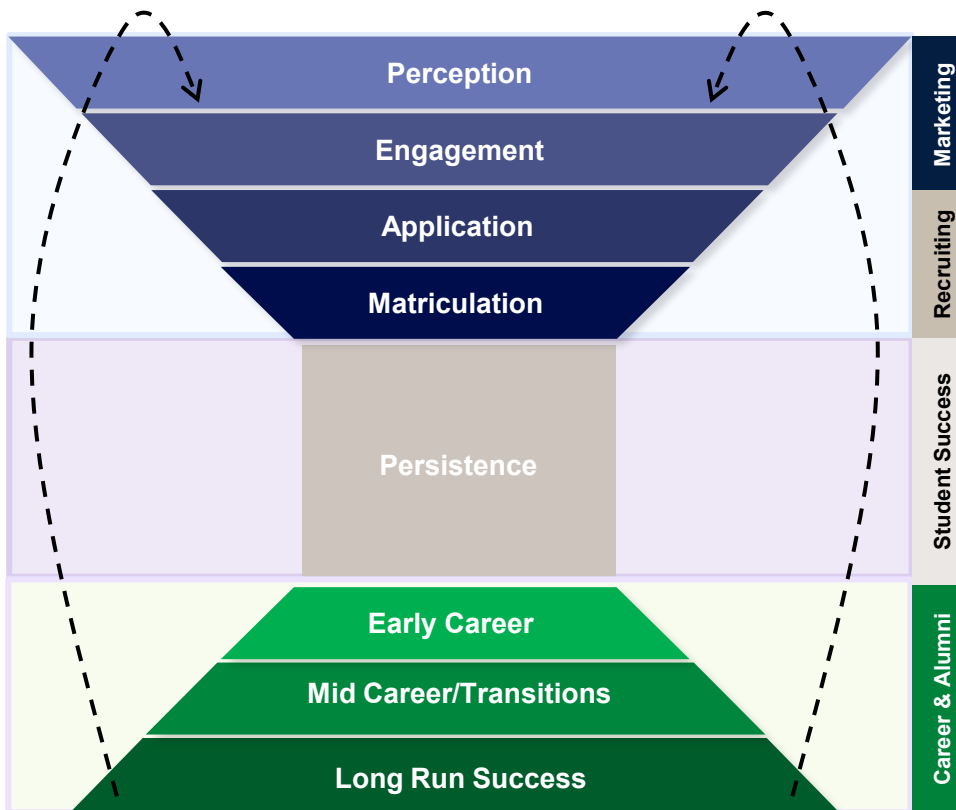
- Do I believe college is for me?
- Have I heard of and researched the institution?
- Am I interested in programs offered by the institution?
- Should I apply?
- Was I accepted?
- Do I believe this school fits my goals, career plans, and budget?
- Should I enroll?

Will I persist?

- What is my financial plan for school?
- What am I interested in studying?
- Am I succeeding in class?
- Have I found a community?
- Will I be employed upon graduation?

Where am I going?

- Am I gainfully employed?
- Is my career progressing?
- Do I feel connected to my alma mater?
- How can I engage with my alma mater (time, money, etc.)?



## Institutional Questions to Address:

### Core Goal: How do we increase enrollment?

- What is our value proposition?
- What is our message & communication channels?
- What are our competitors doing that is resonating with prospective students?
- What are the key target markets for net-new enrollment growth?

### Core Goal: How do we increase equitable graduation rates?

- What are the key drivers affecting engagement, retention, and graduation for our students?
- How can we enhance experiential learning and career services to better prepare students for the real world?

### Core Goal: How do we keep alumni involved?

- Do we know how to contact all of our alumni?
- Do we know what they are doing?
- Is our value proposition and services understood by our alumni?

*Long run success funnels back into future perception of the institution*

# Recalibrating Higher Education's Operating Model

Institutions are also focusing on improving their “back office” functions from budget models and ERPs to procurement and grants management – there is often ample efficiencies and saving that can be gained to support greater mission achievement.

- Are we structured to deliver value?
- Are there too many management layers?
- Does our span of control allow for optimal efficiency?
- Is our organization aligned to our strategy?

- Do we have efficient and effective governance?
- What policies and procedures do we currently have in place?
- Are policies aligned to statutory or industry regulations?
- Are process owners defined for each function?

- Do we have data integrity challenges?
- What financial or operational data is critical for decision-making?
- Does our chart of accounts effectively support reporting and analysis?
- Do our reports enable valuable mission insights?

- What are the metrics / KPIs that define our success?
- Which metrics are important to our stakeholders?
- Do our analytics provide insight into current operational performance?
- What skill gaps do we need to fill now, while also planning for the future?



- What is our organizational culture?
- How do we foster continuous improvement for our teams?
- Do current roles address business needs?
- Do we have areas of “key person” risk?

- Where can we operate to be most efficient and cost effective?
- Which functions should be centralized? Which functions can be in-sourced vs. out-sourced?
- What are our key service offerings?
- Can a third party deliver higher capability at a lower cost than our internal operations?

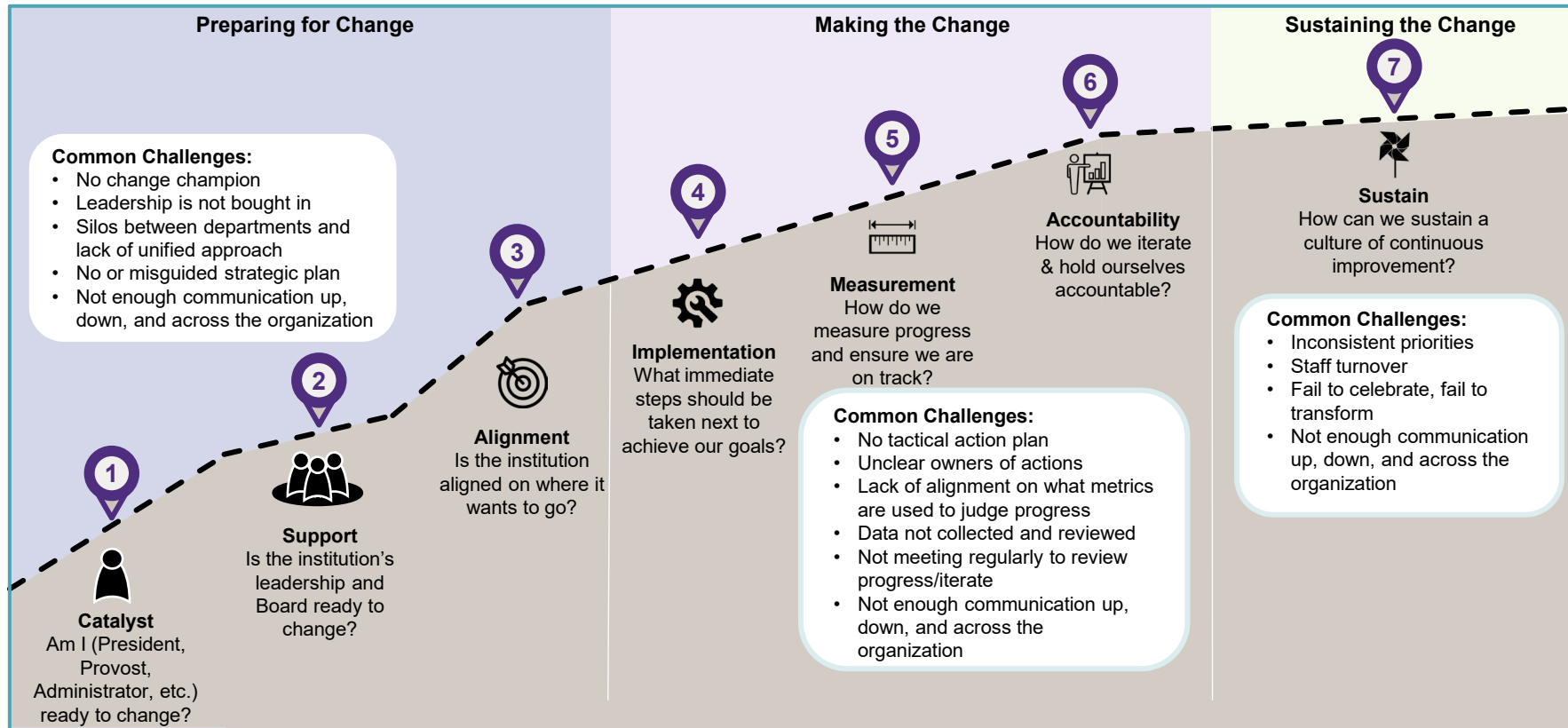
- Where are manual processes pervasive?
- What processes can be made more efficient?
- Do we have high diversity of practice within the organization?
- Are all key processes clearly defined?

- What core technologies do we leverage?
- Are we underutilizing existing applications?
- Are there opportunities to implement automation?
- What digital technologies can advance our business objectives or differentiate us?



# Enabling Change is Hard in Higher Education

A full cultural transformation is a years-long process beginning with a catalyst for change and concluding with accountability mechanisms to ensure that the work to enhance the student funnel and operating model doesn't cease but becomes a habit.



# S&P Global

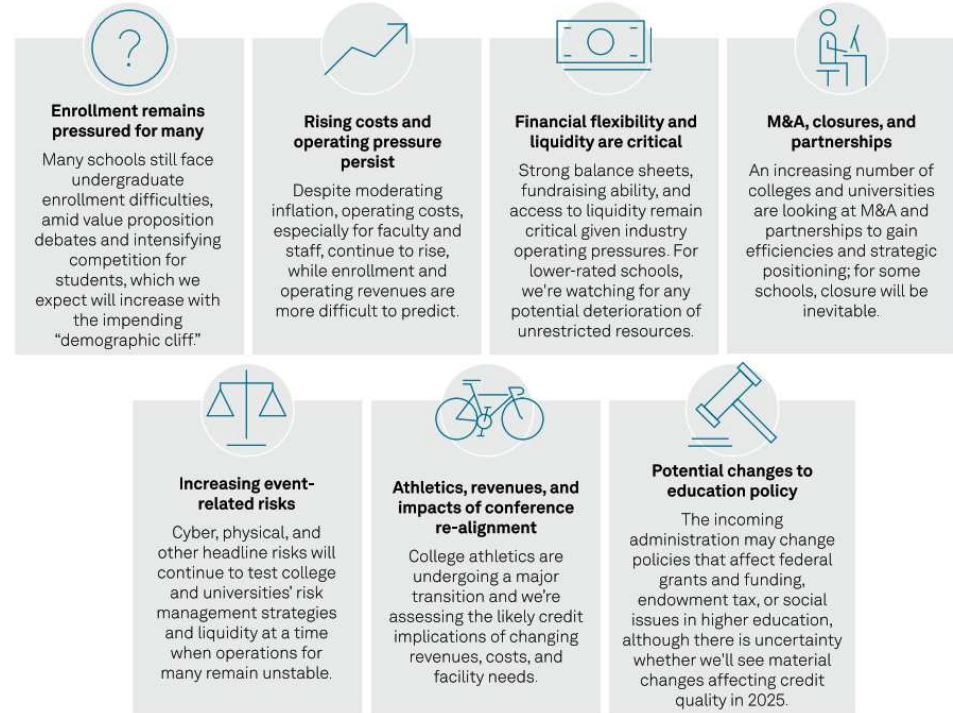
## U.S. Not-For-Profit Higher Education Outlook 2025\*

### What we're watching -- Not-for-profit higher education

### THE CREDIT QUALITY DIVIDE WIDENS

S&P's sector outlook is mixed for the third consecutive year – stable for institutions with strong geographic pull and fiscal flexibility, but negative for regional institutions with limited financial resources.

Enrollment declines and budgetary pressures persist across the board. Though international enrollment has risen, changes in federal policy could hinder this growth. Rising salaries and scholarship costs have generally outpaced revenue recovery. In fiscal 2023, 50% of rated private universities generated operating deficits. Fiscal 2024 operating margins were generally weaker, and fiscal 2025 margins may dip even lower, particularly for institutions at the bottom of the ratings scale.



# S&P Global U.S. Not-For-Profit Higher Education Outlook 2025

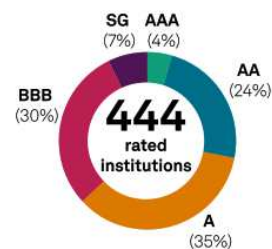
In fiscal 2024, balance sheets remained stable, if not slightly improved, largely a result of positive investment returns and slower capital spending.

Though most S&P-rated schools continue to maintain credit strength and financial flexibility, institutions at the lower end of the ratings scale are struggling to improve or stabilize cash flow and replace non-recurring revenue sources.

Industry headwinds, including new federal administration policies and declining enrollment, may impact institutions in different ways.

## U.S. not-for-profit higher education: by the numbers

### Rating category distribution



### Private universities median metrics over time

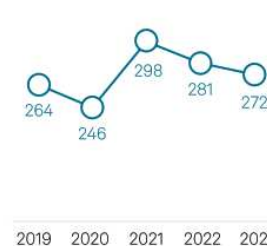
#### FTE enrollment growth



#### Net operating margins



#### Cash and investments/debt



### Outlook distribution



### Rating and outlook actions

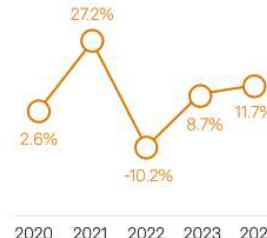
Downgrades to upgrades

**2.2 : 1**

Unfavorable to favorable outlook revisions

**3.0 : 1**

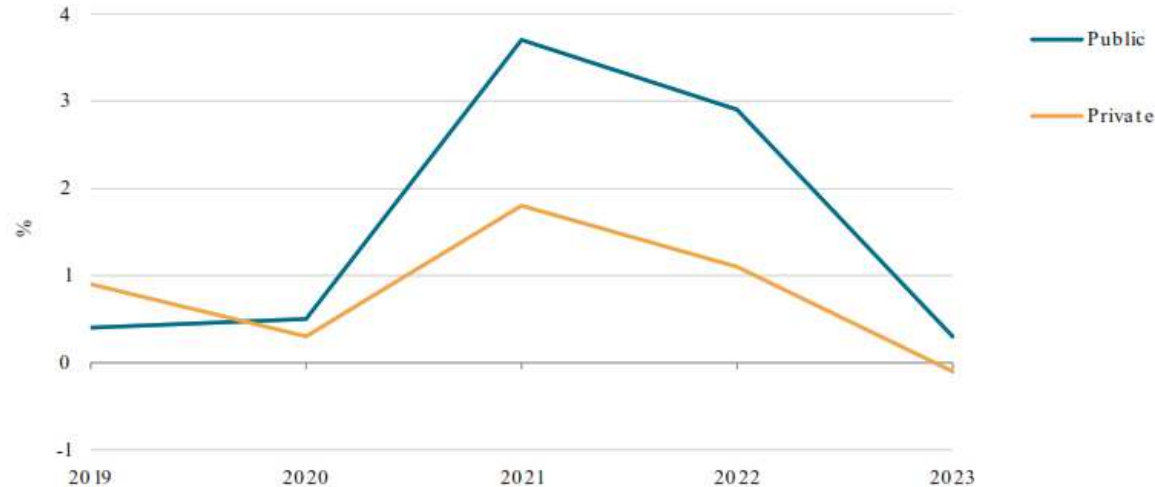
### Average investment returns



Data as of Nov. 30, 2024. Fiscal years cited above. SG--Speculative-grade. FTE--Full-time equivalent. Source: S&P Global Ratings, Wilshire Trust. Copyright © 2024 by Standard & Poor's Financial Services LLC. All rights reserved.

# S&P Global U.S. Not-For-Profit Higher Education Outlook 2025

Median net operating margins, public versus private universities



Falling enrollment numbers, combined with rising institutional financial aid, have diminished net tuition margins. Institutions continue to face budgetary pressures driven by increasing expenses for faculty salaries, insurance (including health and cyber), as well as a buildup of deferred maintenance costs. Extraordinary endowment draws and in some cases, endowment loans, have helped bridge operating gaps but are not sustainable long-term. Approximately twelve S&P-rated schools experienced a debt covenant default in 2024, and that number is expected to rise in 2025.

Source: S&P Global Ratings.

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# S&P Global

## U.S. Not-For-Profit Higher Education Outlook 2025



### Leadership Turnover

The average tenure of college and university presidents is declining, complicating efforts to develop and enact long-term strategies. Steady and effective leadership is key to maintaining ratings stability.

### Mergers and partnerships

Consolidations may help improve or maintain credit quality, but such transactions are generally challenging and time-consuming to close. Institutions with valuable real estate, brand, or institutional core competencies face easier pathways to affiliations or mergers. Partnerships outside of core mission areas (like parking or housing) may become more prominent.

### AI Integration

Some institutions have begun utilizing AI for admissions and marketing, among other areas. Though AI provides opportunities to bolster operational efficiencies and enrollment, concerns exist over AI ethics and data privacy.

### Federal policy

Certain potential policy changes, including a reduction of DEI initiatives and student debt forgiveness, could weaken enrollment further. Foreign policy changes could impact international enrollment, which declined during President Trump's term.

# Fitch Ratings

## U.S. Higher Education Outlook 2025\*

### DETERIORATING OUTLOOK TO INTENSIFY FOR U.S.COLLEGES IN 2025

For the higher education sector, particularly heavily tuition-dependent institutions, operating pressures will persist. Primary drivers of these pressures include variable enrollment, increasing labor costs and capital needs, softened demand for higher ed caused by growing household debt and waning consumer spending, reduced fundraising and research funding, increase regulator scrutiny, and meager net tuition growth expectations. Consolidation will likely continue at a high rate as budgetary flexibility at tuition-dependent institutions declines.

### Core Credit Drivers: Higher Education

Sub-Sectors	Revenues			Expenditures				Financial Profile		
	Personal Income/ Affordability	Real-Estate Values	Demand/ Volumes	Labor Costs	Labor Availability	Non-Labor Operating Costs	Capital Input Costs	Leverage	Cost of Debt	Financial Reserves & Liquidity
Higher Education	↔	↔	↘	↔	↔	↔	↔	↘	↗	↔

↑ Improving – High relevance. ↗ Improving – Moderate relevance. ↔ Neutral. ↘ Deteriorating – Moderate relevance.

↓ Deteriorating – High relevance. N.A. – Not a material driver of credit quality in the sector.

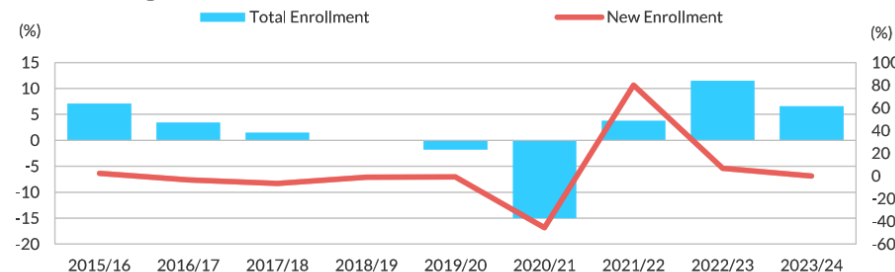


# Fitch Ratings U.S. Higher Education Outlook 2025

## Mixed enrollment dynamics

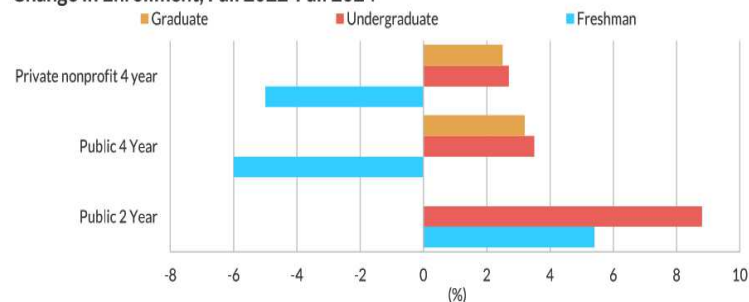
- **Freshman enrollment has declined**, particularly at 4-year institutions (see chart below)
- **International enrollment remains nebulous** and highly susceptible to changes in geopolitical sentiment and policy (see top right chart)
- **Minimal net tuition growth** is expected (2-4%) with tuition increases tempered by lower demand (see bottom right chart)

## Annual Change in International Enrollment



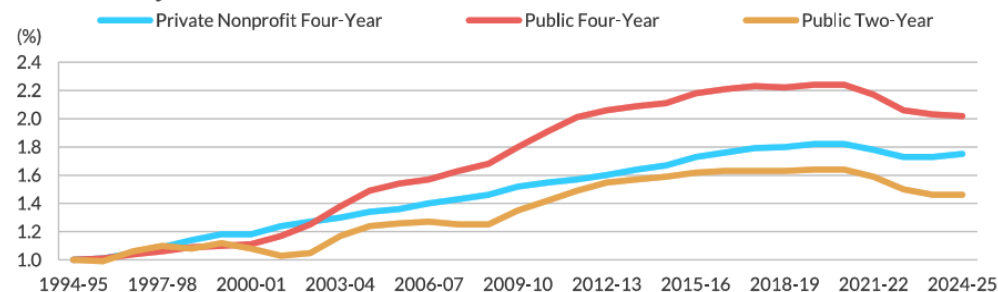
Source: Fitch Ratings, Institute of International Education. (2023).

## Change in Enrollment, Fall 2022-Fall 2024



Source: Fitch Ratings, National Center for Education Statistics.

## Inflation-Adjusted Published Tuition and Fees Relative to 1992-1993



Note: Seasonally adjusted.

Source: Fitch Ratings, U.S. Bureau of Labor Statistics.

# Fitch Ratings

## U.S. Higher Education Outlook 2025

### Macroeconomic conditions remain a factor

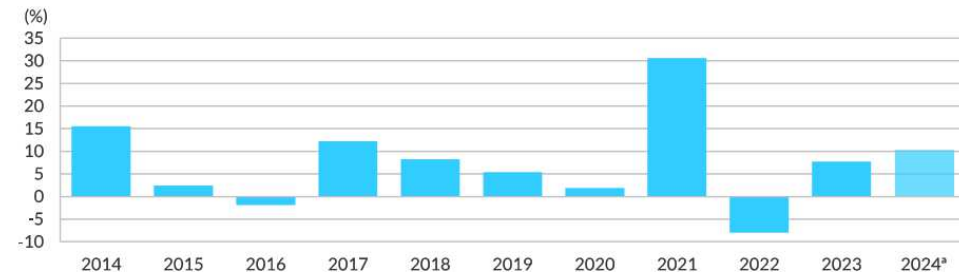
- **State funding continues to improve**, but low growth (1%) is expected in fiscal 2025 (see chart below)
- **Market performance remained strong in 2024**, and accessible liquidity will continue to be a key factor, especially with organizations that have less financial flexibility (see chart right)
- **Capital spending is expected to accelerate** after years of deferred maintenance

State Funding Over Time



Source: Fitch Ratings, State Higher Education Executive Officers Association (SHEEOA, 2024).

Average Annual Net Investment Return



<sup>a</sup> 2024 is estimated.

Source: Fitch Ratings, 2023 NACUBO-TIAA Study of Endowments.

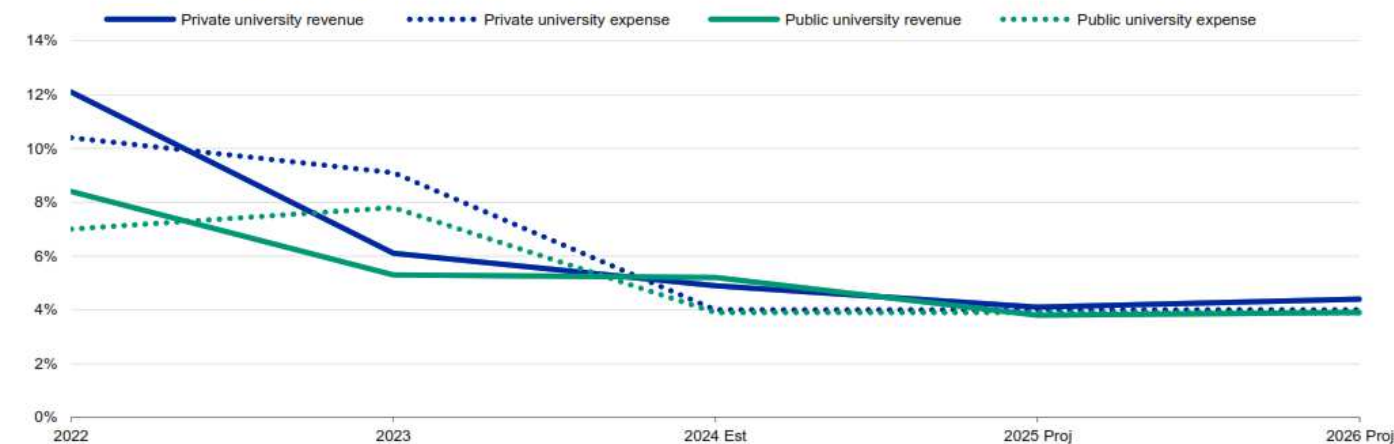


# Moody's Ratings U.S. Higher Education Outlook 2025\*

## STABLE AS REVENUE AND EXPENSE PATHS CONVERGE, THOUGH RISKS LURK

Revenue growth expected to rebound by ~4%, buoyed by increases in net student revenue, patient care, contributions, and state funding. However, institutions experiencing enrollment issues will continue to struggle, with net tuition revenue declines expected at 25% or private and under 20% of public institutions.

Revenue and expense growth rates will converge

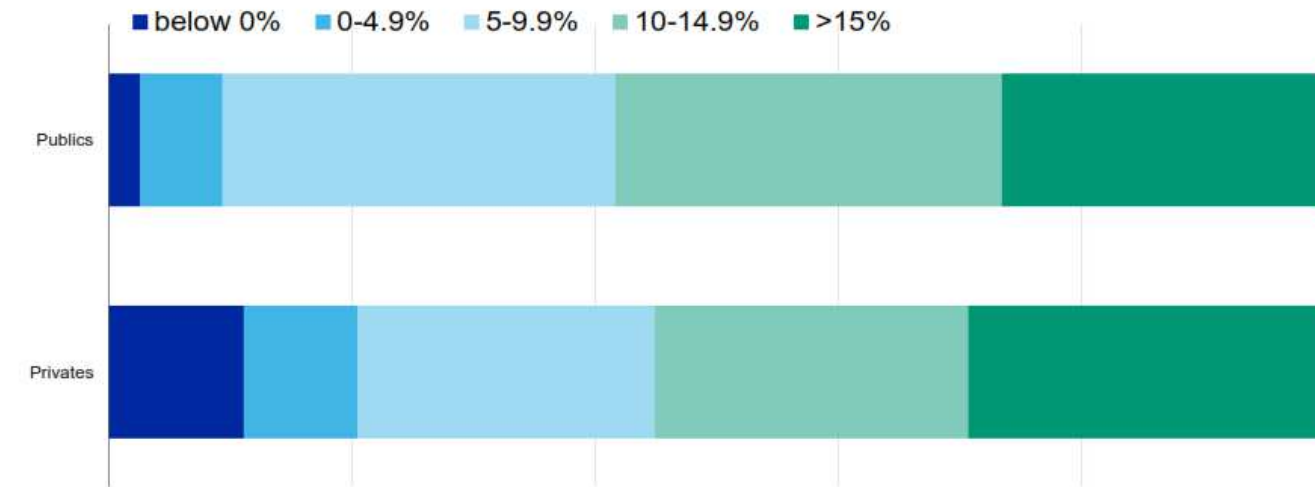


Source: Moody's Ratings

# Moody's Ratings U.S. Higher Education Outlook 2025

Expense growth expected to hold to ~3.5% as inflation cools (though still outpacing inflation because of high labor costs). Approx. 1/3 of private and 1/5 of public schools will experience constricted margins leading to operating deficits >2%.

Margins over 10% for more than half of the sector demonstrate the ability of most institutions to control expenses  
EBIDA margins by percentage of sector

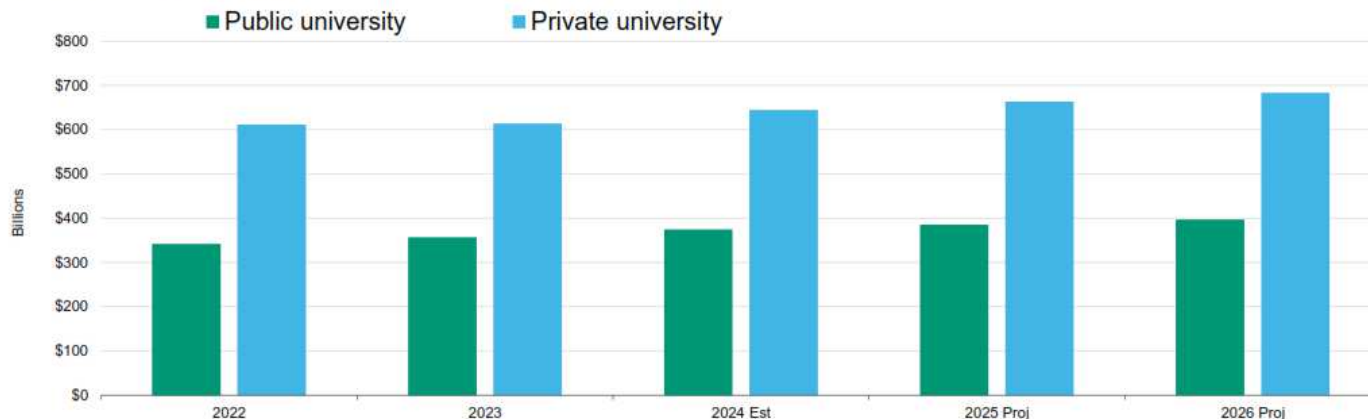


Source: Moody's Ratings

# Moody's Ratings U.S. Higher Education Outlook 2025

Balance sheets will remain stable largely due to strong investment performance and improved donor spending, and falling interest rates will provide opportunities for debt issuances to address pent-up capital spending needs. Endowment spending is expected to comprise 14% of total revenue at private institutions, compared to just 4% and public universities.

Continued momentum in financial reserve growth will support sector stability  
Total sector cash and investments

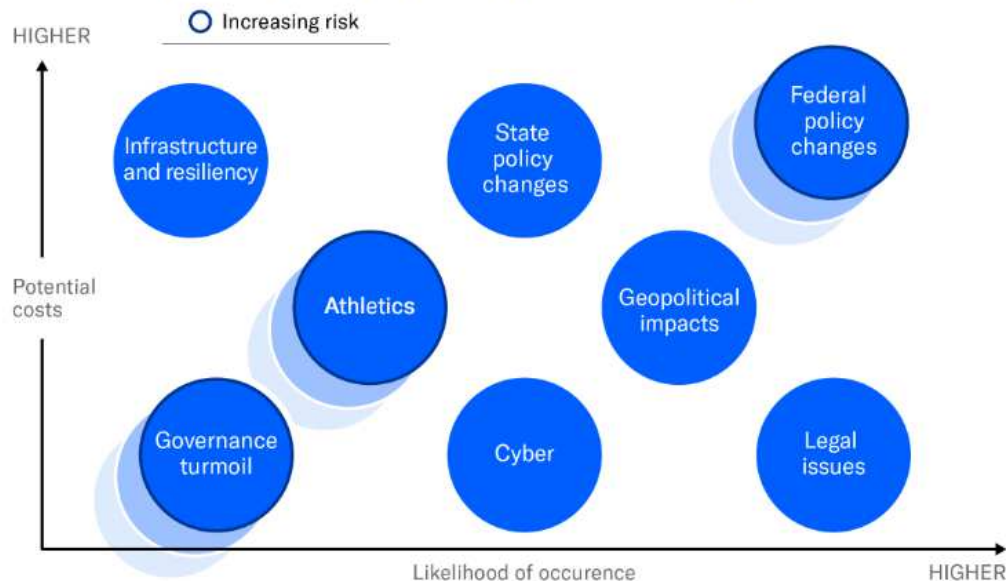


Source: Moody's Ratings

# Moody's Ratings U.S. Higher Education Outlook 2025

Risks from governance turmoil to policy changes bring the possibility of rising costs, with risks in some areas increasing at a faster pace

Nontraditional expense drivers, like cyber risk, climate change, governance turmoil, geopolitical tensions, and changing government policies, could increase costs.



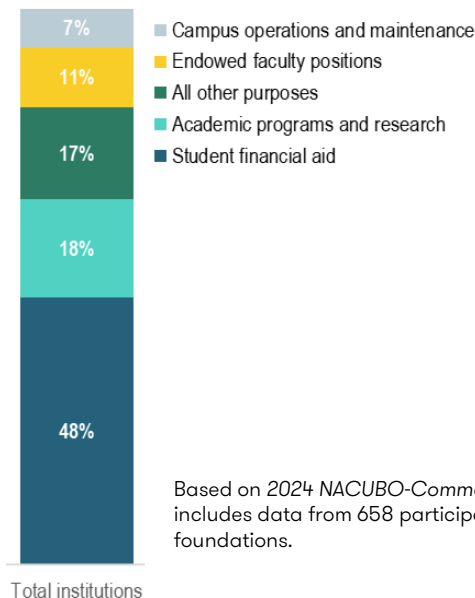
Source: Moody's Ratings

# 2024 Endowment performance and spending

NACUBO-Commonfund study shows 6.8% 10-year average annual return (11.2% 1-year average in 2024), increase in spending withdrawal to a collective \$30 billion

- Endowment assets of all participating institutions totaled \$874 billion (median= \$243 million). Approximately 30% of participants had endowments totaling \$100 million or less.
- Total endowment spending of \$30 billion in FY24 represented a 6.4% year-over-year increase.
- Participants used endowment distributions to cover an average of 15.3% of their annual operating budgets.
- Average effective spending rate increase moderately to 4.8% from 4.6% in FY23.

Spending Policy Distributions by Purpose



Based on 2024 NACUBO-Commonfund Study of Endowments® (NCSE), which includes data from 658 participating U.S. colleges and universities and affiliated foundations.

# Annualized returns over time

## Average One-, Three-, Five-, 10-, 15-, 20-, and 25-Year Net Annualized Returns

Numbers in <u>percent</u> (%)	TOTAL INSTITUTIONS
<b>TOTAL INSTITUTIONS</b>	<b>658</b>
1-year net annualized return	11.2
3-year net annualized return	3.4
5-year net annualized return	8.3
10-year net annualized return	6.8
15-year net annualized return	8.2
20-year net annualized return	6.9
25-year net annualized return	6.1

Based on 2024 NACUBO-Commonfund Study of Endowments® (NCSE), which includes data from 658 participating U.S. colleges and universities and affiliated foundations.

- In a departure from historic norms, FY24, endowments with assets under \$50 million performed better (earned 13%), compared to 9.1% earned by endowments with assets over \$5 billion.
- Over the previous 10-year and 25-year periods, endowments with assets over \$5 billion earned 8.3% and 8.5%, respectively, compared to 6.5% and 4.5%, respectively, for endowment with assets under \$50 million.
- In FY24, smaller endowments included substantially larger allocations of public equity market investments, which performed well. Larger endowments tend to include higher allocations of alternative investments, which typically earn more in the long-term.

# Washington update

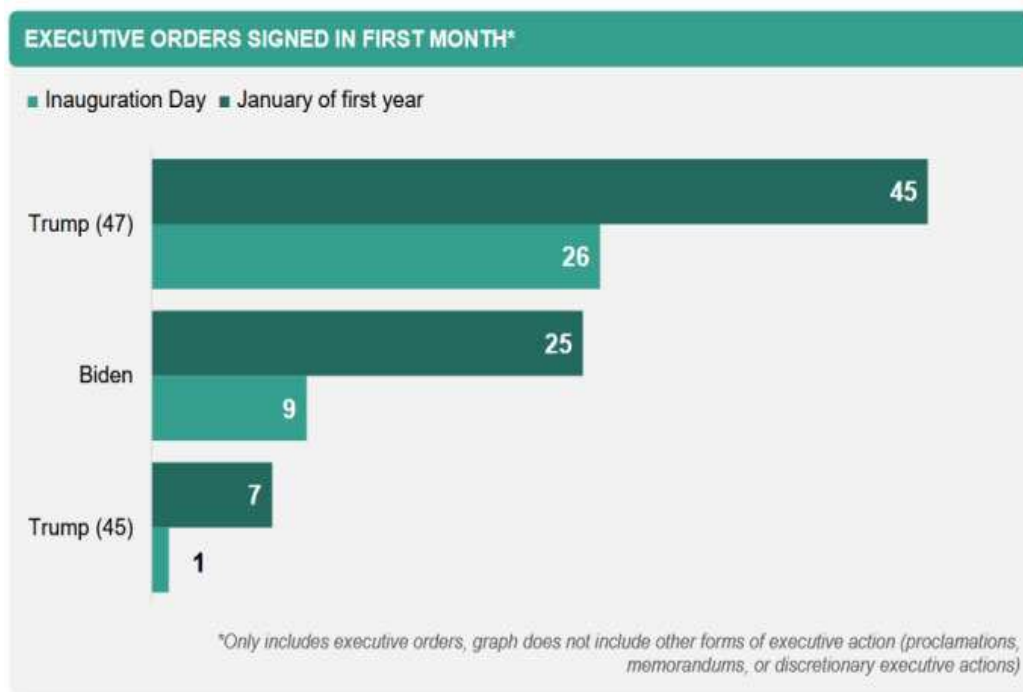
Potential programs to be included in 2025 government budget reconciliation that impact higher education institutions:

- Endowment tax expansion to 14%
- Increases applicability of endowment tax (by adjusting the criteria to measure student count used to determine applicability of tax)
- University Accountability Act would enact penalties for colleges and universities that violate students' rights under Title IV of Civil Rights Act (applies to higher education, protect against discrimination)
- Eliminate exclusion of interest on State and Local bonds
- End tax preferences on other bonds
- Eliminate tax exempt status for hospitals
- Eliminate deductions for charitable contributions to health organizations
- Repeal Green Energy Tax Credits

Potential provisions impacting students and families including the following:

- The exclusion of scholarship and fellowship income from taxable income
- The deduction of interest on student loans
- The American Opportunity Tax Credit
- The Lifetime Learning Credit

Source: [NACUBO News 2025](#)



# Recent headlines from Washington

## McMahon Confirmed for “Final Mission”

## Brown University Lays Out Plan To Reduce A \$46 Million Budget Deficit

NIH 15% Cap on Indirect Cost Reimbursement - Information & Resources



## Steep Drop in Credit Scores Hits Student-Loan Borrowers

About 43% of those who owe payments haven't resumed making them

## Trump administration cancels \$400 million in funding to Columbia University

Links to articles included on this page (certain links may be restricted due to paywalls):

- 1) [McMahon Confirmed for “Final Mission”](#) (NAICU)
- 2) [Trump administration cancels \\$400m in funding to Columbia University](#) (Washington Post)
- 3) [NIH 15% Cap- Info and Resources](#) (COGR)
- 4) [Steep drop in credit scores hits student-loan borrowers](#) (WSJ)
- 5) [Brown University Budget Deficit](#) (FORBES)



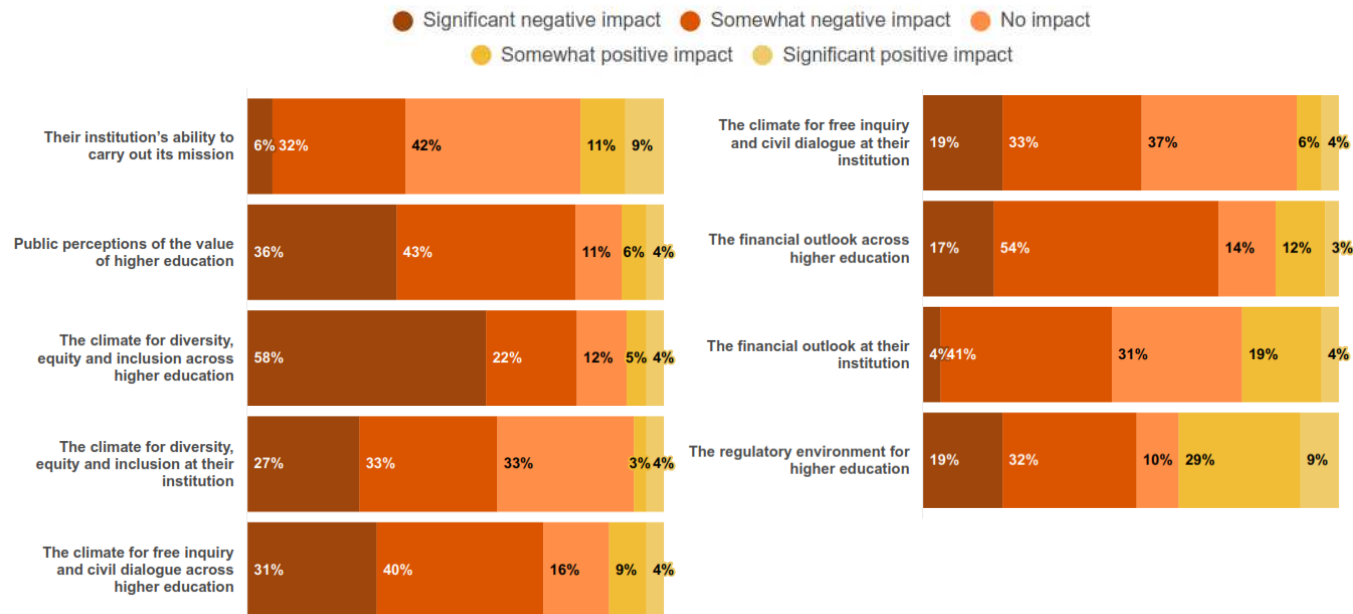
# “College Presidents’ Survey Finds Alarm Over Trump”

Most college presidents believe President Trump will have an overall negative impact on the sector, particularly with respect to the higher education regulatory environment and DEI.

However, respondents’ concerns at the sector level exceed those at the individual institution level. For example, 71% of respondents think President Trump will have a negative financial impact on the sector, but only 45% believe their institution will experience this negative impact.

Overall frustration with the executive branch has persisted between administrations. In the 2024 survey, 33% of respondents were satisfied with the Biden administration’s record, and 41% were completely or somewhat dissatisfied.

Presidents (all) anticipate what kind of impact the second Trump administration will have on each of the following areas:



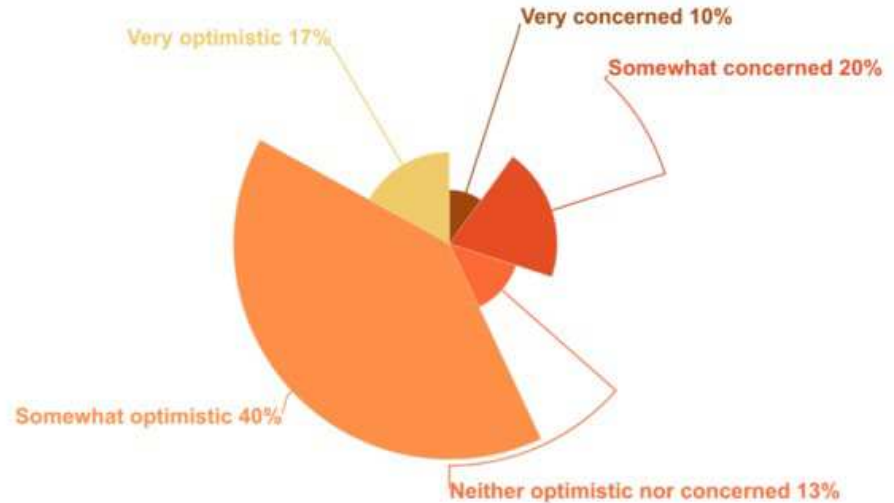
Source: [College Presidents Survey 2025](#) (IHE). Survey was performed in Dec 2024 - early Jan 2025 and there were 298 respondents from Public and Private institutions

# Almost 60% of college presidents “somewhat” or “very optimistic” on how they feel about growing influence of AI on higher education

Respondents expressed increased optimism compared to last year regarding the growing impact of AI on higher education. About half of college presidents indicated their institution has established an institution-wide AI task force or strategy, with 35% indicating they haven’t taken actions yet but they are “under development”. Areas that have the highest use of AI according to respondents are as follows (in order):

- Virtual chat assistants and chat bots
- Research and data analysis
- Analytics to predict student performance and trends
- Learning management systems
- Admissions process
- Administrative processes (e.g., scheduling, resource allocation)
- Student engagement
- Cybersecurity
- Fundraising
- Student advising and support
- Institutional planning and decision-making
- Grading and assessment

**Presidents (all) share how they feel about the growing impact of AI on higher education:**



Source: [College Presidents Survey 2025](#) (IHE), Survey was performed in Dec 2024 - early Jan 2025 and there were 298 respondents from Public and Private institutions

# Forbes 2025 trends in higher education

1

Trump's Higher Education Agenda Emerges, five issues will take center stage:

- i. Plans for the Department of Education
- ii. Upending the accreditation process
- iii. Changing priorities of the NSF and NIH
- iv. Tying federal financial aid to curriculum
- v. Fate of DACA

2

AI becomes part of college infrastructure (the discussion will expand beyond how faculty and students use it to how it will be used at an enterprise level, and in curriculum, perhaps becoming a core subject at some universities)

3

State legislature takes on University Governance (anti-tenure, DE&I initiatives, legacy admissions, shared governance under attack)

4

Financial challenges continue, supported by the three primary rating agencies pointing to significant pressures in this sector

5

The playing field for college athletics continues to shift (NIL, revenue-sharing, transfer portals, and conference consolidation and realignment)

\*Source: [The Year Ahead In Higher Ed: 5 Trends To Watch In 2025](#) (Forbes)

# Trends in IT- Educause says “Restoring Trust”\*

The 2025 EDUCAUSE Top 10 describes how higher education technology and data leaders and professionals can help restore trust in the sector by building competent and caring institutions and, through radical collaboration, leverage the fulcrum of leadership to maintain balance between the two.

## 2025 EDUCAUSE Top 10

- #1. *The Data-Empowered Institution:*** Using data, analytics, and AI to increase student success, win the enrollment race, increase research funding, and reduce inefficiencies
- #2. *Administrative Simplification:*** Streamlining and modernizing processes, data, and technologies
- #3. *Smoothing the Student Journey:*** Using technology and data to improve and personalize student services
- #4. *A Matter of Trust:*** Advancing institutional strategies to safeguard privacy and secure institutional data
- #5. *The CIO Challenge:*** Leading digital strategy and operations in an era of frequent leadership transitions, resource limitations, societal unrest, and rapid technology advancements
- #6. *Institutional Resilience:*** Contributing to institutional efforts to prepare for and address a growing number and range of risks
- #7. *Faster, Better, AND Cheaper:*** Using technology to personalize services, automate work, and increase agility
- #8. *Putting People First:*** Helping staff adapt, upskill, and thrive in an era of rapid change and ongoing digital advancements
- #9. *Taming the Digital Jungle:*** Updating and unifying digital infrastructure and governance to increase institutional efficiency and effectiveness
- #10. (tie) *Building Bridges, Not Walls:*** Increasing digital access for students while also safeguarding their privacy and data protection
- #10. (tie) *Supportable, Sustainable, and Affordable:*** Developing an institutional strategy for new technology investments, pilots, policies, and uses

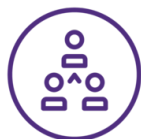
\* Source: [2025 Educause Top 10: Restoring Trust](#)

# The Road Ahead



## Risk Management

Must be more than risk-aware but risk intelligent. Requires a supportive framework for active risk oversight of topics.



## Committee Composition

Committee composition and succession planning that includes the right skillsets to provide effective oversight over Committee scope.



## Financial Reporting & Compliance

Build knowledge and strong understanding of financial statements, accounting and financial reporting.



## Oversight of Audit

Build knowledge and strong understanding of the audit process and how to effectively provide oversight.



## Ethics and Compliance

Define the scope of matters and responsibilities that belong to the Committee.



## Technology

Build technology and information security risk knowledge into ongoing Committee education.

# Thought leadership for Higher Education Institutions

# Governance IQ – Strengthen your board and audit committee

*Addressing today's higher education governance challenges to effectively advance your mission*

- Monthly governance insights
- Comprehensive board guidebooks
- Dedicated to serving our clients



ARTICLE

## 6 actions to take to avoid conflicts of interest

Tax-exempt organizations can take our 6 actions to help avoid conflicts of interest. Protect your assets and tax-exempt status.



ARTICLE

## 3 legal duties every board member must follow

Make sure you understand and take the right actions.

Sign up at: <https://www.grantthornton.com/industries/nfp-higher-education/governance-iq>



# Additional Higher Education resources



ARTICLE

## Manage declines in college enrollment and revenue

Address the risks of declining college enrollment and revenue b...



ARTICLE

## Not-for-profits must adapt tax plans for remote work

Many tax rules haven't changed, but your workplace has.



ARTICLE

## When is a university no longer a university?

A university has a mission and benefits beyond a career.



SURVEY REPORT

## CFOs juggle costs as they maintain confidence

CFOs aren't letting their optimism about the U.S. economy impeded...

Find all of these articles and more at: <https://grantthornton.com/nfp>



# Higher Education Board and Audit Committee Guides



GUIDEBOOK

## Higher Education Board Guidebook

Gain the knowledge you need to be an effective trustee at a higher education institution.



GUIDEBOOK

## Higher Education Audit Committee Guidebook

Get an overview of the structure and duties of an audit committee at a higher education institution.

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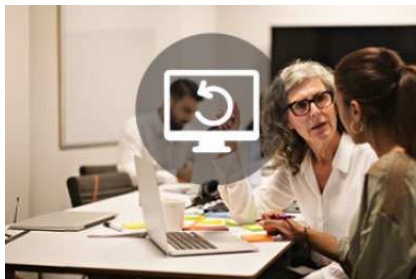
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— What's the right  
amount for my  
organization?**



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COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, June 5, 2025 - 2:30 p.m.

Present: Mr. Harold T. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Patrick Clancy, Mr. Michael Cooper, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Roz McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Josephine Di Gregorio, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Dr. Shannon Rooney, Dr. David Thomas, Ms. Carolyn Flynn, Mr. Tim Spreitzer, and Dr. Judy Gay

(1) Executive Session I

(2) Meeting Called to Order

Mr. Epps called the meeting to order and stated that Executive Session I was devoted to a discussion of legal, real estate, and personnel matters.

Mr. Epps reviewed the goals for the meeting:

- Commencement Debrief
- Update on Enrollment
- Finalize the Slate of Board Officers

(3) Public Comment

Mr. Epps asked if there were any requests for Public Comment. Ms. Flynn stated that 8 requests had been received for Public Comment. She stated that each individual will have 3 minutes for public comment.

- William Esposito, faculty, stated that Talar Kaloustian, faculty, who was not present at the meeting, asked him to speak on her behalf. On behalf of Talar Kaloustian, Mr. Esposito spoke on the need for the hiring of ESL faculty.
- Monica Hahn, faculty and Department Head, Art and Design, spoke regarding the hiring freeze in the Art and Design department. She stated that CCP's art students transfer to prestigious art schools. Dr. Hahn stated that faculty give care, attention, and considerable time to students. Dr. Hahn stated that enrollment is up 30% in Art and Design but that faculty are down 22%. Dr. Hahn asked members of the Board to unfreeze the Art and Design/Ceramics hiring line.

- Kara Crombie, faculty, Photography Department, stated that Art Danek is retiring from the Photography department. She stated that there is no full-time faculty in Photography other than her. Ms. Crombie asked the Board to put themselves in the shoes of students. She stated that faculty mentor students and are active with students past graduation. Ms. Crombie asked the Board to think of our students and reconsider the hiring of faculty, including the Digital Photography line.
- William Esposito, faculty, stated that colleagues have already spoken regarding the hiring of faculty. He stated that he participated in the search committee which held a number of meetings and he did it without pay. Mr. Esposito stated that he spent more than 60 hours interviewing 18 candidates for the five faculty hiring lines. Mr. Esposito stated that the hiring committee was not told about the freezing of hiring lines. He urged the Board to reinstate the hiring of faculty.
- Anne Slivjak, faculty, stated that the College's Nursing department is meeting all of Philadelphia's health care needs by preparing students to become professional nurses. She stated that in the last three years, nursing faculty have been reduced from 30% to 22%. Ms. Slivjak stated that she worked for 6 months to recommend a candidate for the nursing position. She urged the Board to strongly support the hiring. Ms. Slivjak read the Core Values and the Mission of the College which provide the opportunity for students to rise.
- David Johnson, graduate of the College's Art program, spoke on how well faculty prepare students for careers in the arts. He stated that he was accepted by a prestigious art school to continue his education. Mr. Johnson urged the Board to reinstate the hiring of faculty.
- Renee Holloway, faculty, spoke on the hiring freeze and its impact on staff and students. She urged the Board to do the right thing and work together to unfreeze the hiring lines.

Mr. Epps stated that the Board agrees about the hiring of more faculty. At the same time, the College community needs to understand the challenges that the College is facing due to uncertainty regarding the City, State, and Federal funding. Mr. Epps noted that the College has not raised tuition in almost a decade to keep education available to students.

(4) Student Outcomes Committee, May 1 and 20, 2025

Ms. Fulmore-Townsend reported that the Student Outcomes Committee met on May 1, 2025. The Committee reviewed the Culinary Arts Associate in Applied Science program. She stated that the program prepares students for entry-level management roles in restaurants, hotels, and other food service operations. Ms. Fulmore-Townsend stated that enrollment is

strong despite the impact of COVID-19 as the program is hands on. Ms. Fulmore-Townsend stated that the program has partnerships with local restaurants and successful alumni of the program in leadership roles within the food industry. The program also has partnerships with the Convention and Visitors Bureau and other partnerships where students can have hands on experience.

Ms. Fulmore-Townsend stated that an alumni of the program and a student, who is a member of the 2025 Class, shared their experience in the program, and praised the program for fueling his passion and equipping him with the skills to run a business. Ms. Fulmore-Townsend stated that the Committee emphasized the importance of stronger connections with industry, such as Visit Philly, the Restaurant and Lodging Associations, and hospitality venues such as the Union League and the Marriott.

Ms. Fulmore-Townsend reported that the Committee reviewed the Tourism & Hospitality Management Associate in Arts Program review. She stated that the program was launched in 2019. She stated that the COVID-19 pandemic negatively impacted enrollment in the program. Ms. Fulmore-Townsend stated that the program is designed to develop hospitality leaders who can contribute to the region's economic development. She stated that the program emphasizes experiential learning and offers industry certification. Ms. Fulmore-Townsend stated that a new one-year proficiency certificate has been introduced as a pathway to the Associate of Arts degree which helps students enter the workforce or continue their studies. Ms. Fulmore-Townsend stated that the program has partnership with the Sofitel, Marriott, Holiday Inn Express, and the Convention Center.

After discussion, the Committee approved the Culinary Arts in Applied Science program and the Tourism and Hospitality Management program for an extension of five years. Both program reviews are part of the Consent Agenda for Board approval.

Ms. Fulmore-Townsend reported that the Student Outcomes Committee also met on May 20, 2025 to review faculty promotions. She stated that she was very excited regarding the group of faculty for promotion. Ms. Fulmore-Townsend asked Dr. Powell to present the list of faculty for promotion.

Dr. Powell stated that she was pleased and honored to present the candidates for promotion. She stated that faculty for promotion must show contributions and resulting outcomes to the College in several categories, namely, routine responsibilities; teaching effectiveness; support for learning and leadership; service to students; contributions to the life of the College; and service to the profession.

Dr. Powell stated that candidates for promotion produce a portfolio which was reviewed by the Deans, Department Heads, and the Provost. Dr. Powell provided a presentation outlining the background (**Attachment A**) of each candidate from assistant professor to associate and candidates from associate to full professor. Dr. Marshall stated that the faculty

for promotion are in attendance at today's meeting. Dr. Marshall and the Board recognized the following list of candidates for promotion:

Associate Professor to Professor

Dr. Faye Allard, Social Sciences  
Mr. Jeffrey Markovitz, English  
Mr. Kelly McQuain, English

Assistant to Associate Professor

Dr. Mozhgan Bahadory, Chemistry  
Mr. Michael Hackett, Computer Technologies  
Dr. Terrilyn Hickman-Allen, Behavioral Health  
Mr. Laurence Liss, Computer Technologies  
Dr. Beena Patel, Biology  
Ms. Kate Sanchez, English  
Ms. Jennifer Schneider, Paralegal Studies

Ms. Fulmore-Townsend moved, with Mr. Cooper seconding, that the Board approve the slate of faculty promotions for 2025-2026 as presented. The motion carried unanimously.

In response to a question about how the College will promote the faculty promotions, Dr. Rooney stated that the faculty will be recognized in internal and external publications.

(5) Report of the Interim President

(a) Commencement

Dr. Marshall reported that Commencement took place on May 3, 2025. She stated that Commencement was a great success. Dr. Marshall thanked members of the Board for attending the ceremony and celebrating our students.

Dr. Marshall introduced Dr. Elise Michaux, the new Assistant Dean of Students. She thanked Dr. Michaux for her leadership in coordinating such a successful Commencement in the short time that she has been at the College.

Dr. Michaux provided a presentation (**Attachment B**) about the May 3, 2025 Commencement. She thanked members of the planning team for their support and outstanding work to help make the ceremony a success. Dr. Michaux stated that 977 of the 1,666 graduates attended the ceremony. She stated that 132 students graduated Summa Cum Laude; 168 Magna Cum Laude; and 215 Cum Laude.

Dr. Michaux reviewed highlights of the ceremony and various improvements that had been made to enhance commencement for students, their families, and friends of the graduates. Dr. Michaux reviewed and discussed takeaways from this year's commencement as well as a number of new activities for next year including a Grad Week and several initiatives that will help students to be better prepared for this great event.

Representative Cephas asked whether the College does any surveys of the student experience at Commencement. Dr. Rooney stated that the College's Assessment Office does a follow-up survey of the graduates.

Mr. Epps thanked everyone involved in the planning of the Commencement ceremony. Mr. Clancy gave a special thanks to Dr. Marshall for her amazing speech which set the tone for the ceremony.

(b) Budget Update

Regarding the College's budget, Dr. Marshall stated that the Business Affairs Committee and the Board will have an opportunity to review the budget on June 18, 2025. She stated that approval of the budget from the City should happen any day now.

At the request of Dr. Marshall, Ms. Flynn provided the following update of the "One Big Beautiful Bill Act" higher education proposed changes that are under consideration in Congress:

- 15% funding cut to the Department of Education;
- Elimination of TRIO programs, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) and Federal Supplemental Educational Opportunity Grant (FSEOG);
- Pell: increases credits required for Pell grant recipients and decreases maximum award to \$5,701 (decrease of \$1,685);
  - Full-time: from 24 to 30 credits per year (15 credits per semester)
  - Part-time: No minimum to at least 7.5 credits per semester
- Risk-sharing system: colleges would make payments to the Federal government based on a formula centered on unpaid student loan balances of former students; and
- Work-study program: Decreasing funding by roughly 80% (\$980 million to \$250 million) and employers would be required to pay 75% of the student's hourly wages and the Federal contribution would be reduced to 25%.



(Please note: The information listed about the "One Big Beautiful Bill Act" (OBBBA) reflects the status of the proposed terms of the bill on or about June 5, 2025, and not the final of the OBBBA. The final terms of the OBBBA can be found at <https://www.congress.gov/bill/119th-congress/house-bill/1/text>).

(c) Update on Enrollment

At the request of Dr. Marshall, Dr. Lipscomb provided an update on enrollment (**Attachment C**). He stated that for summer session I, enrollment is up 15% in head count and 18% in credit count. Dr. Lipscomb stated that there is a slight decline in new students and an uptick in returning students. Dr. Lipscomb stated that for summer session II, enrollment is up 19% in head count and 21% up in credit count. He stated that there is an uptick in new students and returning students are up by 17%.

Regarding fall enrollment, Dr. Lipscomb stated that fall enrollment is up 24% in head count; new students are up 23%; continuing students are up 25%; and credit count is up 33%. Dr. Lipscomb reviewed and discussed programs with notable increases by head count.

Dr. Lipscomb also provided graduate updates. He stated that staff continue to see an uptick in the number of students graduating.

(d) Foundation Report

At the request of Dr. Marshall, Mr. Spreitzer, President of the Foundation, stated that the Black and Gold Gala is scheduled on June 12, 2025. He stated that proceeds from the Gala go directly toward scholarships and student support services. Mr. Spreitzer stated that as of June 4, 2025, the Gala has raised \$563,079 in cash and written pledges (94% of the goal), with an additional \$15,000 in verbal pledges, totaling \$578,079 or 96% of our \$600,000 goal. Mr. Spreitzer stated that 255 tickets have been sold including sponsor tickets.

Mr. Spreitzer gave special thanks to Trustee Chair Epps and Trustees Fulmore-Townsend and Posoff, for their personal generosity and extensive efforts to bring in sponsors. He stated that they have been exceptional in making connections to the corporate, foundation, and philanthropic community. Mr. Spreitzer asked members of the Board to join Chair Epps and Trustee Fulmore-Townsend in reaching out to their network of colleagues, friends, and other connections to encourage support for the Black and Gold Gala to raise funds for scholarships and student support services.

Mr. Spreitzer stated that Marketing and Communications have launched an aggressive digital, print, and advertising buy to increase individual ticket sales. Mr. Spreitzer stated that the time is now for College faculty, staff, alumni, and students to commit to your sponsorship and/or purchase tickets. Mr. Spreitzer stated that tickets can be purchased at <https://foundation.ccp.edu/gala/tickets>.

Mr. Spreitzer stated that he looked forward to celebrating student success with the Board on June 12, 2025 at Vie.

Dr. Zanjani reported that she was excited to report that in the last two hours, the Foundation has achieved the goal for the Black and Gold Gala. Dr. Zanjani stated that it has taken all of us to move the event forward. She stated that 300-400 people are needed to fill the venue and that tickets are still available. Dr. Zanjani thanked Dr. Marshall, Mr. Spreitzer, Mr. Epps and the entire Board and staff for stepping up to achieve the goal.

(6) Combined Meeting of the Business Affairs and Executive Committees, May 21, 2025

Mr. Ford reported that the Business Affairs Committee met on May 21, 2025 in a joint session with the Executive Committee. He stated that the Business Affairs Committee continues to prioritize projects related to academics and safety while also focusing on opportunities to increase revenue and decrease expenses.

Mr. Ford stated that the Committee recommended that the Executive Committee support a \$1 increase in the daily parking rate and a \$3 increase in the weekend and evening rates for the Main Campus Garage effective July 1, 2025. Students, faculty, and staff who use their Lion Card will not have an increase for daily parking; they will have a \$2 increase for parking on weekends and evenings. Mr. Ford stated that these modest increases are the first since 2015, and the recommendations were based on a comprehensive analysis by staff.

Mr. Ford stated that the Business Affairs Committee also recommended that the Executive Committee approve five (5) contracts funded by the capital budget:

- (1) Haverford Systems, Inc. to replace outdated lighting in the auditorium;
- (2) CI Solutions to purchase enclosed wall systems to accommodate new and expanding programs; CCME (City College for Municipal Employment) funds will also be used for this project.
- (3) Columbus Construction LLC for renovation of the Mint Building doors and lobby. RACP funds will also be used for this project.
- (4) The Riff Group for building and refinishing furniture for the office move from 1500 Spring Garden.
- (5) Atlas Electrostatic Refinishing for painting and upholstering existing furniture.

Mr. Ford stated that the Business Affairs Committee also recommended that the Executive Committee approve three (3) contracts funded by the operating budget:

- (1) Wayne Moving to move furniture and office materials from 1500 Spring Garden;
- (2) Harmelin Media for the distribution of the Colleges advertising; and
- (3) The Association of Community College Trustees (ACCT) for comprehensive services for the presidential search.

Mr. Ford stated that Ms. Flynn also alerted the Business Affairs Committee that there was a modification to the naval pipeline equipment expenses previously approved. The Silicon Welding equipment that will be used can only be leased, not purchased. The College will have a three-year lease and the expense is less than previously approved. This was an information item only.

Mr. Ford stated that as part of the Media approval discussion, Dr. Marshall and Dr. Rooney were asked to present to the Board the overall marketing/branding strategy which may be a good way for the Board to understand how decisions are made in determining branding and program spends as well as how they measure ROI.

Mr. Ford moved, with Mr. Clancy seconding, that the Board ratify the actions taken by the Executive Committee. The motion carried unanimously.

Pastor Mason expressed concern regarding Harmelin media for advertising and requested that there be a discussion about diversity issues. Dr. Marshall stated that there will be a discussion about the College's media selections. Ms. Posoff agreed that this would be something to review during the summer months.

(7) Consent Agenda

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

- (a) Proceedings and Minutes of Decisions and Resolutions, Meetings of May 1 and 21, 2025
- (b) Grants and Gifts
- (c) Culinary Arts Associate in Applied Science Program
- (d) Tourism & Hospitality Management Associate in Arts Program

Mr. Cooper moved, with Dr. Jenkins seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(8) Report of the Chair

(a) Finalize Slate for Election of Board Officers

At the request of Mr. Epps, Mr. Clancy presented the following slate for Board Officers:

Harold T. Epps	Chair
Rosalyn McPherson	Vice Chair
Mindy Posoff	Vice Chair
Ajeenah Amir	Secretary

Mr. Clancy stated that the slate of Board Officers will be approved by the Board at the September 4, 2025 Board meeting.

(b) Summer Executive Committees

Mr. Epps reported that since the Board does not meet during July and August, a meeting of the Executive Committee will be scheduled to review and approve time-sensitive items from the Business Affairs Committee.

(c) Reminder: Black and Gold Gala, June 12, 2025

Mr. Epps reminded members of the Board of the Black and Gold Gala which is scheduled for June 12, 2025 at 6:00 p.m. at Vie.

(d) ACCT 2025 Leadership Congress  
October 22-25, 2025, New Orleans

Mr. Epps reminded members of the Board of the Association of Community College Trustees Leadership Congress which is scheduled for October 22-25, 2025 in New Orleans.

(e) Presidential Search Update

At the request of Mr. Epps, Ms. Ireland provided an update on the Presidential Search. She stated that the contract with ACCT Executive Search Consultants, has been signed. Dr. Julie Golder, Vice President for Search Services, and two consultants will be working on the search for the College. Ms. Ireland stated that she had spoken with the consultants and reviewed particulars of the search process. Ms. Ireland stated that there is a clause of confidentiality for anyone who is engaged in the search process.

Ms. Ireland stated that the consultants will be on campus to conduct forums for the College community to gain feedback on what the College community wants in a president. Forums will be held at Career and Advanced Technology Center, Northeast Regional Center, and Main Campus on June 10 and 11, 2025.

At the request of Ms. Ireland, Dr. Gay provided the following timeline for the Presidential Search:

- The first meeting of the Search Committee will take place on June 12, 2025.

- A special meeting of the Board will be held on June 16, 2025 to approve the Presidential Profile.
- Applications for the position are due on September 2, 2025.
- The Search Committee will review the confidential applications on September 18-19, 2025.
- The Search Committee will interview candidates on September 29-30, 2025 and selects three final candidates to forward to the Board Trustees.
- The Board interviews the finalists mid-October and selects the first choice candidate.
- The Board will announce the next president of the College the week of October 27, 2025.

Dr. Gay stated that the Board agreed to meet virtually on June 16, 2025 at 8:00 a.m. to finalize the Presidential Profile in Executive Session and approve it in the Public Session of the meeting. Dr. Gay stated that the announcement of the members of the Presidential Search Committee will be sent to the College community.

(9) Old Business

There was no old business discussed.

(10) New Business

There was no new business discussed.

(11) Next Meeting

The next scheduled meeting of the Board of Trustees is scheduled for Thursday, September 4, 2025, 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1/Hybrid. There will be a Special Virtual meeting of the Board of Trustees on Monday, June 16, 2025, at 8:00 a.m.

The meeting adjourned at 5:12 p.m.

(12) Executive Session II

The Board reconvened in Executive Session II to discuss personnel and legal matters.



Attachment A



# Faculty Promotions

Board of Trustees  
Student Outcomes Committee  
May 20, 2025

Dr. Linda Powell  
Provost and Vice President  
Academic and Student Success

**RISE FROM WITHIN**



# Promotion Evaluation Process

- Faculty notifies their Department Head of intention to apply for promotion
- Candidate produces a “portfolio” for Department Head review
- Department Head recommends to Dean for promotion
- Dean recommends to VP for promotion
- Academic and Student Success Council reviews submitted portfolios
- VP recommends candidates to the President for promotion
- Candidates recommended to SOC for promotion



# Promotion Portfolio Evaluative Requirements

Must show contributions and resulting outcomes to the College in the following categories:

1. Teaching Effectiveness, Support for Learning and Leadership
2. Service to the Students
3. Contributions to the Life of the College
4. Service to the Profession\*





# Dr. Faye Allard, Social Sciences Promotion to Professor

- Teaching philosophy is centered on an engaging learning environment with students as "co-conspirators of learning"
- Led the implementation of the 911 Operator Project and the Philadelphia Police Department Recruitment Initiative
- Lindback Teaching Award Recipient
- Created the "Little Big Things" Project
- Received the Pennsylvania House of Representatives Citation for Service to Education



# Dr. Mozhgan Bahadory, Chemistry

## Assistant Professor to Associate Professor

- Affiliated with the Chemistry department since 2019.
- Mean student evaluation score for all courses she has taught is above 4.5
- Involved in numerous NSF grants and provides research opportunities for students in evaluating the antimicrobial activity of nanoparticles
- Adopted OER for CHEM 105 and CHEM 121
- Involved in creation of BMET program
- Co-advisor for CHEM club



# Michael Hackett, Computer Technologies Promotion to Associate Professor

- Affiliated with the Computer Technologies department since 2017.
- Established new Data Science program and modernized Computer Science curriculum.
- Emphasizes hands-on learning, real-world applications, and creating an inclusive classroom environment.
- Served as Division Curriculum Assessment Facilitator, implemented AEFIS assessment platform, and trained other faculty.
- Incorporates discussions about technology ethics, social justice, and equity in his courses.
- Developed free course materials to reduce cost barriers for students.



# Dr. Beena Patel, Biology

## Assistant Professor to Associate Professor

- Affiliated with the Biology department since 2015
- Very student centric faculty and goes above and beyond for ALL our students
- One of the pioneering faculty in Course-based Undergraduate Research Experience
- Provided opportunities to numerous students to present their research at regional and national conferences
- Active faculty in the life of the college



## Dr. Terrilyn Hickman-Allen, Behavioral Health Promotion to Associate Professor

- Teaching philosophy is grounded in the core values of the social work profession: service, social justice, dignity of human relationships, integrity, and competence
- Graduate of the College's Minority Fellowship Program
- Oversees the BHHS practicum course, connecting students with agencies across the region
- Successfully led the BHHS APR
- Active involvement in professional associations, conferences, and trainings at the local, state, national, and international levels

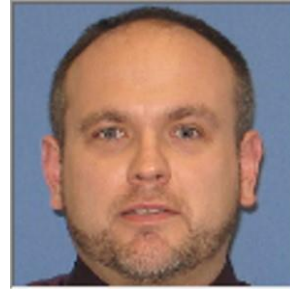


# Laurence Liss, Computer Technologies Promotion to Associate Professor

- Affiliated with the Computer Technologies department since 2017. Currently serves as department head.
- Designed successful curriculum including Web and Mobile App Development A.A.S. degree program showing significant growth.
- Developed a student-centered teaching approach that respects students' autonomy and decision-making abilities
- Adopted Open Educational Resources for most courses, eliminating textbook costs while improving learning materials.
- Recognized for teaching excellence by peers and division awards.



# Kelly McQuain, English Promotion to Professor



- Teaching philosophy is to employ the Socratic Method to develop students' critical thinking skills and stimulate their reasoning, creativity, and imagination
- Uses diverse course materials and includes diverse perspectives
- Received the Presidential Award for Diversity
- Uses visual elements to enable students to explore written and spoken content (e.g. his 2024 painting to honor Octavius Catto)
- Received the Alana Collos Teaching Award from FCTL
- Received the Southern Breakthrough Award for his most recent book *Scrape the Velvet from Your Antlers*, Texas University Press, 2023





COMMUNITY COLLEGE OF PHILADELPHIA

# Jeffrey Markovitz, English

## Promotion to Professor



- Teaching philosophy is to relate to students through an understanding of them as complex persons trying to navigate the complex world in which they live
- Uses diverse course materials and includes diverse perspectives
- Published an article "The Case for Black Studies in General Education" in the *Journal of General Education*
- Served as Director of the Creative Writing Certificate and Faculty Advisor for the Student Government Association
- Won the Tartt First Fiction Award from Livingston Press, University of West Alabama, for his recent publication *Zero Day Blue Jay*





# Kate Sanchez, English

## Promotion to Associate Professor

- Teaching philosophy is to create as safe community of belonging and learning so students can have a successful learning experience
- Employs innovative teaching practices including the "Dishwashing Award":  
Write an outstanding conclusion that I think about while washing dishes
- Diversified English 211 – Early British Literature to include African and women writers
- Selected to participate in the 'Building Knowledge and Breaking Barriers' collaboration with the Presbyterian Historical Society
- Served on the President's Diversity Council



# Jennifer Schneider, Paralegal Studies Promotion to Associate Professor

- Teaching philosophy emphasizes service and experiential learning, community, authenticity, trust, and honesty
- Creates a learning contract with students at the start of each semester
- Consistently acts on her belief that "every student interaction is a learning opportunity and a privilege"
- Led the successful reapproval of the Paralegal Studies Program by the American Bar Association, cited CCP's program as exemplary
- Implemented courses in Wills, Trusts, and Estates based on advisory committee recommendations



## Attachment B



# Commencement Update

Dr. Brad Kovaleski, AVP/Dean of Students

**RISE FROM WITHIN**



COMMUNITY COLLEGE OF PHILADELPHIA

# Commencement 2025 Overview

*Liacouras Center, 1776 North Broad Street*

**RISE FROM WITHIN**



# Reminder information for Trustees

- **Date:** Saturday, May 3, 2025
- **Time:** Arrive no later than 9am
- **Parking:** Liacouras garage on the 3<sup>rd</sup> level
- **Location:** Temple University' Liacouras Center
- **Robing location:** Courtside Club on the arena level



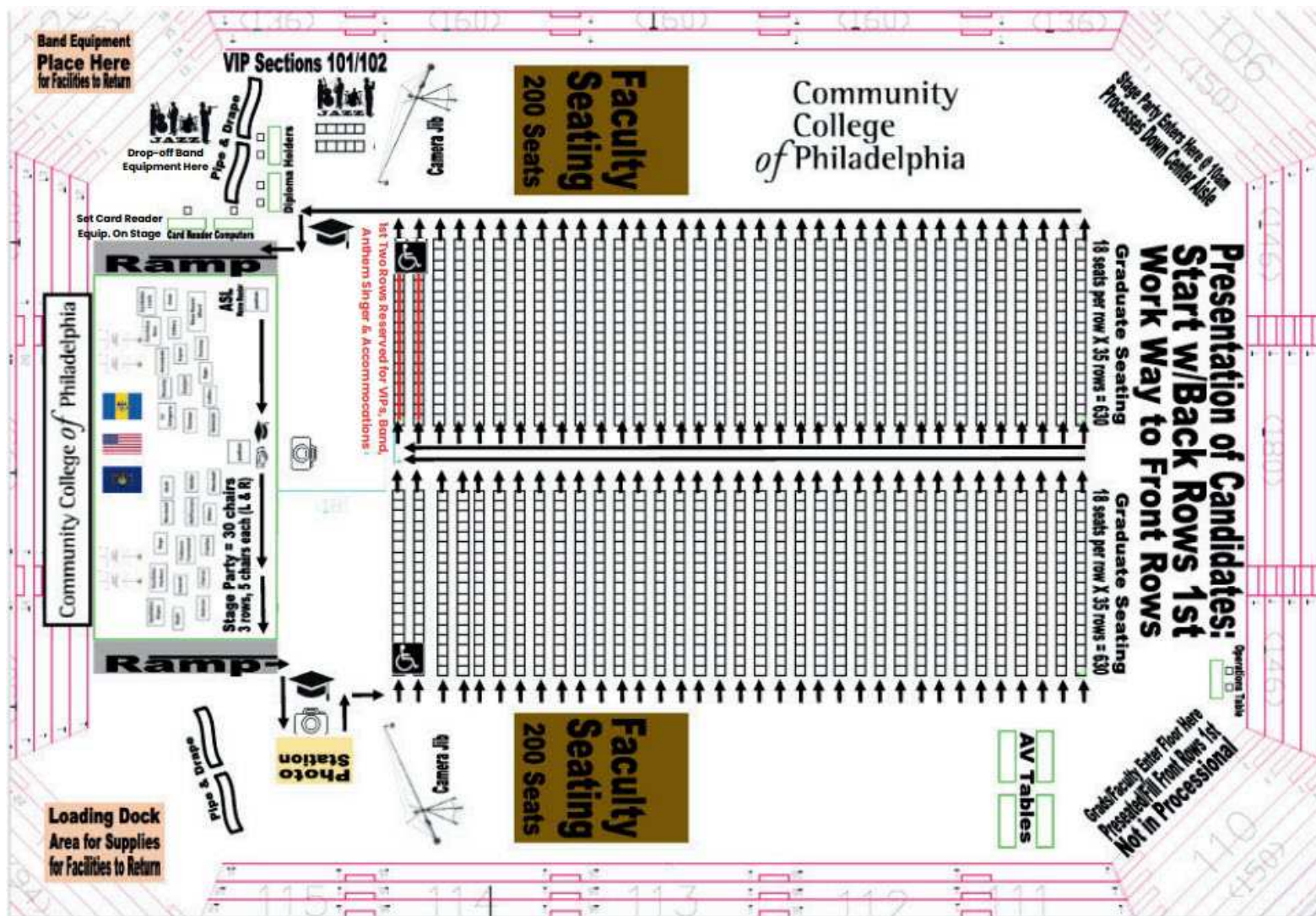


## Timeline of key events:

- Day Prior: Sound, lighting, and staging needs delivered/set up
- 6am: Pre-commencement Set Up
- 7:30am: Volunteers Arrive & Check-in
- 8 – 9:30am: Graduates arrive
- 9am: Stage Party & Faculty Arrive
- 9:30am: All robed and ready for commencement
- 9:45am: Stage party lines up
- 10am: Commencement Begins
- 12:30pm(ish): Stage Party, faculty, and student recess out
- 12:30 – 2pm: Volunteer clean up and check out



## COMMUNITY COLLEGE OF PHILADELPHIA





# Program highlights:

- Welcome by Board Chair & President
- Student Speaker: Fatoumata Sacko
- Keynote Address: Lt. Governor, Austin A. Davis
- Degree Conferral: Interim President & Interim Provost





## By the numbers:

- **Graduates:** **1,803** (990 walking in ceremony)
- **Faculty Attendance:** **312**
- **Volunteers:** **100 and counting!**
- **Stage Party:** **38**
- **Livestream Audience:** **1,499** watched live (4,966 watched since)
- **Ceremony Duration:** **2-2.5 hours**



COMMUNITY COLLEGE OF PHILADELPHIA



# Questions?





Attachment C

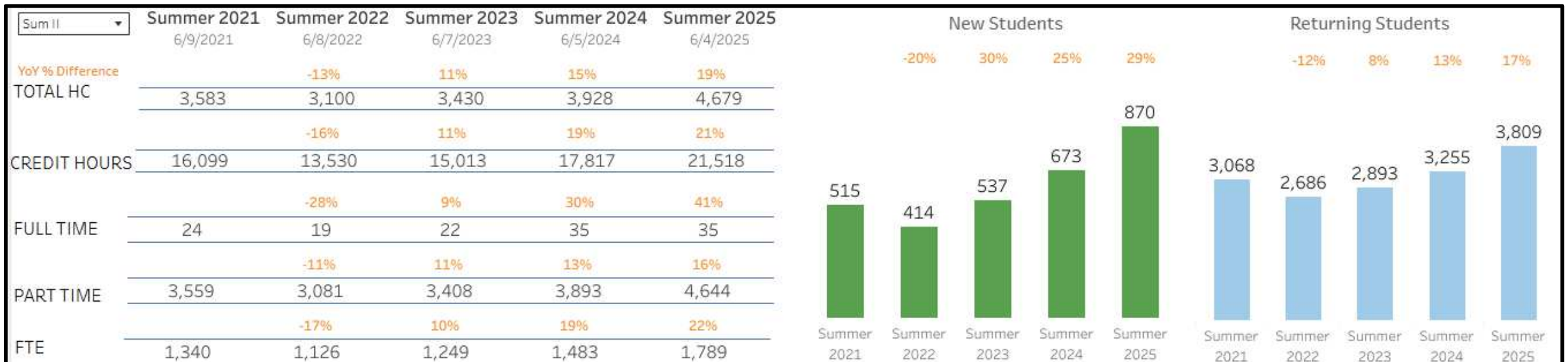
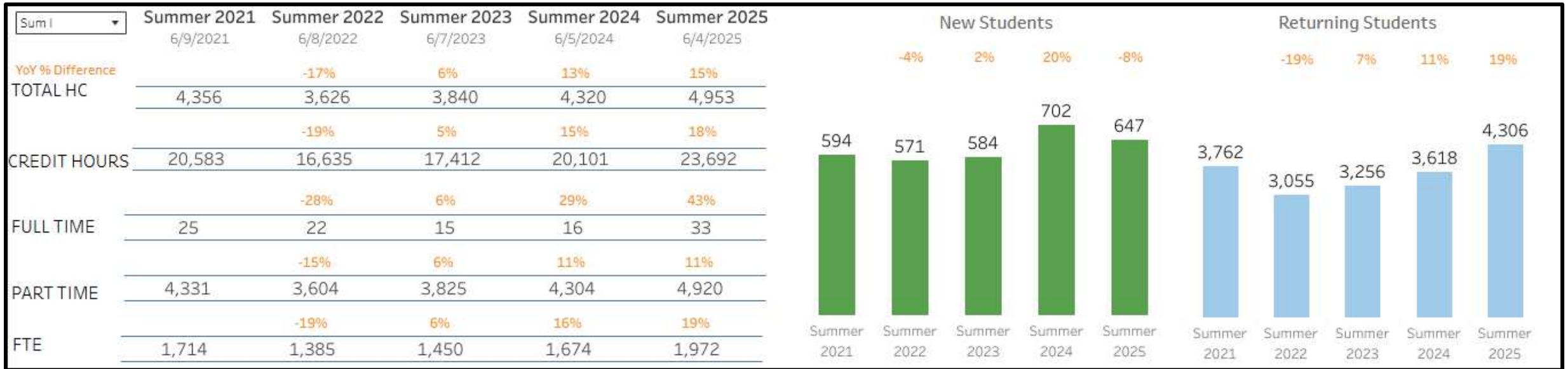


# Enrollment update

June 5, 2025

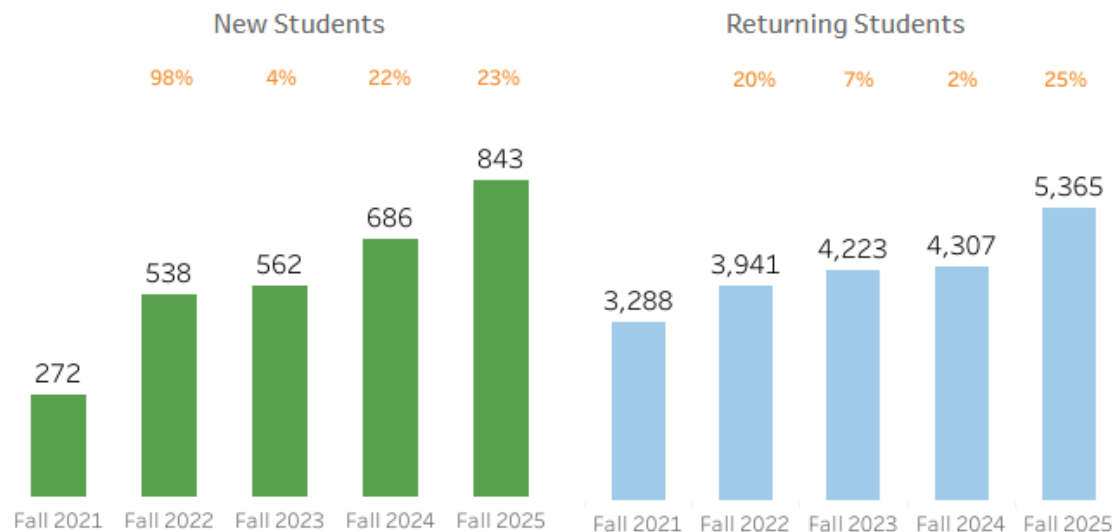
**RISE FROM WITHIN**

# Summer Credit Enrollment



# Fall Credit Enrollment

	Fall 2021 6/9/2021	Fall 2022 6/8/2022	Fall 2023 6/7/2023	Fall 2024 6/5/2024	Fall 2025 6/4/2025
YoY % Difference		26%	7%	4%	24%
TOTAL HC	3,560	4,479	4,785	4,993	6,208
CREDIT HOURS	31,910	39,551	44,514	47,443	59,178
FULL TIME	1,178	1,483	1,834	1,929	2,404
PART TIME	2,382	2,996	2,951	3,064	3,804
FTE	2,515	3,162	3,534	3,734	4,652



- Headcount up 24% (6,208 v. 4,993)
  - New students up 23% (843 v. 686)
  - Continuing students up 25% (5,365 v. 4,307)
- Credit count up 33% (59,178 v. 47,443)
- Programs with notable increases (by headcount)
  - Health Care Studies (+510 students)
  - Business General (+86 students)
  - Psychology (+60 students)
  - Nursing (+51 students)
  - Criminal Justice (+38 students)



# Graduate updates (as of 6/3/25)

- Fall 2024 Graduates- 392
- Winter 2025 Graduates - 22
- Spring 2025 Graduate - 920
- Summer 2025 (In Progress) - 499
  
- **Total: 1,833**





# Other updates

- 24% uptick in fall 2025 headcount; STILL EARLY
- Preparing to move STS, Welcome Center and IES
- Upcoming Open Enrollment events
  - Today (6/5) at Main
  - Tuesday, May 20 at Main

COMMUNITY COLLEGE OF PHILADELPHIA  
Meeting of the Board of Trustees  
Thursday, June 5, 2025 - 2:30 p.m.  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Harold T. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Roz McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Josephine Di Gregorio, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Dr. Shannon Rooney, Dr. David Thomas, Ms. Carolyn Flynn, Mr. Spreitzer, and Dr. Judy Gay

(1) Executive Session I

Executive Session I was devoted to a discussion of legal, real estate, and personnel matters.

(2) Meeting Called to Order

Mr. Epps called the meeting to order and reviewed the goals for the meeting.

(3) Public Comment

Several individuals provided Public Comment at the meeting.

(4) Student Outcomes Committee, May 1 and 20, 2025

The Student Outcomes Committee met on May 1, 2025. The Committee reviewed the Culinary Arts Associate in Applied Science, and the Tourism & Hospitality Management Associate in Arts programs. Both programs were approved by the Committee for an extension of five years. Both programs are part of the Consent Agenda for Board approval.

The Student Outcomes Committee also met on May 20, 2025 and reviewed faculty promotions. The Committee recommended for promotion 3 candidates from associate to full professor and 7 candidates from assistant to associate professor.

The Board approved the slate of faculty promotions.

(5) Report of the Interim President

(a) Commencement



The Commencement ceremony took place on May 3, 2025. The event was a great success.

Dr. Elise Michaux, the new Assistant Dean of Students, provided highlights of the Commencement ceremony as well as improvements and initiatives that will help students be better prepared for Commencement.

(b) Budget Update

The Board was informed that the College budget will be reviewed by the Business Affairs and the Board of Trustees on June 18, 2025.

The Board was provided an update of the “One Big Beautiful Bill Act” higher education changes.

(c) Update on Enrollment

The Board was provided with an update on enrollment for summer I, summer II, and fall 2025.

(d) Foundation Report

Mr. Spreitzer, President of the Foundation, provided an update on funds raised as of June 4, 2025 for the Black and Gold Gala, which is scheduled on June 12, 2025.

Mr. Spreitzer gave special thanks to Trustee Chair Epps and Trustees Fulmore-Townsend and Posoff, for their personal generosity and extensive efforts to bring in sponsors. Mr. Spreitzer asked members of the Board to join Chair Epps and Trustee Fulmore-Townsend in reaching out to their network of colleagues, friends, and other connections to encourage support for the Black and Gold Gala to raise funds for scholarships and student support services.

Dr. Zanjani reported that during the last two hours, the Foundation achieved the goal for the Black and Gold Gala. Dr. Zanjani thanked Dr. Marshall, Mr. Spreitzer, Mr. Epps, and the entire Board and staff for stepping up to achieve the goal.

(6) Combined Meeting of the Business Affairs and Executive Committees, May 21, 2025

The Business Affairs Committee met on May 21, 2025 in a joint session with the Executive Committee.

The Board approved a \$1 increase in the daily parking rate and a \$3 increase in the weekend and evening rates for the Main Campus Garage effective July 1, 2025.

The Board also approved the following contracts funded by the capital budget:

- (1) Haverford Systems, Inc. to replace outdated lighting in the auditorium;
- (2) CI Solutions to purchase enclosed wall systems to accommodate new and expanding programs; CCME (City College for Municipal Employment) funds will also be used for this project.
- (3) Columbus Construction LLC for renovation of the Mint Building doors and lobby. RACP funds will also be used for this project.
- (4) The Riff Group for building and refinishing furniture for the office move from 1500 Spring Garden.
- (5) Atlas Electrostatic Refinishing for painting and upholstering existing furniture.

The Board also approved the following contracts funded by the operating budget:

- (1) Wayne Moving to move furniture and office materials from 1500 Spring Garden;
- (2) Harmelin Media for the distribution of the Colleges advertising; and
- (3) The Association of Community College Trustees (ACCT) for comprehensive services for the presidential search.

(7) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions, Meetings of May 1 and 21, 2025
- (b) Grants and Gifts
- (c) Culinary Arts Associate in Applied Science Program
- (d) Tourism & Hospitality Management Associate in Arts Program

(8) Report of the Chair

(a) Finalize Slate for Election of Board Officers

The Board reviewed the following slate for Board Officers:

Harold T. Epps	Chair
Rosalyn McPherson	Vice Chair
Mindy Posoff	Vice Chair

The slate of Board Officers will be approved by the Board at the September 4, 2025 Board meeting.

(b) Summer Executive Committees

Since the Board does not meet during July and August, a meeting of the Executive Committee will be scheduled to review and approve time-sensitive items from the Business Affairs Committee.

(c) Reminder: Black and Gold Gala, June 12, 2025

Members of the Board were reminded of the Black and Gold Gala which is scheduled for June 12, 2025 at 6:00 p.m. at Vie.

(d) ACCT 2025 Leadership Congress  
October 22-25, 2025, New Orleans

Members of the Board were reminded of the Association of Community College Trustees Leadership Congress which is scheduled for October 22-25, 2025 in New Orleans.

(e) Presidential Search Update

The Board was provided with an update on the Presidential Search and timeline. The Board agreed to meet virtually on June 16, 2025 at 8:00 a.m. to finalize the Presidential Profile in Executive Session and approve it in the Public Session of the meeting.

(9) Old Business

There was no old business discussed.

(10) New Business

There was no new business discussed.

(11) Next Meeting

The next scheduled meeting of the Board of Trustees is scheduled for Thursday, September 4, 2025, 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1/Hybrid. There will be a Special Virtual meeting of the Board of Trustees on Monday, June 16, 2025, at 8:00 a.m.

The meeting adjourned at 5:12 p.m.

(12) Executive Session II

The Board reconvened in Executive Session II to discuss personnel and legal matters.

COMMUNITY COLLEGE OF PHILADELPHIA  
Special Virtual Meeting of the Board of Trustees  
Monday, June 16, 2025 – 8:00 a.m.

Present: Mr. Harold T. Epps, presiding: Representative Morgan Cephas, Mr. Patrick Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Mr. Jeremiah White, Dr. Alycia Marshall, Dr. Shannon Rooney, Ms. Josephine Di Gregorio, Dr. David Thomas, Mr. Jacob Eapen, Dr. Linda Powell, Dr. Mellissia Zanjani, Ms. Carolyn Flynn, and Dr. Judy Gay

(1) Executive Session

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

(2) Special Meeting Called to Order

Mr. Epps called the Special Meeting of the Board to order. He stated that the goal of the meeting is to vote on the approval of the Presidential Profile related to the President search.

(3) Approval of Presidential Profile

At the request of Mr. Epps, Ms. Ireland reported that the Board will be asked to approve the Presidential Profile. She stated that on June 12, 2025, the Presidential Search Committee met as a group and reviewed and discussed the profile and characteristics needed by the College for candidates applying for the position. Ms. Ireland stated that the Search Committee felt that the profile embodied the qualities needed for CCP's next president. Ms. Ireland recommended Board approval of the Presidential Profile.

Dr. Gay stated that following Board approval, the profile will be sent to ACCT and will also be advertised in various publications by the College.

Mr. Dubow moved, with Ms. Fulmore-Townsend seconding, that the Board approve the Presidential Profile. The motion carried unanimously.

Mr. Epps asked if there were any additional comments or new business. Hearing none, the meeting adjourned at 8:49 a.m.

Special Meeting of the Board of Trustees  
Wednesday, June 18, 2025 – 8:30 a.m.  
Isadore A. Shrager Boardroom, M2-1/Hybrid

Present: Mr. Harold T. Epps, presiding: Mr. Cooper, Mr. Tim Ford, Mr. Rob Dubow, Ms. Keola Harrington, Mr. Jonathan Mason, Ms. Mindy Posoff, Mr. Rosalyn McPherson, Mr. Jeremiah White, Dr. Marshall, Dr. Rooney, Ms. Josephine Di Gregorio, Dr. David Thomas, Mr. Jacob Eapen, Dr. Linda Powell, Dr. Mellissia Zanjani, Ms. Carolyn Flynn, and Dr. Judy Gay

(1) Executive Session

Mr. Epps called the meeting to order and stated that the Executive Session was devoted to a discussion of personnel, labor relations, and other confidential topics.

(2) Special Meeting of the Board of Trustees

Ms. Epps stated that the goals for the Special Meeting of the Board of Trustees is to vote on the adoption of the 2025-2026 College budget and other business matters.

(3) Public Comment

Ms. Flynn stated that no requests for public comment were received by the deadline. She stated that the agenda for the meeting was posted publicly on Monday, June 16, 2025. Ms. Flynn stated that it was up to Chair Epps' discretion to grant public comment to Dr. Monica Hahn. Mr. Epps granted Dr. Hahn two minutes to deliver her public comment.

Dr. Hahn stated that she is the department head of Art and Design. She called attention to the letter signed by a majority of Council members about the College not honoring the bargaining agreement that was negotiated. Dr. Hahn urged the Board to reinstate the much needed hiring line in the Art and Design department. She stated that there has been a 23% loss of faculty across the College and 30% in the Art and Design department. Dr. Hahn stated that students are suffering because there are not enough full-time faculty. Dr. Hahn urged the Board to honor the collective bargaining agreement's parental leave, office space for adjuncts, and SEPTA passes. Dr Hahn urged the Board to reinstate the hiring line.

Mr. Epps thanked Dr. Hahn for her public comment. He stated that he wished that the College had the money to do all of those things.

(4) Report of the Business Affairs Committee, June 18, 2025

Mr. Epps asked for a motion to adopt the 2025-2026 College Budget. Ms. McPherson moved, with Mr. Dubow seconding, that the Board adopt the 2025-2026 College budget. The motion carried unanimously.

(5) Consent Agenda

Mr. Epps requested approval of the following Consent Agenda:

- (a) Contract Renewal for Microsoft EES with SHI
- (b) College Insurance Renewal
- (c) Contract with Nexstar Media, Inc.

At the request of Mr. Epps, Dr. Marshall discussed the contract with Nexstar Media. She stated that in accordance with the College's contract with BlueForge Alliance, the College is required to develop communication, media and recruitment support campaigns related to the Advanced Manufacturing Education program. Dr. Marshall stated that Nexstar is a national media firm with substantial local media presence and multi-platform reach. Dr. Marshall stated that the 12-month contract with Nexstar will cost \$237,000, which will be paid with funds from the Navy through BlueForge Alliance.

Pastor Mason expressed concerns regarding the marketing being given exclusively to PHL 17.

Dr. Marshall shared that due to the time constraints with getting the marketing started to meet the requirements of the Navy, the College was recommending the agreement with Nexstar. Moving forward, the College plans to consider more options.

Mr. Dubow moved, with Ms. Posoff seconding, that the Board approve the Consent Agenda. The motion carried with one opposition.

(6) Adjourn

Since there was no new business to discuss, Ms. McPherson moved, with Mr. Dubow seconding, that the meeting be adjourned. The motion carried unanimously.

The meeting adjourned at 9:50 a.m.

**Community College of Philadelphia Meeting of the Board of Trustees**  
**Office of College Institutional Advancement and Foundation**  
**Record of Grants and Gifts FY25 as of 6/30/25 (Trustees Meeting: September 4, 2025)**

**Summary by Source:**

	<b>FY2025</b>		<b>FY2024</b>	<b>FY2025 and FY2024</b>
<b>Held by College</b>	<i>since last report 5/1/25 - 6/30/25</i>	<b>Fiscal Year To Date 7/1/24 - 6/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 6/30/24</b>	<b>Variance 7/1 -6/30</b>
Federal	\$ 98,300	\$ 4,154,254	\$ 1,527,235	\$ 2,627,019
State	\$ -	\$ -	\$ 2,797,488	\$ (2,797,488)
Local / City	\$ -	\$ 329,143	\$ 16,928	\$ 312,215
<b>Total</b>	<b>\$ 98,300</b>	<b>\$ 4,483,397</b>	<b>\$ 4,341,651</b>	<b>\$ 141,746</b>
<b>Held by Foundation (Cash-in-Hand)</b>	<i>since last report 5/1/25 - 6/30/25</i>	<b>Fiscal Year To Date 7/1/24 - 6/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 6/30/24</b>	<b>Variance 7/1 -6/30</b>
Corporations	\$ 123,290	\$ 455,445	\$ 455,685	\$ (240)
External Foundations	\$ 582,879	\$ 2,576,733	\$ 2,993,030	\$ (416,297)
Individuals	\$ 193,912	\$ 705,531	\$ 503,215	\$ 202,316
Organizations	\$ 58,976	\$ 458,049	\$ 293,742	\$ 164,307
<b>Total</b>	<b>\$ 959,057</b>	<b>\$ 4,195,758</b>	<b>\$ 4,245,673</b>	<b>\$ (49,915)</b>
<b>TOTAL</b>	<b>\$ 1,057,357</b>	<b>\$ 8,679,155</b>	<b>\$ 8,587,324</b>	<b>\$ 91,831</b>

<b>Gifts In-Kind</b>	<i>since last report 5/1/25 - 6/30/25</i>	<b>Fiscal Year To Date 7/1/24 - 6/30/25</b>	<b>Fiscal Year To Date 7/1/23 - 6/30/24</b>	<b>Variance 7/1 -6/30</b>
<b>TOTAL</b>	\$ -	\$ 105,840	\$ 11,738	\$ 94,102

**PUBLIC / GOVERNMENT SUMMARY (posted 5/1/25 - 6/30/25)**

- The U.S. Department of Transportation, via a sub agreement with Carnegie Mellon University, awarded \$98,300 for Year 2 of the US DOT Safety Net grant.

**PRIVATE / PHILANTHROPIC SUMMARY (posted 5/1/25 - 6/30/25)**

- The Gilroy and Lillian Roberts Foundation made a \$200,000 payment on a \$1,000,000 pledge for operating and naming support for the Dr. Stanley Merves Open Study.
- Wanamaker Institute of Industries awarded \$108,000 to support the Wanamaker Scholarships.
- The Independence Foundation awarded \$69,880 to support the Teaching Nursing Home Project.



- Multiple gifts and grants were awarded by various individuals, foundations and corporations support the FY25 Black & Gold Gala.
- The Independence Blue Cross Foundation awarded \$45,950 to support Nurses for Tomorrow, and \$25,000 to support Service Scholars for veterans.
- The Leo & Peggy Pierce Family Foundation awarded \$25,000 as the final payment of a \$50,000 pledge to the Pierce Emergency Fund.
- HRP Group awarded \$25,000 to support the Hilco Helps Scholarship.
- The Jewish Healthcare Foundation awarded \$10,000 to support the Reproductive Health Vending Machines program.
- Peter & Terry Conn awarded \$10,000 to establish the Lorene Cary Scholarship.
- The Allen Hilles Fund awarded \$10,000 to support the Jr. STEM Science Fair.
- Gertrude Baker Charitable Trust awarded \$10,000 to support the Baker Trust Scholarship.

#### **GIFTS IN-KIND SUMMARY (posted 5/1/25 - 6/30/25)**

- No In-kind gifts were reported for this period.

**Community College of Philadelphia Meeting of the Board of Trustees**  
**Office of College Institutional Advancement and Foundation**  
**Record of Grants and Gifts FY26 as of 7/31/25 (Trustees Meeting: September 4, 2025)**

**Summary by Source:**

	<b>FY2026</b>		<b>FY2025</b>	<b>FY2026 and FY2025</b>
<b>Held by College</b>	<i>since last report 7/1/25 - 7/31/25</i>	<b>Fiscal Year To Date 7/1/25 -7/31/25</b>	<b>Fiscal Year To Date 7/1/24 - 7/31/24</b>	<b>Variance 7/1 -7/31</b>
Federal	\$ -	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -	\$ -
Local / City	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Held by Foundation (Cash-in-Hand)</b>	<i>since last report 7/1/25 - 7/31/25</i>	<b>Fiscal Year To Date 7/1/25 -7/31/25</b>	<b>Fiscal Year To Date 7/1/24 - 7/31/24</b>	<b>Variance 7/1 -7/31</b>
Corporations	\$ 10,040	\$ 10,040	\$ 62,525	\$ (52,485)
External Foundations	\$ 344,430	\$ 344,430	\$ 553,260	\$ (208,830)
Individuals	\$ 9,676	\$ 9,676	\$ 7,584	\$ 2,092
Organizations	\$ 4,362	\$ 4,362	\$ 6,000	\$ (1,638)
<b>Total</b>	<b>\$ 368,508</b>	<b>\$ 368,508</b>	<b>\$ 629,369</b>	<b>\$ (260,861)</b>
<b>TOTAL</b>	<b>\$ 368,508</b>	<b>\$ 368,508</b>	<b>\$ 629,369</b>	<b>\$ (260,861)</b>

<b>Gifts In-Kind</b>	<i>since last report 7/1/25 - 7/31/25</i>	<b>Fiscal Year To Date 7/1/25 -7/31/25</b>	<b>Fiscal Year To Date 7/1/24 - 7/31/24</b>	<b>Variance 7/1 -7/31</b>
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**PUBLIC / GOVERNMENT SUMMARY (posted 7/1/25 – 7/31/25)**

- No public grants were reported during this period.

**PRIVATE / PHILANTHROPIC SUMMARY (posted 7/1/25 – 7/31/25)**

- The Joseph and Marie Field Foundation awarded \$200,000 as the second payment on a \$1 million pledge to support the Field Opportunity Scholarship.
- The Berkman Family Charitable Fund awarded \$100,000 as the second payment on a \$500,000 pledge to support Workforce Faculty Fellowships, Workforce Scholarships, and Student Emergency Funds.
- The Hassel Foundation awarded \$20,000, split \$10,000 each to support the Hassel Foundation Scholarship and the 50<sup>th</sup> Anniversary Promise Scholarship.

- The Absalom Jones Foundation and The Most Worshipful Prince Hall Grand Lodge awarded \$14,000 to establish The Most Worshipful Prince Hall Grand Lodge of Pennsylvania and the Absalom Jones Foundation Scholarship.
- The Talbot-Clark Community Fund awarded \$10,000 to support the 50<sup>th</sup> Anniversary Promise Scholarship.

**GIFTS IN-KIND SUMMARY (posted 7/1/25 – 7/31/25)**

- No In-kind gifts were reported for this period.

## **September 2025 Internal Events**

### **September 2-5**

Welcome Week  
8:30AM-11:00AM  
Main Campus and Regional Centers

### **September 08-12**

Certified Peer Specialist Training  
9:00AM-4:30PM  
Center for Business & Industry Building,  
C3-05

### **September 09**

The CME Academic Success Blueprint: Own  
your College Experience Workshop  
1:00PM-2:30PM  
Winnet Student Life Building, S2-03

### **September 10**

CCP Library Pop Up Shop  
12:00PM-3:00PM  
Winnet Student Life Building, Lobby

Fitness Anywhere and Strengthening  
Workshop, hosted by Human Resources  
1:00PM-2:00PM  
Center for Business & Industry Building, C2-  
05

Volunteer Exploration Days  
1:15PM-2:15PM  
Winnet Student Life Building, S2-03

### **September 11**

Ice Cream Social hosted by Student  
Engagement  
12:00PM-2:00PM  
Career and Advanced Technology Center

### **September 16-17 and 24**

Black and Gold Bash  
(Student Involvement Fair)  
11:30AM-1:30PM  
Main Campus and Regional Centers

### **September 17**

Jefferson Health Van Prostate Exams  
10:00AM-2:00PM  
Mint Building, Main Steps

### **September 18**

Latin Fiesta  
12:00PM-2:00PM  
Career and Advanced Technology Center,  
341

### **September 22**

Student Government Assoc. - Swearing In  
3:00PM-4:30PM  
Winnet Student Life Building, The Great Hall

### **September 23**

Fall Internship and Survival Job Fair  
11:00AM-2:00PM  
Bonnell Building, Lobby

### **September 25**

Pathways Majors Fair  
11:00AM-1:00PM  
Bonnell Building, Lobby

National Contraception Day Fair  
2:00PM-4:30PM  
Bonnell Building, Lobby

**September 22-26**

Fringe Arts Festival, *Miz Prophet Tells All*  
*Student Production*

5:00PM-8:00PM

Bonnell Building, Black Box Theater

**September 27**

Emerging Media Diversity Fellowship  
Convention

9:00AM-5:00PM

Winnet Student Life Building, The Great Hall

**September 29**

Dual Admissions Transfer Fair

9:30AM-12:00PM

Bonnell Building, Lobby

**September 30**

Roary's Cub house Ribbon Cutting &  
Reception

10:00AM-11:00AM

Library and Learning Commons, L1-15

Student Club Fall Fest Fair

11:30AM-1:30PM

Northeast Regional Center, Room 124