



**Meeting of the Board of Trustees, Thursday, January 8, 2026 - 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 January meeting in addition to routine matters are:

- Enrollment Update
- Programmatic Updates
- Business and Financial Updates

**(3) Public Comment**

**(4) Report of the President**

- (a) Update on Enrollment
- (b) Programmatic Updates
- (c) Business and Financial Updates
- (d) Advancing Our Mission: Success Highlights
- (e) 60th Anniversary Update and Foundation Report (Dr. Mellissia Zanjani and Mr. Tim Spreitzer)

**(5) Report of the Student Representative**

**(6) Student Outcomes Committee, November 6, 2025**

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**(7) Combined Meetings of the Business Affairs and Executive Committees, November 19, and December 17, 2025**

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12.17.25 Combined Meeting of the Business Affairs and Executive Committees.pdf 43

(a) CATC/WRC Parking Lot General Construction: Gessler Construction Co. (Ratify)

(b) Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) (Ratify)

(c) Contract with Quinn Construction for Expansion Joints – Main Garage (Ratify)

(d) Follett Contract Extension (Ratify)

## **(8) Consent Agenda**

(a) Proceedings and Minutes of Decisions and Resolutions, Meetings of November 6, and December 19, 2025

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11.6.25 Enrollment Update - Attachment A.pdf 86

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12.19.25 Special Meeting of the Board of Trustees Proceedings.pdf 93

(b) Grants and Gifts

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(c) Liberal Arts and Social and Behavioral Sciences Academic Program Review

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

(a) ACCT National Legislative Summit, February 8-11, 2026, Marriott Marquis, Washington, DC

(b) 60th Anniversary

## **(10) Old Business**

## **(11) New Business**

## **(12) Next Meeting**

The next meeting of the Board of Trustees is scheduled for Thursday, February 5, 2026, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be hybrid.

## **Committee Meetings**

• Student Outcomes Committee, Thursday, January 8, 2026, Thursday, February 5, 2026, 12:30 p.m. – Library & Learning Commons, L1-13/Hybrid

• Business Affairs Committee, Wednesday, January 14, 2026, 9:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

• Audit Committee, Wednesday, March 25, 2026, 10:00 a.m. – Isadore A. Shrager Boardroom, M2-1/Hybrid

• Workforce Subcommittee, Wednesday, February 4, 2026, 4:00 p.m. – Virtual

## **Upcoming Events**

• Philadelphia Martin Luther King Jr. Association 42nd Annual Awards and Benefit Luncheon, Monday, January 19, 2026, Sheraton Philadelphia

Downtown Hotel, 17th and Race Streets

- Black History Month Luncheon, Wednesday, February 4, 2026, 11:30 a.m. – 1:00 p.m., Winnet Building, Great Hall, S2-19
- 2026 ACCT Community College, February 8-11, 2026, National Legislative Summit, Marriott Marquis, Washington, DC
- Law and Society Week, February 23-25, 2026, Kick Off: Monday, February 23, 2026 - 9:40 a.m., Center for Business and Industry, Room C2-28
- Octavius Catto Legacy Awards, Tuesday, February 24, 2026, 11:00 a.m. – 1:00 p.m. , Winnet Building, Great Hall, S2-19
- Board of Trustees Retreat, Friday, February 27, 2026, 8:30 a.m. – 5:00 p.m., Fittler Club 24 South 24th Street

January 2026 Events.pdf

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### **(13) Executive Session II (If Necessary)**

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

## **MEETING MINUTES**

**Thursday, November 6, 2025**

**12:30 a.m.**

**Hybrid**

**&**

**Community College of Philadelphia**

**Room, L1-13**

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

**Committee Members:** Mr. Patrick Clancy, Roz McPherson, Pastor Mason, Carol Jenkins

**Board Participants:** Mr. Harold Epps, Mindy Posoff

**College Members:** Dr. Alycia Marshall, Dr. Linda Powell, Dr. Shannon Rooney, Dr. Davido Dupree, Dr. Amy Birge-Carracappa, Elizabeth Gordon, Diael Thomas, Naima Turner-Fleming, Dr. Melissia Zanjani, Joel Tannenbaum, John Joyce

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

### **I. Public Session**

#### **(a) Approval of the Minutes of the October 16th, 2025 Meeting (A)**

Trustee Fulmore-Townsend motioned to approve the minutes of the October 16th meeting. Trustee Jenkins then moved to approve the minutes, which Trustee Clancy seconded. The motion was passed unanimously.

#### **(b) Liberal Arts – Social and Behavioral Science (A)**

Dr. Powell introduced Mr. John Joyce and Dr. Amy Birge-Carracappa to present the Academic Program Review for the Liberal Arts and Social and Behavioral Sciences (LSBS). Dr. Birge-Carracappa started by discussing enrollment figures and demographic data, noting that the average enrollment from Fall 2020 to Spring 2025 was 112.6 students. The program's enrollment of full-time students was similar to the college's overall proportions. Regarding demographics, notable differences were observed between the college and its student body, including a higher percentage of Black female students at 36.1% compared to the college's overall 28.2%, and a lower percentage of Asian students at 2.5% compared to the college's overall percentage. The proportions of Black males, White students, and Hispanic students closely matched those of the college. An additional difference was a lower rate of students under 30 compared to the college as a whole.

Dr. Birge-Carracappa presented data on retention rates, noting that from Fall 2020 to 2023, the proportion of students in the Liberal Arts and Social and Behavioral Sciences who re-enrolled in the same program from one year to the next was similar to the college's overall rate, as was the percentage who transferred to different programs. However, a notable difference was observed in transfer rates. Between 2018 and 2023, 74.2% of students in this program who graduated transferred to other institutions, a figure significantly higher than the 51.4% of other Associate of Arts (AA) graduates and 48.5% college-wide. A trustee inquired about the majors students transferred into, and John Joyce stated that he would address this in his segment of the presentation. Additionally, Dr. Birge-Carracappa noted that among transfer students, 47.8% graduated from their transfer institutions, surpassing both other AA transfer students and college-wide transfer students. The program has conferred 151 AA degrees from 2020 to 2024.

Dr. Birge-Carracappa noted assessment reports from 2022-23 and 2023-24 highlight interdepartmental collaboration opportunities the program hasn't yet acted on but could benefit from. She suggested reviewing Institutional Research data on frequently taken classes, which John Joyce has started, and refining the program micro map and assessment strategy. She also advised finalizing articulation agreements with St. Joseph's University, re-establishing the West Chester Social Work Program agreement, and maintaining oversight.

John Joyce stated that the Liberal Arts and Social and Behavioral Sciences degree offers a clear path for students interested in social work and sciences not available at the college. It has transfer agreements with fields like anthropology, criminology, gender and sexuality studies, political science, environmental studies, and social work. The program benefits the city since students often stay local for work or further study at nearby four-year schools. He highlighted its flexibility, especially for students in majors like environmental science and family therapy, including those interested in Jefferson's family therapy program.

- Trustee Clancy asked about top feeder schools. Mr. Joyce said Temple is likely the most common, but West Chester University, Chestnut Hill College, and La Salle University have supported their students. They recently made a new agreement with Millersville University's Social Work Program, which isn't on all transfer lists but remains valid. Many programs prefer the LSBS degree over the Behavioral Health Human Services (BHHS) degree because it's less restrictive. BHHS classes transfer, but only a few general electives are allowed. LSBS includes courses from sociology, psychology, economics, and political science, allowing substitutions based on transfer goals. The program also helps students change majors by showing transferred courses that fit into the LSBS curriculum, including many from healthcare and other fields.

Mr. Joyce highlighted 137 transfer agreements with dual admissions, excluding the Pennsylvania State System of Higher Education (PASSHE) or out-of-state schools. They are awaiting the renewal of the St. Joe's agreement for students to use the LSBS degree for 16 majors. The Westchester agreement is close to completion. He noted the program's

benefit: students complete all Gen Ed courses at CCP, enter as juniors when they transfer, making the process more efficient.

-Trustee Clancy asked how students can join the program and if undecided students are eligible. Mr. Joyce said undecided liberal arts students must take the first-year experience course early, meeting with their advisor to explore careers, salaries, and job prospects in human and social services, and to understand career differences and plan accordingly. Some students learn about the program in their first semester through group registration, while others start in liberal arts and later choose LSBS. Sometimes, the liberal arts label is less appealing, and students prefer the clearer LSBS degree.

Mr. Joyce emphasized the first-year experience course's role in student engagement and success. Three LSBS advisors, knowledgeable about course transfers and institutional details, are supported by two generalist advisors and CATTO scholar coaches with backgrounds in education, social services, and human services, who have hosted alumni and employers. He mentioned organizing a Center for Male Engagement panel with four Black social workers, including an LSBS graduate now a licensed therapist. Efforts are underway to attract more young men of color, considering demographic growth potential. Since the program does not own courses, he is working with sociology and psychology professors to evaluate their 200-level classes for alignment with Program Learning Outcomes.

Mr. Joyce highlighted employment data showing career paths for students with this degree. While mainly a transfer credential, opportunities exist for those with an associate's degree, aligned with Philadelphia's high-priority occupations for 2025. Social and Human Service Assistants earn a median annual salary of \$46,400, with a projected 7% growth, and job openings are listed on city and CHOP websites. Dr. Powell noted that a quick check on Indeed.com revealed a wide salary range at similar levels for associate and some bachelor's degrees in social work, which was unusual. Jobs for associate's degree holders include targeted case managers at the University of Pennsylvania Medicine, paying \$20- \$25/hour, and social services assistants, earning \$24- \$30/hour. Students work in clinical settings after hospitalization or ER visits, monitoring patients with chronic conditions to prevent readmissions. Educational pathways at all levels, associate, bachelor's, master's, and PhD, offer opportunities for advancement and higher salaries.

- Trustee Jenkins asked about Medicaid cuts affecting employment, questioning if many services are Medicaid-funded. Dr. Powell said it varies by program, but demand for human services workers will rise. She explained insurers focus on well-patient care for stable patients, with insured populations already receiving preventive visits through plans like Personal Choice and college insurance. Uninsured rely on clinics, with no specific federal defunding but a shift to block grants, which she finds unfortunate. The trustee agreed that Medicaid cuts will harm employment.

Mr. Joyce concluded his presentation with a slide showing example schools where students often transfer for social work programs (noting that some schools call it human services, but students can still become social workers with those degrees).

Following the presentation, Trustee Fulmore-Townsend moved to approve the five-year renewal of the Liberal Arts and Social and Behavioral Sciences program. Trustee Jenkins made the initial motion. Trustee McPherson seconded it, and all members unanimously approved.

### **(c) Black Studies Update**

**(A)**

Dr. Powell updated the Black Studies APR for the Student Outcomes Committee in August, highlighting students' success in classes such as 101 and 102. However, they faced challenges retaining students through 200-level courses and degree completion. The faculty and administration discussed this and agreed to pursue a new approach.

Dr. Powell mentioned that the options included a one-year period for the program to align with the curriculum and to prioritize a minor as the main focus. The Philadelphia School District still requires teaching Black Studies, which is the current focus to help students progress. Since their last presentation, they've been working with the education department to increase the number of Black Studies classes available to education majors preparing to teach. They also contacted the Center for Black Education and Development, collaborating with Sharif El-Mekki's Future Teachers Fellowship program to ensure that students, especially students of color, pursue high-demand careers and support the district.

Dr. Powell explained that the School District and the William Penn Foundation launched the Philly CATTO Teacher Scholars Program, funded by the Foundation, to give CCP CATTO graduates on teaching tracks a CATTO-like experience at transfer institutions. Target groups include Honors, Liberal Studies, CATTO, and CME students, whom the Foundation and CATTO already support for retention. Funding now shifts focus to four-year colleges (excluding CCP) to develop a similar experience upon transfer, aiming to increase teachers of color in Philadelphia. Black Studies could align by supporting a minor for better pedagogical prep. Faculty are discussing transfer programs with Cheyney and Lincoln, and a partnership with Bryn Mawr already exists. The Mbongi Center, coordinating BLAS activities, represents a future direction. Additional efforts involve expanding courses at the main campus and CATC, especially for underserved students from neighborhoods with more students of color.

Dr. Powell explained the one-year request to develop this opportunity with the education department, building on existing Black Studies enrollment and providing students a clear, occupational pathway. She highlighted a successful student who studied Black Studies at CCP, graduated from Temple University, and now teaches at Belmont Charter High School. The goal is to expand what works, not eliminate the major, but to create a focused, occupation-based path to boost participation. This proven approach is the committee's current request.

- Trustee Clancy asked about the number of students currently or previously involved in the Black Studies program. Dr. Powell replied that, regarding degree completion, only four students had earned degrees during the last period of study. However, over 122 students were enrolled in courses. Before the meeting, she reviewed the spring master schedule to assess ongoing activities and noted that course sections are planned for the upcoming spring semester. These steps are already in progress, and it is still relatively early in the registration period. Trustee Clancy requested clarification to confirm whether Black Studies would be included in the broader education category. Dr. Powell explained that they still list some classes in the master schedule as Black Studies, but the goal is to align those classes with the education degree. Education majors would then be encouraged to take these classes at a level that qualifies them as education majors with a minor in Black Studies before pursuing their transfer goals.

- Trustee Epps asked about the number of faculty and support staff involved in the program, and Dr. Powell stated that two prominent faculty members are leading the effort.

- Trustee McPherson highlighted the lack of diversity in museum leadership, especially in business roles, noting that people of color often hold low-paying educational positions rather than marketing positions. While curatorial work is obvious, financial responsibilities are primarily managed by those on the business side. She agreed that building relationships with educational initiatives is helpful but stressed the need to explore a broader range of fields. She pointed out that successful historians like Skip Gates achieve financial success through their business skills. As a supporter of the business side of Black history, she mentioned that while opportunities are available, they are often hard to access. She recommended investigating this area further, including the idea of integrating it into academic courses, as it complements educational efforts and connects to publishing and library sciences.

- Trustee Fulmore-Townsend appreciated that perspective but sought to clarify the request to the faculty. The committee's decision pertained to whether to grant this group an additional year to demonstrate progress. If the committee members were contemplating the success milestones over the course of the year, based on the information just shared, she requested clarification on the specific request being made of the faculty. Dr. Powell had proposed linking this initiative to the education degree as a minor; however, she asked whether the committee was considering other degree programs for this minor as well. Trustee Fulmore-Townsend aimed to focus on a precise and actionable matter. There is a particular need for educators, especially educators of color, as most professionally trained educators have retired.

- Trustee Jenkins inquired about the curriculum and whether changes would occur if the program became a minor. Dr. Powell explained that low enrollment in 200-level courses has resulted in only the 100-level sequence being offered



regularly, with advanced courses and the capstone canceled due to low participation. Courses like African American history are still available, but with few students enrolled. Trustee Jenkins asked if the capstone would remain if it became a minor; Dr. Powell responded that probably not if interest rates stay low, but a minor could provide students with more flexibility, enabling them to earn both degrees with minimal additional coursework. Trustee McPherson emphasized the importance of Black history and the many career paths in journalism, publishing, library science, and business, particularly in minority business development, noting that many students are unaware of these opportunities. Trustee Epps mentioned the ongoing effort to develop a rubric to evaluate the program's viability and suggested assessing the initiative within that framework.

- Trustee Epps was concerned the committee wasn't following its process for creating a rubric for difficult decisions. Dr. Marshall recommended giving the program a year to improve, explore the minor option, and strengthen its link to the education pathway. After a year, once the APR rubric is finalized, they would reevaluate and decide whether to continue or discontinue based on outcomes. This would allow faculty to refine the curriculum and consider alternatives. Trustee McPherson and Dr. Marshall agreed Dr. Diane Turner would be a great advisor for restructuring the new Black Studies curriculum.

- Trustee Fulmore-Townsend urged the committee to identify clear actions before the meeting ended, noting that testing the program against a rubric was feasible. Data showed introductory courses were well attended and valuable, but students didn't stay to complete degrees. The key question was whether the degree pathway was flawed or if it could be revamped into a more useful degree.

- Dr. Marshall emphasized the importance of maintaining the connection to the teacher education pathway, noting that it remains crucial regardless of the program's future plans. While supportive, she questioned whether the faculty had thoroughly reviewed the current course offerings or considered revising or expanding them, especially in business, museum studies, and the arts. Trustee McPherson cautioned that, although aligning with education programs is helpful, it's important to consider the broader context: funding priorities in education mainly support reading, math, and sometimes science, while social studies, including history, government, and civics, receive significantly less attention and funding. She clarified that she was not opposed to alignment but was highlighting factors that should guide the discussion.

- Trustee Fulmore acknowledged the points raised and emphasized that the committee faced a limited set of actionable options. She recognized that structuring the courses as a minor within the teacher education pathway seemed promising and well-supported. She also noted that the curriculum could have applications in other fields. The immediate decision, she stated, was whether to grant the program an additional year. Based on the discussion, there is a feasible path worth further exploration. The committee could support the idea in principle

while requesting a more developed proposal that includes the discussed suggestions, such as a detailed analysis aligned with the rubric. Alternatively, they could delay the decision and clarify the implications of doing so. Trustee Fulmore-Townsend said that whichever option they choose, it will be important to clearly communicate expectations and ensure the following presentation is comprehensive and grounded in the broader context.

- Dr. Marshall endorsed the APR rubric but cautioned against immediate use without proper introduction and communication in program reviews. Programs should understand assessment standards. Pre-socialization decision-making could cause issues. Trustee Fulmore-Townsend clarified she used “pilot” to mean testing the tool, not relying solely on it. She noted the rubric is still developing, and the committee had agreed to pilot it. She observed that the Black Studies program’s effectiveness is limited as it isn't designed for a standalone degree. She stressed the need to integrate the program more effectively to better serve students, possibly as a minor with diverse pathways. If a minor, it must be clearly defined and relevant across degrees.

Dr. Powell informed the Board that faculty members aimed to maintain the integrity of the major program of study but required strategies to facilitate students' progression beyond 100-level courses to more advanced 200-level options. They concurred that establishing a minor was a pragmatic step, as the current courses remained viable and would persist irrespective of the committee’s decision. These courses would provide valuable options supporting multiple degree pathways, which is a significant consideration.

- Dr. Dupree said the faculty started integrating the program with teacher preparation, including a grant with Bryn Mawr and talks with the middle-secondary education coordinator. He suggested setting staggered expectations for the following review so that the faculty could demonstrate progress in teacher preparation and an interest in new minors.

- Trustee Epps emphasized the significance of reviewing the rubric in January to facilitate prompt implementation.

- Trustee Fulmore-Townsend emphasized the need for clarity on the APR rubric timeline, progress reports, and an action plan for Spring. Her request was to clarify the timeline and accelerate preparations so they could start using the tool, as decision-making was imminent regardless of whether the rubric was ready. It was requested to see a pilot version in January. Dr. Marshall proposed initiating the process of sharing the rubric with all stakeholders, informing them that it is a pilot program for this semester and that a finalized version could be formally introduced in the subsequent fall. They may continue to apply the current version during this semester, specifically, the spring, and subsequently officially launch the finalized version in the following fall. This approach appears acceptable, and it is suggested that an internal communication strategy be developed upon their return in January to ensure all parties are adequately informed.

- Dr. Powell notified the Board that the discussion of the APR rubric will be expedited.
- Trustee McPherson suggested considering outside input for Black Studies within 4 weeks. She planned a meeting with Black Studies faculty and external experts, including Dr. Diane Turner, Molefi Asante, and Tukurfu Zuberi, to broaden the conversation. Additionally, she conducted a benchmarking analysis of community colleges and HBCUs offering Black Studies and tracked graduate outcomes. She also proposed involving Philadelphia Black journalists with minors in Black history. The goal is to foster structured discussions and a benchmarking exercise to support informed decision-making and avoid isolated approaches. Trustee McPherson inquired whether the external consultants wished to attempt to reach a mutual understanding before the Holiday break.
- Dr. Gay suggested changing "minor" to a different term since it's not an official credential like a CCP certificate. She pointed out that students who leave without completing both a major and a minor do not earn a credential. She reassured that double majors are possible but require extra coursework and are not heavily promoted, especially since students often struggle with a single major. Trustee Fulmore-Townsend asked if she meant promoting a certificate rather than a minor, noting the difference: a certificate is official; a minor is not. Dr. Gay explained that community colleges offer minors, but they are not officially recognized unless the major is completed. Only certifications, certificates, and degrees are formally acknowledged. She warned that students could lack an official credential if they do not finish a minor. Dr. Powell stated that creating a proficiency certificate from completed general education and specific courses makes it an accessible option.

In conclusion, Trustee Fulmore-Townsend adjourned the meeting and sought the board's consensus regarding the Black Studies program. She reaffirmed that the committee's decision to defer final approval for Black Studies was not an objection but rather a strategic delay meant to ensure measurable progress and a more transparent framework. Collectively, the Trustees supported ongoing innovation and collaboration across departments. Trustee Clancy made the first motion, with Trustee Jenkins seconding it.

# COMMUNITY COLLEGE OF PHILADELPHIA

## Academic Program Review: Liberal Arts - Social/Behavioral Science A.A.

Authors: John Joyce and Diael Thomas

Fall 2025

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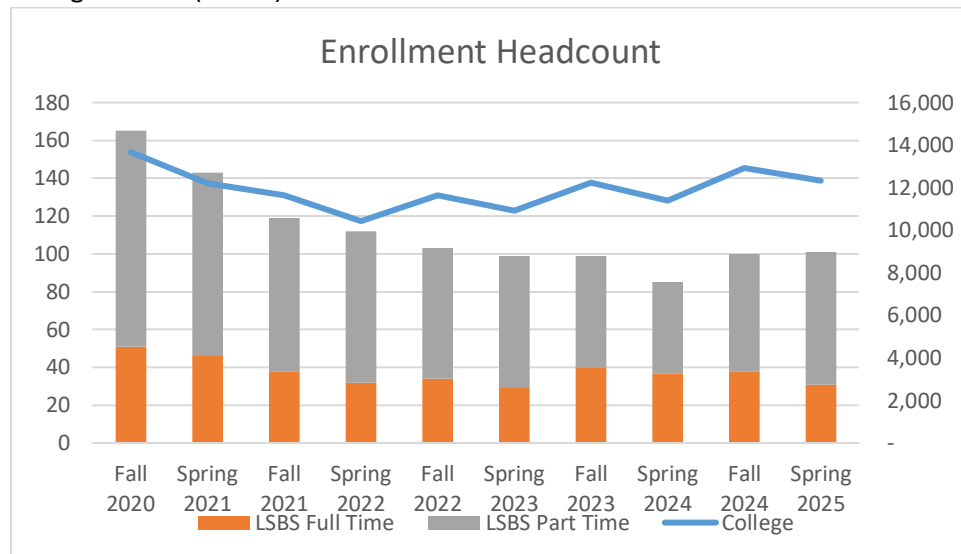
## 1. Executive Summary

### A. Key Findings

#### Enrollment and Demographics

##### Enrollment

1. During the period studied, average enrollment in Liberal Arts – Social/Behavioral Science was 112.6 students.
2. On average the program enrolled a similar proportion of full-time students (33.9%) to the College overall (31.4%).



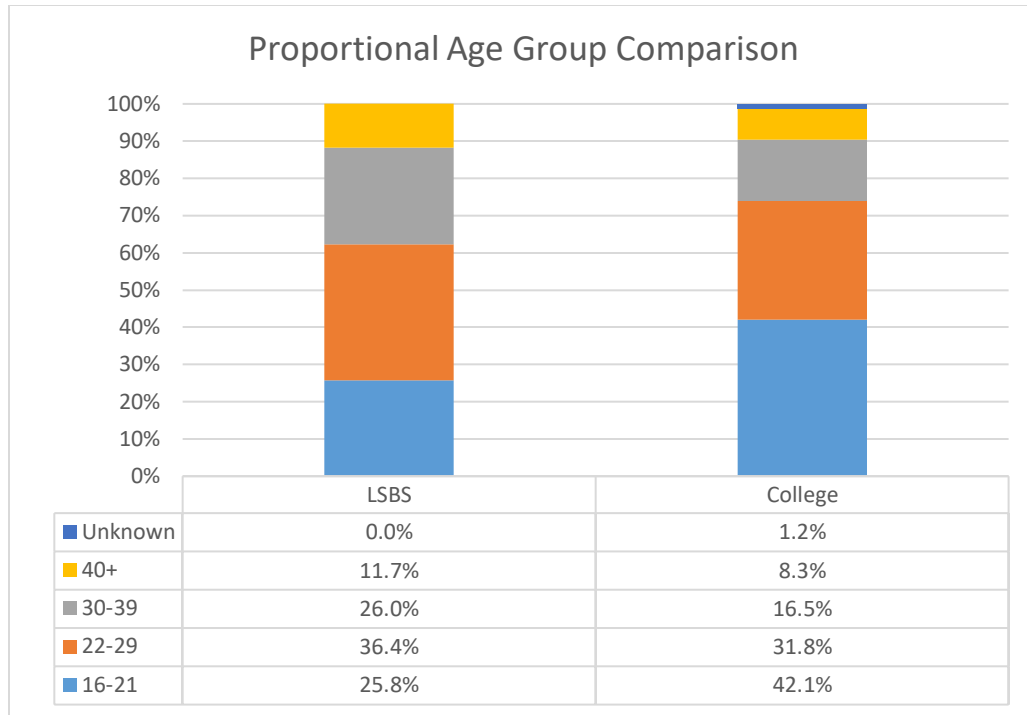
##### Demographics

3. On average LSBS enrolled a higher proportion of students that identify as Black females (36.1%) to the College overall (28.2%) and a similar proportion of students that identify as Black males (7.8%) to the College overall (11.7%).
4. On average, LSBS enrolled a similar proportion of students that identify as White (20.9%) to the College overall (20.1%).
5. On average, the program enrolled a similar proportion of students that identify as Hispanic (18.4%) to the College overall (17.7%).

6. On average, LSBS enrolled a lower proportion of students that identify as Asian (2.5%) to the College overall (10.2%).

LSBS		Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022	Spring 2023	Fall 2023	Spring 2024	Fall 2024	Spring 2025	AVG
<b>Amer Indian or Alaskan Native</b>	Female	0.6%	0.7%	0.0%	0.9%	1.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.4%
	Male	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	1.2%	0.0%	1.0%	0.4%
<b>Asian</b>	Female	5.5%	2.1%	2.5%	2.7%	1.0%	2.0%	1.0%	1.2%	2.0%	2.0%	2.2%
	Male	0.6%	0.7%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
	Unknown	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
<b>Black Non-Hispanic</b>	Female	41.8%	39.2%	35.3%	35.7%	39.8%	34.3%	35.4%	37.7%	30.0%	31.7%	36.1%
	Male	4.2%	6.3%	7.6%	8.9%	9.7%	12.1%	8.1%	8.2%	8.0%	5.0%	7.8%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.1%
<b>Hispanic</b>	Female	12.1%	16.1%	16.0%	11.6%	7.8%	9.1%	17.2%	17.7%	19.0%	16.8%	14.3%
	Male	3.0%	2.8%	5.0%	4.5%	5.8%	5.1%	5.1%	3.5%	4.0%	2.0%	4.1%
<b>Multi-Racial</b>	Female	5.5%	5.6%	4.2%	4.5%	2.9%	7.1%	5.1%	7.1%	1.0%	2.0%	4.5%
	Male	0.0%	0.0%	0.0%	0.0%	1.0%	2.0%	1.0%	2.4%	2.0%	1.0%	0.9%
<b>Other/Unknown</b>	Female	3.6%	4.2%	2.5%	3.6%	3.9%	2.0%	5.1%	4.7%	12.0%	17.8%	5.9%
	Male	0.0%	0.0%	0.8%	0.9%	1.0%	1.0%	2.0%	0.0%	3.0%	4.0%	1.3%
<b>Pacific Islander</b>	Female	0.6%	0.7%	0.8%	0.9%	1.0%	1.0%	1.0%	1.2%	0.0%	0.0%	0.7%
<b>White Non-Hispanic</b>	Female	18.8%	16.8%	21.9%	23.2%	22.3%	20.2%	15.2%	12.9%	16.0%	15.8%	18.3%
	Male	3.6%	4.9%	2.5%	1.8%	2.9%	3.0%	1.0%	1.2%	0.0%	1.0%	2.2%
	Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	1.2%	1.0%	0.0%	0.4%

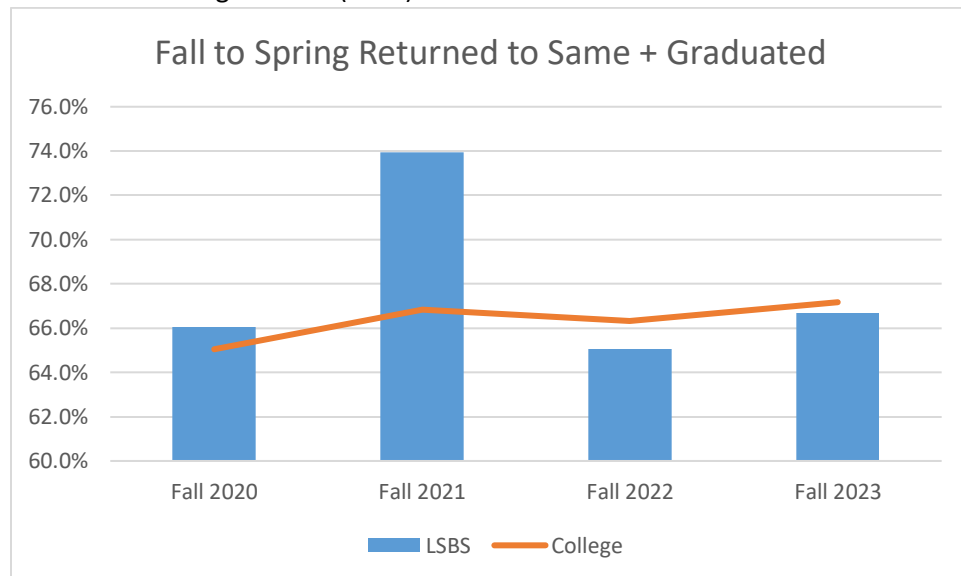
7. The program enrolled a lower proportion of students under the age of 30 (62.2%) to the College overall (73.9%).



## Retention

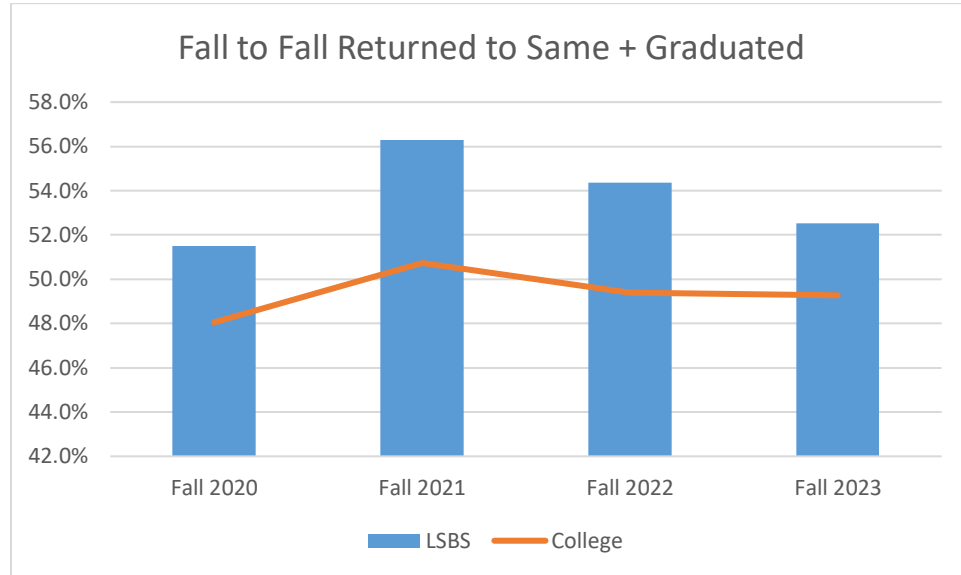
### Fall to Spring

8. Over the period studied the proportion of Liberal Arts – Social/Behavioral Science students who returned to the same program from one semester to the next (62.7%) was similar to the College overall (60.4%).
9. The program's average proportion of students who returned to a different program (6.4%) was similar to the College overall (4.0%).



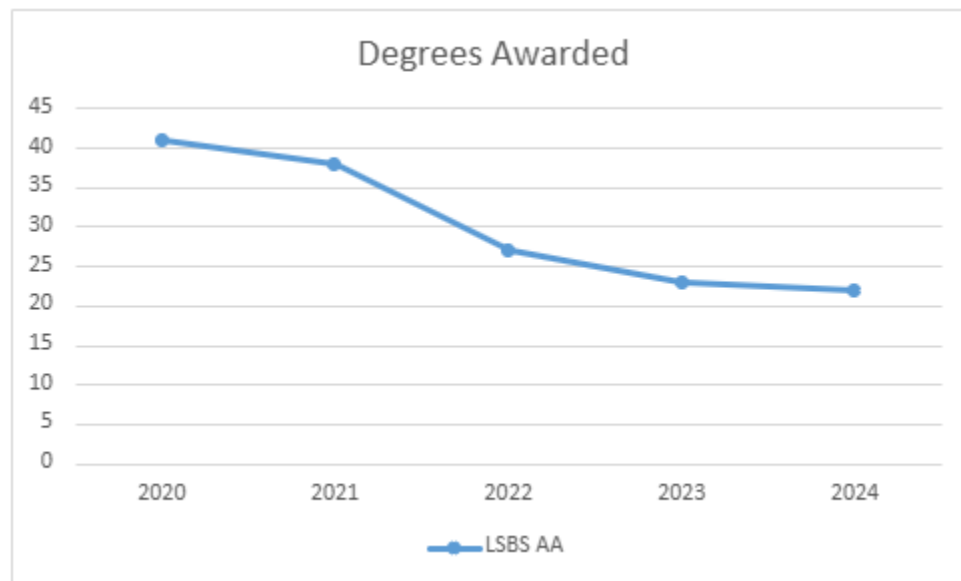
### Fall to Fall

10. Over the period studied the proportion of Liberal Arts Social/Behavioral Science students who returned to the same program from one year to the next (34.0%) was similar to the College overall (36.3%).
11. The program's average proportion of students who returned to a different program (9.7%) was similar to the College overall (7.1%).



### Success and Graduation

12. Over the period studied, the Liberal Arts Social Behavioral Science program awarded 151 AA degrees.



### Transfer

13. Over the period studied, 74.2% of Liberal Arts – Social/Behavioral Science graduates transferred to other institutions, which is higher than other A.A. graduates at the College (51.4%) and higher than College-wide graduates (48.5%). 47.8% of these transfer students



- graduate from their transfer institutions, which is higher than other A.A. transfer students (27.7%) and higher than College-wide transfer students (28.1%).
14. The top five transfer institutions are Temple University, West Chester University, Montgomery County Community College, Delaware County Community College, and Southern New Hampshire.

### **Assessment**

15. The Liberal Arts – Social/Behavioral Science program has four program learning outcomes:
- (1) Demonstrate critical analysis of arguments and evaluation of an argument's major assertions, its background assumptions and the evidence used to support its assertions.
  - (2) Communicate effectively through written and oral means including essays, research papers and classroom presentations.
  - (3) Identify principles of human behavior and social structures.
  - (4) Explain how the scientific method is used to study human behavior and social structures.
16. The program currently has only one proprietary course to assess, FYE 101: First Year Experience. The program has suggested collaborating with faculty from 200-level Psychology and Sociology faculty to understand the assignments that align to LSBS PLOs. Other program action items include focusing programming and messaging to male students of color, planning career panels and financial literacy workshops, and working with the Title III project manager on FYE 101.

### **Workforce Development**

17. Healthcare and medical social workers will continue to be needed to help aging populations and their families adjust to new treatments, medications, and lifestyles with growth predicted at 8%. Employment of mental health and substance abuse social workers is projected to grow at 10% as more people seek treatment for mental illness and for substance abuse, especially recovery from opioid use disorder.
18. If students pursue a Master's of Social Work (MSW), the job outlook for Licensed Clinical Social Workers (LCSWs) is very positive. According to the Bureau of Labor Statistics, employment of social workers is projected to grow 13 percent from 2020 to 2030. Several articulation agreements – LaSalle, West Chester, Chestnut Hill – offer 4:1 programs that provide an efficient and cheaper path to a Master's degree.

### **Cost**

19. Over the period studied, Liberal Arts – Social Behavioral Science ran an average of 63.2 sections of its required courses each semester which were enrolled at 86% of capacity on average.
20. Over the period studied, the program had a direct cost per full-time equivalent (FTE) of \$3441, which was lower than its division average of \$3830 and lower than the College average of \$4187.

## B. Prior APR

Recommendations from Prior APR and Program Response:

**Enrollment and Demographics**

1. Increase Enrollment as follows:

	Fall 2018 (Benchmark)	Fall 2021 Increase in Headcount*		Fall 2023 Increase in Headcount		Fall 2025 Increase in Headcount	
Headcount	149	161	8%	177	10%	195	10%
Returned to Same Program	54	61	38%	71	40%	78	40%
Graduated	14	16	10%	19	11%	21	11%

\*Increase from Fall 2018 headcount

**Program Response:** The COVID-19 pandemic had a negative effect on enrollment in the period following the prior APR.

2. As part of the plan to meet Fall to Fall Growth and Retention Goals, the program should develop marketing strategies that promote the program's professionalism and career opportunities.

**Program Response:** LSBS is promoted within the Education and Human Services Pathway. The pathway has held events to promote its various programs and career and transfer options. Most recently, there was a Takeover Week February 10 -13, 2025 during which there were faculty meet and greets, presentations by Academic Advising addressing transfer options and Career Connections highlighting employment, and panel discussions consisting of coordinators and alumni who shared transfer and employment journeys.

3. On average, 88% of LSBS enrollment is female, and nationally, approximately 82% of social workers are female. Social workers are important in shaping the care of our society and should be representative of the communities they serve. As part of the plan to increase enrollment, LSBS should also explore opportunities to partner with college and local Philadelphia organizations to educate male students about career opportunities to improve their communities and earn professional salaries in the field of social work.

**Program Response:** Students in the Center for Male Engagement program have attended events hosted by the Education and Human Services Pathway exploring transfer and career opportunities in human and social services. As part of the CME's 2023 summer retreat, a panel discussion was led by four Black men who graduated from area human services and social work programs. The participants shared their diverse employment backgrounds, ranging from Catto Scholar coach to city social worker to private practice. The latter was

achieved by a CCP alum who transferred to Temple eventually earning an MSW at The University of Pennsylvania and is currently a Licensed Clinical Social Worker with his own practice.

### **Transfer**

4. Continue to monitor the unique relationships with the LSBS transfer institutions, changes in their curriculum requirements, and the success of CCP students.

**Program Response:** The program has continued its relationships with existing transfer institutions and has established new ones with Millersville and St. Joseph's University. Academic advisors are aware of the curriculum requirements at each institution.

### **Assessment**

5. The program has four PLOs with plans to update the 2021-2022 Catalog to include cultural diversity and competency, reflecting the course offerings and bringing them in line with general education essential skills and course learning outcomes. The Program should develop a multi-year assessment calendar and maintain the ongoing assessment schedule.

**Program Response:** Since the last revision, multi-year assessment has been done by micro-mapping courses in AEFIS. Currently, an assessment plan is in development to coincide with the implementation of Insights by eLumen.

## **C. Action Items**

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

### **Assessment**

1. Reports from 2022-2023 and 2023-2024 reflect several action items related to interdepartmental collaboration that the program has yet to act on that could be helpful in making program improvements. In pursuit of this goal, the program should request data from IR on what classes are commonly taken by LSBS students to make further changes to the program micro-map and refine the assessment strategy.

**Responsibility:** Program Coordinator with College support

**Timeline:** Fall 2026-Fall 2030

### **Transfer**

2. The program should pursue its plans to finalize future articulation agreements with St. Joseph's University and re-establish an agreement with West Chester's social work program and then monitor the effects of the agreements.

**Responsibility:** Program Coordinator with College support

**Timeline:** Fall 2026-Fall 2030

#### D. Narrative

The LSBS program benefits students, the College, and the community. For students, it offers a coherent pathway for those interested in pursuing a social science (anthropology, criminology, gender and sexuality studies, sociology, political science, environmental studies) or social work program at a four-year school. For the College, it is a respected transfer program as evidenced by 137 transfer articulations. Finally, since many students in the program are pursuing a bachelor's in social work (BSW) degree, the community benefits from the roles graduates assume in the City's human services sector. Philadelphia has a higher-than average occupational outlook for social workers, and the Parker administration has made social and human service workers integral to several initiatives.

Healthcare and medical social workers will continue to be needed to help aging populations and their families adjust to new treatments, medications, and lifestyles with growth predicted at 8% (US Bureau of Labor Statistics).

For students pursuing a social science or social work program at a transfer institution, LSBS provides identity, direction, and guidance in the only transfer-oriented social science program at the College other than psychology. Students in this program have different interests and career goals than those in psychology. LSBS also differs from the Behavioral Health and Human Services (BHHS) program in that those courses do not generally transfer to social work programs except as general electives – although the BHHS program has recently forged some transfer agreements with area social work programs. Because of their general certainty in a career goal and transfer institution, students in this cohort also differ from those in Liberal Arts, who often enter the College as deciding students. The course sequence for Liberal Arts allows for exploration by offering more choices in both the humanities and social sciences, whereas LSBS presents a more prescribed pathway to transfer and a career in the behavioral sciences and human services.

Employment of mental health and substance abuse social workers is projected to grow as more people seek treatment for mental illness and for substance abuse, especially recovery from opioid use disorder. In addition, drug offenders could continue being directed to treatment programs, which are staffed by these social workers, as a supplement or occasionally an alternative to incarceration. Growth in this area is predicted at 10% (US Bureau of Labor Statistics).

**COMBINED/HYBRID MEETING OF THE BUSINESS AFFAIRS AND  
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, November 19, 2025**

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

**Present for the Executive Committee:** Mr. Harold T Epps (presiding), Ms. Ajeenah Amir (via zoom), Ms. Chekemma Fulmore-Townsend (via zoom), Ms. Rosalyn McPherson (via zoom), and Mr. Patrick Clancy (via zoom)

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

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

Please note that Attachment A contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding.

Ms. Posoff called the meeting to order at 9:00 am. Ms. Posoff highlighted the agenda items, and asked Mr. Eapen to proceed with the first agenda item.

Ms. Posoff noted that she and Jacob continue to collaborate on identifying cost-saving opportunities, securing better deals where possible, and exploring efficient ways to increase revenue.

**(1) Follett Contract Extension (Action Item)**

**Discussion:** Mr. Eapen stated that the College transitioned its bookstore operations from Barnes & Noble College to Follett Higher Education Group in 2019, aligning with the College's goals to enhance affordability, improve access to course materials, and expand digital learning solutions for students. Since that transition, Follett has remained a strong partner in supporting student success initiatives, including the College's textbook

affordability programs and the continued expansion of digital course materials.

Mr. Sawyer noted that Follett reached out to propose a contract extension, and requested a meeting to negotiate changes since their initial proposal called for keeping the existing terms and conditions unchanged.

Mr. Sawyer explained that we were able to negotiate, and the key changes include keeping our commission percentages the same while lowering the threshold. He noted that once we reach the \$5,000,000 mark, we will earn higher commissions and continue to receive a 7% commission on digital sales. Mr. Sawyer also stated that we were able to secure an increased signing bonus as part of the extension.

Mr. Sawyer stated that the original signing bonus was \$150,000, which we were able to increase to \$250,000. This amount will be paid in equal installments over the duration of the contract. He also noted that we secured the continuation of our \$100,000 annual commission guarantee, along with an additional \$10,000 that will be allocated to a book fund managed through the Foundation.

Mr. Eapen added that in FY 2025, the College received \$531,000 in total payments from Follett. He noted that Follett holds a significant share of the market and that their operations are strong. He emphasized that the College experiences a high level of cooperation with Follett and is pleased with the services they provide.

Ms. Posoff asked to discuss student employment. Mr. Sawyer explained that Follett does not employ students full-time in the bookstore. He added that we are exploring a model to offer a CEO-style student experience—in cooperation with Saxby's, which we hope to launch in the Spring.

Mr. Sawyer noted that, with respect to part-time student employment, the Bookstore hires approximately 15 student workers during the fall and spring rush periods—the first three to four weeks of each semester—and these positions are filled through a temporary agency. Ms. Posoff mentioned that one of these employees is a classified CCP employee. Mr. Sawyer confirmed that there is one classified employee working in the Bookstore and that Follett covers that individual's salary.

Ms. Posoff stated that we have been receiving \$500,000, with an increase to \$5 million in sales and asked whether that amount would go up or remain

the same. Mr. Sawyer responded that we are definitely going to reach the \$5,000,000 threshold, which will make us eligible for additional revenue. Ms. Posoff noted that Follett provides certain items for CCP—such as merchandise and swag—upon request.

Mr. Dubow then asked, at a 13% commission rate, if we meet the \$500,000 threshold, what will the five-year projection would look like. Mr. Sawyer explained that when the College originally entered into this contract and issued the RFP—prior to the pandemic—annual Bookstore sales were approximately \$7 million. Since then, enrollment declines have influenced sales trends; however, threshold totals have grown, reaching \$4.1 million in 2023, \$4.9 million in FY 2024, and \$5.1 million in the most recent fiscal year. Mr. Sawyer emphasized that this growth underscores why lowering the threshold has been so critical for the College.

He noted that the College knew it would not reach the original \$7 million threshold, which is why it was essential to negotiate the reduction to \$5 million in order to receive additional revenue.

Mr. Dubow then asked whether, at a 13%–15% commission rate, the \$500,000 threshold would translate to approximately \$521,000. Mr. Sawyer clarified that the contract distinguishes between commissionable and non-commissionable sales. Not all items sold count toward the commissionable threshold. For example, Apple computers and laptops are non-commissionable because they carry no margin—students receive an Apple discount, and Follett sells the devices at that price.

Mr. Sawyer explained that commissions are earned only on commissionable sales, so the 13%–14% commission applies strictly to that portion of revenue. If the College reaches the \$5 million threshold, it will move into the next commission tier, but again, only the commissionable sales count.

Mr. Epps then asked how much of the \$5 million represents book sales, and whether the transition from traditional textbooks to digital materials resulted in a loss of revenue. Mr. Sawyer responded that approximately 45% of course materials sales are now digital. Much of this shift is driven by the College's digital course program, which provides inclusive access: students are billed through tuition and have their materials in the LMS on the first day of class. Ms. Sawyer added that many of these digital courses earn only a 7% commission.

Mr. Sawyer confirmed that while textbooks continue to be sold, there is an ongoing shift toward digital course materials. In response to Mr. Epp's question about the commission rate for digital materials, Mr. Sawyer clarified that the rate is 7%, compared to 13–14% for hard-copy materials. Mr. Epps observed that this represents approximately a 50% reduction in commission revenue and noted that the College should factor this into future budgeting. Mr. Sawyer agreed.

Pastor Mason asked, as we renegotiate a contract valued at approximately \$35 million with this vendor, have we requested support beyond the commission structure—specifically, sponsorship for the College's 60th anniversary? He noted that this milestone will draw significant guests and should be incorporated into the negotiation.

Mr. Sawyer stated that no such request has been made to date but indicated he would be happy to pursue it. Pastor Mason recommended preparing a presentation for Follett, emphasizing that while they seek the \$35 million contract, the College seeks sponsorship in addition to the commission. Mr. Eapen confirmed that they will raise this request in discussions.

Ms. McPherson asked other than textbooks and digital, what's the next category of sales? Mr. Sawyer responded, merchandise.

Mr. Sawyer continued by noting that merchandise—including sweatshirts, T-shirts, and Stanley Cups—accounts for approximately 15% of sales, and most of these items are eligible for bookstore credit.

Following up on Pastor Mason's earlier question, Mr. Ford asked when the contract needs to be finalized. Mr. Sawyer stated that the current contract expires on June 30. Mr. Ford suggested that, given the timing, the committee could table the recommendation at this meeting in order to inquire about a potential sponsorship for the College's 60th anniversary, assuming there is sufficient time to incorporate that request. He then asked if anyone had any objections.

Ms. Flynn inquired whether there were any signing deadlines associated with the offer. Mr. Sawyer confirmed that the College had missed the original deadline; however, Follett has been flexible and provided approximately 60 days. He added that although the proposal was initially provided several months ago, the College pursued improving terms, and Follett has continued



to work with them despite the delay. Mr. Sawyer stated he could reach out to Follett to determine whether they are willing to extend the timeline further, noting that doing so might impact some of the terms.

Mr. Epps asked how many providers responded to the RFP when the process began. Mr. Sawyer explained that an external vendor assisted with the process, and Dr. Powell served on the committee. He noted that only two proposals were received. Mr. Sawyer added that while there may be two additional providers in the market, the challenge is that brick-and-mortar bookstores are becoming less common. The College does not believe a fully online model would adequately support students, as many still prefer to visit the store in person to review materials. Mr. Sawyer concluded that Barnes & Noble and Follett are essentially the only two viable brick-and-mortar providers remaining.

Mr. Epps asked what the motivation was for signing a contract in November or December when it would not take effect for another six months. He questioned what lead-time issues made the matter urgent. Mr. Sawyer responded that if the College were to move away from Follett, it would need time to conduct a new RFP process and negotiate terms with another vendor. Mr. Epps emphasized that the College wants to operate on its own terms and asked whether there was anything preventing them from waiting until February.

Ms. Flynn explained that the College could choose to withdraw the currently negotiated terms; however, doing so could reduce its leverage. She noted that as the College gets closer to June, its options narrow, and vendors gain more bargaining power. Additionally, vendors want to account for the contract in their upcoming fiscal year projections. Mr. Epps remarked that this dynamic appears to be tied to someone wanting to secure their commission. Ms. Flynn added that vendors also want advance confirmation of business, and waiting could result in less favorable terms for the College. Mr. Epps commented that vendors simply want to close their books.

Ms. Posoff asked whether, prior to the next Business Affairs meeting, the College could approach Follett to discuss potential sponsorship opportunities and how Follett typically handles such requests. She suggested using the next couple of weeks both to begin that conversation and to prepare a sponsorship or donation package related to the College's 60th anniversary.

Ms. Harrington asked for clarification on who the “we” referred to—specifically, whether the responsibility for creating the sponsorship materials would fall to the Foundation (e.g., Mellissia) or to Derrick and Jacob. Ms. Posoff clarified that she was not suggesting they make a sponsorship request immediately; rather, she was proposing that the College first ask Follett how they typically approach sponsorships or donations. She explained that “we” refers to whoever is leading the negotiation—likely Derrick and Jacob—who would pose the initial question to Follett. From there, the appropriate parties, potentially the Foundation and other members of the team, would determine next steps.

Dr. Marshall emphasized that the immediate goal is to assess whether sponsorship is a feasible option and to determine Follett’s level of interest. If interest exists, the College would then follow up accordingly.

Ms. Posoff suggested framing the initial inquiry as: *“How do you approach your sponsorships and donations to the College?”*

Mr. Eapen emphasized that the College should set the tone and lead the conversation. Pastor Mason added that the outreach should highlight the College’s upcoming 60th anniversary and invite partners to participate through sponsorships or donations. He asked what steps would be required to move this forward.

Ms. Posoff asked whether the request should originate from the College rather than from the Foundation or the Board. She noted that a formal sponsorship package has not yet been developed—only a general concept—and stated that, with a new President and the anniversary approaching, this is an appropriate time to gauge Follett’s interest, with a full package to be created afterward. Pastor Mason offered to help draft materials within approximately three days. Ms. Posoff stated the goal is to have something prepared by December 16, while acknowledging internal issues that still need resolution, including clarifying the sponsorship process, determining who should make the request, how funds will be received, and how compliance requirements will be managed.

Dr. Marshall stated that the communication to Follett should convey that, as the College works toward a new agreement, it is also engaging all partners regarding potential anniversary partnerships and sponsorships. She added that the College would welcome the opportunity to meet with Follett to

discuss what such a partnership might entail. She noted that gathering all necessary information will need to happen within a very short timeframe.

Ms. McPherson stated that this represents a significant change, noting that while some structure already exists, the new approach will require adjustment. She reiterated Pastor Mason's point that this should not be a long or drawn-out process. Ms. Posoff added that everyone should understand the need to first clarify the internal process.

Mr. Epps asked whether the 60th anniversary would include a unique line of anniversary-themed swag. Ms. Rooney responded that some items have already been produced and distributed, and that merchandise will vary by event, with something special planned for the opening celebration. When Mr. Epps clarified that he was referring to items for sale, Ms. Rooney stated that the College can discuss this with Follett, but it is uncertain how they will respond. She added that the College already has a well-liked anniversary logo and would be happy to work with Follett on apparel and other products.

Ms. Fulmore-Townsend asked whether the 60th anniversary officially begins in January. Ms. Rooney explained that, from an events standpoint, the College is observing the anniversary throughout the current academic year, and work is already underway through internal events and communications. Ms. Fulmore-Townsend expressed increased concern, stating that if the anniversary has already begun, she is surprised that a clear sponsorship plan is not yet in place. She added that she had been hopeful the observance would begin in January.

**Action:** Mr. Ford moved to table the vote on the Follett contract extension. Pastor Mason seconded the motion, and the motion to table the approval of the extension passed unanimously.

The Business Affairs Committee moved to table any action on the Follett agreement.

(2) **CATC/WRC Parking Lot General Construction: Gessler Construction Co. (Action Item)**

**Discussion:** Mr. Eapen stated that staff seeks approval for improvements to the CATC/WRC parking lot. Mr. Eapen stated that we had some

challenges in the parking lot and we want to make sure that we have a safe and a conducive environment for our students and faculty.

Mr. Eapen stated that the improvements include new ornamental fencing, additional parking and landscaping as required by City code.

The College issued RFP #10229 on September 11, 2025 via Penn Bid. The Pre-Bid meeting was held 09/16/2025 and four (4) bidders attended.

The College received 2 responses:

DePaul and Company	\$174,567 (Bid Withdrawn)
Gessler Construction Co., Inc.	\$292,600

Mr. Eapen stated that Gessler Construction Company submitted a bid for \$292,600. He noted that these funds are included in the capital budget and that, per Trustee Ford's recommendation, the College has begun tracking the capital budget more closely—showing what was originally allocated and how the actual bids compare as they are received.

Mr. Eapen further explained that the original project budget was \$600,000, and the bid came in at \$292,600. However, he cautioned against making any adjustments at this time, as unforeseen issues may arise during the construction of the parking lot.

Mr. Eapen also noted that there were two follow-up items requested by Trustee Posoff: first, the communication plan that Shannon is currently developing, and second, ongoing conversations with the Pastor of the nearby church, which are being handled by Chris Lewis, Executive Director for CATC.

Mr. Dubow asked why the other bidder, who ultimately withdrew, had originally submitted a much lower bid. Mr. Wiggins explained that PennBid had contacted the College to report that the bidder realized, after submitting their proposal, that they had overlooked items in the project drawings and therefore chose to withdraw.

Mr. Ford then asked why DePaul's bid would have been more than \$100,000 lower, and also why the project—budgeted at \$600,000 in the capital budget—was now coming in significantly lower at \$292,600. Mr. Wiggins responded that the College is working with the best estimates available at the time. He noted that when the team provides a budget figure, it is

generally the best estimate and he had originally expected the cost to be higher. He added that the final cost may still increase because the project includes lifts that was planned for but not included in the current bid. If the College proceeds with installing these lifts, the price will rise accordingly.

Mr. Eapen explained that the parking lot includes 75 spaces, and the automotive program requires approximately 25 spaces for its vehicles. One option under discussion is installing a lift—similar to the ones in Center City—that would allow stacking two or three cars on the lifts to conserve space. This addition would increase costs.

Ms. Posoff also noted a consideration regarding security. The current bid does not include constructing a security booth. While building a booth would not involve a significant expense, staffing it and coordinating with existing security infrastructure—such as cameras—would need to be evaluated. The recommendation may be to add a booth, or to rely solely on cameras, depending on what best meets operational needs.

Mr. Epps asked where Gessler Construction Company is located. Ms. Henley responded that the company is based in Media, Pennsylvania, and noted that Gessler previously completed work on the lot when the College first acquired the property. She also stated that Gessler is a Women-Owned Business Enterprise (WBE).

Mr. Epps then asked about the composition of their workforce. Ms. Henley replied that approximately 60% of their employees are from underrepresented minority groups.

Attachment B provides a detailed comparison of the capital project budget and actual expenditures (Information Only).

**Action:** Staff requested that the Business Affairs Committee recommend to the full Board the award of the general construction contract for the WRC parking lot to Gessler Construction Company in the amount of \$292,600, to be paid from the capital budget.

Mr. Ford motioned, and Mr. Dubow seconded, to approve awarding the general construction contract to Gessler Construction Company in the amount of \$292,600. The motion passed unanimously.

**(3) Solar Project GESA Contractor: Ameresco (Action Item)**

Staff seeks approval for a GESA contract with Ameresco for the Solar projects at Main Campus and NERC.

Mr. Eapen reported that the College received a \$500,000 matching grant from the state through the Solar for Schools Program. He noted that Ameresco will prepare all required documentation to secure available rebates and incentives. The projected payback period for the College is approximately 2.05 years. He referenced Attachment C, which includes Remington & Vernick Engineers' evaluation of the proposals, and added that the grant has generated significant publicity.

Mr. Trzaska stated that three firms—CM3, Noresco, and Ameresco—were interviewed and submitted proposals. Since all firms would have access to the same grants and rebates, the decision ultimately came down to pricing and the size of the solar array each company could deliver. Ameresco proposed the largest array and projected that the College would begin generating positive financial returns after two years. He emphasized that the project offers strong guaranteed energy savings and revenue potential.

Mr. Trzaska added that Ameresco, a large national company based in Massachusetts with a local office in Philadelphia, was able to offer the most competitive pricing. The College also specified that the project must use domestically manufactured solar panels. The Solar Project will be funded through the capital budget and available grants.

Ms. Posoff asked for questions or comments. Mr. Epps stated that he would abstain from both discussion and voting. Ms. Posoff also noted that Ameresco is the vendor used by the city.

**Action:** Staff requested that the Business Affairs Committee recommend to the full Board approval of awarding the GESA construction contract for the Solar Project to Ameresco in the amount of \$999,107. Mr. Dubow moved, and Mr. Ford seconded, the motion to award the contract to Ameresco in the amount of \$999,107. The motion passed unanimously.

**(4) Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) – (Action Item)**

**Discussion:** Mr. Eapen explained that the Commonwealth of Pennsylvania requires the College's Board of Trustees to approve a formal resolution to accompany the application for the Redevelopment Assistance Capital Program (RACP).

Mr. Eapen noted that although the College has already been awarded RACP funding, one of the requirements for drawing down those funds is submission of all payment documentation to Stantec, the state-appointed consultant. During their review of previously submitted materials, Stantec informed the College that a Board-approved resolution is needed for the RACP program.

Mr. Eapen emphasized that this is the first time the College has been asked to submit such a resolution. He also confirmed that the College has already received \$3,000,000 in RACP funding and that the resolution is simply being requested for the state's records.

The resolution (Attachment D) is for RACP funding for the following:

- Winnet Student Life Building Suites Renovations
- Skylight Replacement at Bonnell Building
- Enhanced Lighting onto Historic Mint Building and Door replacement

Staff requests that the Business Affairs Committee recommend to the full Board to approve the Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) for three projects Winnet Student Life Building, Skylight replacement, and enhanced lighting on the Mint Building. The total amount that has been approved is \$3,000,000. Pastor Mason stated the he knew they had a deadline for RACP on last Friday, but did we submit for any projects? Mr. Eapen responded that we did. Mr. Eapen stated that we are working very closely with Institutional Advancement.

**Action:** Mr. Ford motioned and Pastor Mason seconded the motion that the Business Affairs Committee recommend to the full Board to approve the Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) for three projects Winnet Student Life Building, Skylight replacement, and enhanced lighting on the Mint Building. The motion passed unanimously.

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

## **AGENDA EXECUTIVE COMMITTEE**

### **PUBLIC SESSION**

Mr. Epps opened the Executive Committee meeting at 9:37 pm. Based on the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following items:

- (1)** Based on the recommendation s of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following items:

**Action:** Mr. Ford moved to table the vote on the Follett contract extension. Pastor Mason seconded the motion, and the motion to table the approval of the extension passed unanimously.

The Executive Committee moved to amend the agenda to remove the Follett Agreement from item #1 of the Executive Committee agenda.

**Action:** Mr. Ford motioned, and Mr. Dubow seconded, to approve awarding the general construction contract to Gessler Construction Company in the amount of \$292,600. The motion passed unanimously.

**Action:** Staff requested that the Business Affairs Committee recommend to the full Board approval of awarding the GESA construction contract for the Solar Project to Ameresco in the amount of \$999,107. Mr. Dubow moved, and Mr. Ford seconded, the motion to award the contract to Ameresco in the amount of \$999,107. The motion passed unanimously.

**Action:** Mr. Ford motioned and Pastor Mason seconded the motion that the Business Affairs Committee recommend to the full Board to approve the Resolution for Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP) for three projects Winnet Student Life Building, Skylight replacement, and enhanced lighting on the Mint Building. The motion passed unanimously.

The meeting adjourned at 9:41 am.



**The Business Affairs Committee and the Executive Committees of  
the Board of Trustees went into Executive Session to discuss  
Contracts**

<b><u>ATTACHMENT A</u></b>			
<b>FUNDING FOR ACTION ITEMS</b>			
<b>MEETING OF THE BUSINESS AFFAIRS</b>			
<b>COMMITTEE OF THE BOARD OF TRUSTEES</b>			
<b>AGENDA: November 19, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
2	Gessler Construction Co.	\$292,600	Capital Budget
3	Amerseco	\$999,107	Capital Budget & Grant

## **ATTACHMENT B**


### **Capital Spending 2026-2028**

Building Group	New or C/O	Facility Projects	Total Spending	Actual	Available budget	25-26	26-27	27-28
Bonnell	New	Bonnell HVAC Replacements	120,320		120,320	120,320		
Bonnell	C/O	Enrollment Center- Enhancement	1,442,153		1,442,153	1,442,153		
Bonnell	New	Roof Replacement	1,498,823	1,498,823	0	1,498,823		
Bonnell	New	Xerox Digital Press Install	30,000		30,000	30,000		
<b>Total Bonnell</b>			<b>3,091,296</b>	<b>1,498,823</b>	<b>1,592,473</b>	<b>3,091,296</b>	<b>0</b>	<b>0</b>
CBI	New	CBI BAS Replacements	115,000		115,000	115,000		
CBI	New	Replace HVAC Piping	750,000		750,000	750,000		
<b>Total CBI</b>			<b>865,000</b>	<b>0</b>	<b>865,000</b>	<b>865,000</b>	<b>0</b>	<b>0</b>
Mint	C/O	Mint Building Front Doors	953,250	953,250	0	953,250		
Mint	New	Office upgrades	14,713		14,713	14,713		
Mint	C/O	Office upgades/relocations from 1500 Spring Garden	1,144,216		1,144,216	1,144,216		
<b>Total Mint</b>			<b>2,112,178</b>	<b>953,250</b>	<b>1,158,928</b>	<b>2,112,178</b>	<b>0</b>	<b>0</b>
NERC	New	HVAC Upgrade	607,384		607,384	607,384		
NERC	C/O	Bridge repairs	300,000		300,000	300,000		
<b>Total NERC</b>			<b>907,384</b>	<b>0</b>	<b>907,384</b>	<b>907,384</b>	<b>0</b>	<b>0</b>
Parking		Main garage -Phase IV & V		83,500	(83,500)	83,500		
<b>Total Parking</b>			<b>0</b>	<b>83,500</b>	<b>(83,500)</b>	<b>83,500</b>	<b>0</b>	<b>0</b>
West	Complete	Simulation Lab for Nursing & Allied Health; Renovation of respiratory care Lab	396,020		396,020	396,020		
<b>Total West</b>			<b>396,020</b>	<b>0</b>	<b>396,020</b>	<b>396,020</b>	<b>0</b>	<b>0</b>
WRC	C/O	CATC Parking Lot	600,000	292,600	307,400	292,600		
WRC	New	CATC welding lab and WRC space - NWI Welding program	500,000		500,000	500,000		
<b>Total West Regional Center</b>			<b>1,100,000</b>	<b>292,600</b>	<b>807,400</b>	<b>792,600</b>	<b>0</b>	<b>0</b>
Winnet	C/O	Old Cafeteria renovation to single stop office space, Keys, etc.,	1,417,280		1,417,280	1,417,280		
Winnet	New	Technology upgrades in coffee house and student area	49,590		49,590	49,590		
Winnet	New	Mechanical Systems Upgrade	33,985		33,985	33,985		
<b>Total Winnet</b>			<b>1,500,856</b>	<b>0</b>	<b>1,500,856</b>	<b>1,500,856</b>	<b>0</b>	<b>0</b>
Various	C/O	Divisional Priorities	355,000		355,000	355,000		
Various	New	Computers	2,500,000		2,500,000	500,000	500,000	1,500,000
Various	New	Emergency Repairs	95,145		95,145	95,145		
Various	C/O	Miscellaneous (Contingencies)	161,181	(223,900)	385,081	161,181		
Various	C/O	Multi Media auditorium	300,000		300,000	300,000		
Various	C/O	Rebranding	247,952		247,952	247,952		
Various	C/O	Furniture & Fittings	50,000		50,000	50,000		
Various (Main/NERC)	New	Solar Panels (College portion)	500,000		500,000	500,000		
Pavilion	New	CULA Classroom Technology Update	87,500		87,500	87,500		

Pavilion	New	Install 2 hot water circuit pumps	11,338		11,338	11,338		
	New	Install Elevator Rm Heat Pump Condenser	14,943		14,943	14,943		
Total Various			4,323,058	(223,900)	4,546,958	2,323,058	500,000	1,500,000
GRAND TOTAL			14,295,793	2,604,273	11,691,520	12,071,893	500,000	1,500,000

## **ATTACHMENT C**

### **EVALUATION BIDS BY REMINGTON VERMICK**

		Revised Submissions #1								
		CM3 Amendment #1			Noresco Amendment #1 (Scenario 2)			Ameresco (Scenario 2)		
		12901 Townsend Road	1700 Spring Garden	Combined	12901 Townsend Road	1700 Spring Garden	Combined	12901 Townsend Road	1700 Spring Garden	Combined
1*	Full As-Bid Purchase Price	\$ 399,600.00	\$ 600,400.00	\$ 1,000,000.00	\$ 410,000.00	\$ 590,000.00	\$ 1,000,000.00	\$ 350,832.00	\$ 648,275.00	\$ 999,107.00
2*	Grant Allotment	\$ (176,695.00)	\$ (300,200.00)	\$ (476,895.00)	\$ (176,695.00)	\$ (295,000.00)	\$ (471,695.00)	\$ (175,416.00)	\$ (324,137.50)	\$ (499,553.50)
3*	Net Price after applying Grant Money	\$ 222,905.00	\$ 300,200.00	\$ 523,105.00	\$ 233,305.00	\$ 295,000.00	\$ 528,305.00	\$ 175,416.00	\$ 324,137.50	\$ 499,553.50
4*	Tax Benefits	\$ (159,840.00)	\$ (240,160.00)	\$ (400,000.00)	\$ (164,000.00)	\$ (236,000.00)	\$ (400,000.00)	\$ (140,332.80)	\$ (259,310.00)	\$ (399,642.80)
5	Adjusted Net Price after applying Grant Money & Tax Benefits	\$ 63,065.00	\$ 60,040.00	\$ 123,105.00	\$ 69,305.00	\$ 59,000.00	\$ 128,305.00	\$ 35,083.20	\$ 64,827.50	\$ 99,910.70
6	PECO Rebate (\$0.10 / kWh)	\$ (12,469.60)	\$ (18,189.60)	\$ (30,659.20)	\$ (12,280.00)	\$ (18,090.00)	\$ (30,370.00)	\$ (9,257.90)	\$ (23,554.10)	\$ (32,812.00)
7*	Adjusted Net Price after applying Grant Money , Tax Benefits and PECO Rebate	\$ 50,595.40	\$ 41,850.40	\$ 92,445.80	\$ 57,025.00	\$ 40,910.00	\$ 97,935.00	\$ 25,825.30	\$ 41,273.40	\$ 67,098.70
8	Electricity Bill Savings Year One	\$ 8,604.00	\$ 10,914.00	\$ 19,518.00	\$ 8,473.00	\$ 10,854.00	\$ 19,327.00	\$ 5,555.00	\$ 14,132.00	\$ 19,687.00
9	S-Recs Year One	\$ 3,117.00	\$ 4,547.00	\$ 7,664.00	\$ 3,070.00	\$ 4,523.00	\$ 7,593.00	\$ 2,777.00	\$ 7,066.00	\$ 9,843.00
10	Annual Savings Year One	\$ 11,721.00	\$ 15,461.00	\$ 27,182.00	\$ 11,543.00	\$ 15,377.00	\$ 26,920.00	\$ 8,332.00	\$ 21,198.00	\$ 29,530.00
11	O&M / M&V Manuel Cost	-	-	-	-	-	-	-	-	-
12	Net Savings Year One	\$ 11,721.00	\$ 15,461.00	\$ 27,182.00	\$ 11,543.00	\$ 15,377.00	\$ 26,920.00	\$ 8,332.00	\$ 21,198.00	\$ 29,530.00
13*	Year 1 Solar Production (kWh)	124696	181896	306592	122800	180900	303700	92579	235541	328120
14	Year 1 Electric Rate (\$ / kWh) (Fixed information provided in Utility Bills)	\$ 0.069	\$ 0.060	-	\$ 0.069	\$ 0.060	-	\$ 0.060	\$ 0.060	-
15*	Simple Payback Years	4.37	2.71	3.42	4.99	2.66	3.83	1.7	2.95	2.05
16	Electricity Usage Offset	-	-	-	-	-	-	-	-	-
17*	System Size (kW) (Fixed information provided from Grant App)	95.92	139.92	235.84	90	135	225	76.11	194.7	270.81
18	SRECS Generated	-	-	-	-	-	-	-	-	-

ORIGINAL SUBMISSION NOTES	
Line	*Line Item Notes
1	Original Cost to complete installation of solar system prior to any grant or tax benefits included.
2	The original grant allotment amount was based on 50% of the construction cost estimate performed by PA Solar Center. PA Solar Center underestimated in the overall Purchase Price for the grant allotment which was originally anticipated for \$352,190.00 for 12901 Townsend Road and \$656,256.00 for 1700 Spring Garden. The grant amounts applied to each of the bid submissions are either 50% of the construction costs or maximum at the capped amounts of \$176,695.00 for 12901 Townsend Road and \$329,323.00 for 1700 Spring Garden. According to the grant administrator for Solar 4 Schools, it is the lesser amount of these two.
3	Our cost review was focused more on this line item for the overall pricing after the grant amount was applied as those were current gauranteed savings for the same size system. The additional Tax Benefits and PECO rebate are not a gaurantee at this time.
4	Tax Benefits to be pursed by CCP with the assistance of the ESCO, 30% is the minimum fixed rate for public entities under an investment tax credit (ITC). However, additional 10-20% of credit may be added upon review of USA manufactured materials and or if the area of construction falls within a low income area. All companies confirmed they'd be able to submit for domestic productst, therefore the comparison across all companies is at a 40% ITC.
7	Net cost to the college for installation to upon receiving anticipated funding sources of Solar for Schools Grant, Tax Benefits, and PECO Rebate Program.
13	CM3 Solar Production was estimated lower to account for a level of degradation over time, which our office in agreement with.
General Notes	
A.	The grant allotment received by the Community College of Philadelphia was based on 50% of the construction estimate performed by PA Solar Center. This overall full bid purchase appears to be underestimated compared to the proposal costs received. The grant amounts will remain capped at the grant allotment agreed upon.
B.	Roof Warranties are expired for two of the three locations listed within the grant submission. RVE highly recommends replacement of the roofing system prior to the installation of solar. Roof improvements repairs and replacements will be more costly if this is not completed prior to the solar installation.
C.	CM3 has expressed that they estimated a lower kWh generation to estimate a more realistic value that includes degradation of the system over time. RVE agrees with this and feels there solar production value is a more accurate estimate over time.
D.	All contractors guarenteed the solar generation amounts they have listed.
E.	Structrual analysis was completed by CM3 and Noresco of the roof systems. CM3 has stated they have all the information needed to understand the system, however Noresco stated they may need to gather more information. Honeywell did not conduct a structural analysis.
F.	All contractors stated work to be done under prevailing wage.
G.	All cotractors stated they will work in tandem with the college to request the tax benefits and PECO Rebate funding.
H.	All Contractors confirmed budgeted materials were USA manufactured.
NOTES	
Line	*Line Item Notes
17	Ameresco is proposing a larger system in comparison to the other bidders. However, is was confirmed they did not complete a full structural analysis due to timeline of submission. They did give a verbal confirmation that they would be able to tweak what was necessary to hold to that 270kW size system. If they were required to go lower on the size, they still would be a better cost if they are above CM3's sized system of 235kW.
15	Ameresco 's payback period is 5 years with 30% ITC or 2 years with a 40% ITC.



## **ATTACHMENT D**

### **RESOLUTION FOR AUTHORIZATION TO SUBMIT APPLICATION FOR REDEVELOPMENT ASSISTANCE CAPITAL PROGRAM (RACP)**

# Community College of Philadelphia

## Resolution 2025-2026: #002

### Resolution of the Board of Trustees

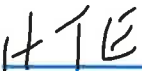
#### **Subject: Authorization to Submit Application for Redevelopment Assistance Capital Program (RACP)**

WHEREAS, the Commonwealth of Pennsylvania offers financial assistance through the Redevelopment Assistance Capital Program (RACP) to support the acquisition and construction of regional economic, cultural, civic, recreational, and historical improvement projects; and

WHEREAS, Community College of Philadelphia seeks to apply for RACP funding to support the Main Campus – Student Services Center Project with an estimated total project cost of \$6,615,090 which includes:

1. Winnet Student Life Building Suites Renovations, 1<sup>st</sup> Floor, Southwest Wing (S1SW) 502 N. 17<sup>th</sup> Street, Philadelphia, PA 19130. Interior renovations of 8,000 SF on the 1<sup>st</sup> Floor of the Winnet Building, consisting of new staff offices, staff pantry counter, student lounge spaces and new restrooms.
2. Skylight Replacement at Bonnell Building, 1600 Spring Garden Street, Philadelphia, PA 19130. The scope is an in-kind replacement of the existing lean-to skylight system between the Bonnell Building and the Mint Building.
3. Enhanced Lighting onto Historic Mint Building and door replacement, Spring Garden and 16<sup>th</sup> Street facades, Philadelphia, PA 19130.

NOW, THEREFORE, BE IT RESOLVED THAT THE BOARD OF TRUSTEES OF THE COMMUNITY COLLEGE OF PHILADELPHIA APPROVE THE SUBMISSION OF RACP APPLICATION FOR THE ABOVE CAPITAL PROJECT.



Harold T. Epps (Dec 1, 2025 13:14:20 EST)

Harold T. Epps, Chair



Ajeenah Amir (Dec 1, 2025 13:16:19 EST)

Ajeenah Amir, Secretary



Jacob Eapen (Dec 1, 2025 13:12:29 EST)

Jacob Eapen, Treasurer



Alycia Marshall (Dec 2, 2025 22:21:34 EST)

Alycia Marshall, Interim President

**COMBINED/HYBRID MEETING OF THE BUSINESS AFFAIRS AND  
EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES  
Community College of Philadelphia  
Wednesday, December 17, 2025**

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

**Present for the Executive Committee:** Mr. Harold T Epps (presiding), Ms. Ajeenah Amir (via zoom), Ms. Chekemma Fulmore-Townsend (via zoom), Mr. Jeremiah White (via zoom),

**Present for the Administration:** Dr. Alycia Marshall (via zoom), Mr. Jacob Eapen, Mr. Derrick Sawyer, Dr. Shannon Rooney, Mr. Gim Lim, Mr. John Wiggins, Mr. Tim Traszka, Ms. Carolyn Flynn (via zoom), Ms. Marsia Henley, Ms. Lisa Hutcherson, Mr. Seth Jacobson, and Ms. Lisa Hutcherson

**Guest:** Dr. Judith Gay, Vice President Emerita (via zoom), and Mr. Andre Allen, Principal Phoenix Capital

Ms. Posoff called the meeting to order at 9:00 am. 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) Bond Issue (Information Item)**

**Discussion:** Mr. Eapen stated that the College has submitted an application to the Pennsylvania Department of Education for Mechanical, Electrical, and Plumbing (MEP) Infrastructure Upgrades and Replacements in the amount of \$20 million, representing the total project cost. Mr. Eapen further noted that the College has been advised that it is at the top of the list of community colleges to receive funding. As the state budget has been adopted by the legislature, the College anticipates receiving an award notification letter from PDE in the near future.

Mr. Eapen added that staff has had the pleasure of working with Andre Allen, the College's financial advisor, in preparation for a bond issue planned for Spring 2026. He stated that Mr. Allen has been a valuable resource to the College and staff and will review the necessary steps to effectuate the bond issue and help ensure a safe and conducive environment for students and faculty. Mr. Eapen stated that Mr. Allen has been a great help to the college.

Mr. Allen thanked the Board and stated that he has had the pleasure of serving as the College's financial advisor on its past three bond issues. He expressed his appreciation for the continued relationship and noted that he looks forward to being helpful in guiding the College through this process.

Mr. Allen stated that he prepared a brief presentation (See Attachment B) intended to provide an overview of the financing process. He noted that, once the process begins, the estimated timeline to completion is approximately 10 weeks. Mr. Allen explained that, following the College's decision to issue bonds, the next steps include selecting a working group and finance team to develop a preliminary plan of finance. He added that legal counsel will begin drafting the necessary documents while the College concurrently engages with rating agencies and schedules related presentations.

Mr. Allen stated that the process will include finalizing documents, marketing the bond issue, selling the bonds, pricing, and completing post-sale activities. He added that the College will also consider the use of bond insurance, as was done in 2020, to help lower the cost of financing and potentially attract a broader group of investors.

Mr. Allen stated that stage 1 is underwriter, and here we want to talk about where we start. The College decides that it wants to raise capital, we then have to select an underwriter who will identify potential investors to purchase the bonds that the College will sell, and those investors purchase the bonds and provide the capital for completion of the project.

Mr. Allen stated that, as part of the selection process, the first step will be to determine the issuing authority, either the Philadelphia Authority for Industrial Development or the State Public School Building Authority.

Mr. Allen noted that the College has previously utilized the State Public School Building Authority. Mr. Allen explained that the criteria for selecting an issuing authority include the cost of issuer fees, flexibility, and ease of execution, including how frequently the authority's board meets to adopt the resolution required to approve the transaction. He added that a key consideration is what the market is accustomed to seeing with respect to bond issuances for the College.

Mr. Allen stated that, in conjunction with this process, the selection of bond counsel will also occur. He recommended utilizing Ahmad Zaffarese, a Philadelphia-based bond counsel firm that is also a Minority Business Enterprise. The firm is on the approved list of both authorities and has extensive experience working with governmental entities. The cost of services will be subject to negotiation.

The selection of the underwriters, as referenced previously, will be brought forward for approval. The selection criteria will include the firm's experience, the qualifications of the personnel assigned to work with the College, the proposed financing and marketing plan, and the incorporation of any W/MBE firms. Fees will be negotiated, and firms will be asked to submit new proposals as part of the request for proposals process.

Mr. Allen referenced Section 3 of his presentation, which illustrates the relationship among the professionals involved in the transaction, including the underwriter, the College's financial advisor, the underwriter's counsel, and the College's General Counsel. He also noted that, in addition to selecting the underwriter, the College will be making additional professional selections as part of the process.

Mr. Allen outlined the responsibilities associated with the role of the Senior Manager. He stated that the underwriter will assist the College and Mr. Allen with the planned financing, provide the financial analysis necessary for the sale of the bonds, and recommend the optimal timing for entering the market.

Mr. Allen stated that his firm's role will be to assist the College and serve as an intermediary between the underwriter and the College, while also helping to ensure that all required steps and timelines are met. He noted that this fee-shared role is that of the Financial Advisor.

In addition, other agencies will be responsible for assigning ratings to the bonds and to the College, with the expectation of affirming the existing A3 stable rating. Mr. Allen stated that he will be required to explain

the purpose of the transaction to the rating agencies, including the structure of the debt and the absence of any federal college involvement.

The global syndicate will assist with the sale of the bonds and assume liability in the event that the bonds are not fully sold in the market. Bond counsel will provide guidance on local, state, and federal tax laws and will be responsible for preparing the required legal documentation.

Mr. Allen reviewed the rating criteria and process that the rating agency, specifically Moody's, would evaluate. This includes the economic base of the city in which the College is located, the College's financial management, administrative structure, and debt management, with particular attention to how the proposed issuance will fit within the College's outstanding debt profile. Mr. Allen emphasized that, whether the information is positive or negative, it is important to remain proactive and maintain ongoing communication with the rating agencies regarding all relevant information.

Mr. Allen also discussed the bond pricing process. He explained that once an underwriter is appointed and the bond documents are finalized, the market will be notified of the upcoming bond issuance via the overall market calendar. Given the size of the issuance and current market activity, providing investors with timely notice will be critical to the success of the financing.

Mr. Allen added that bond pricing will be influenced by the established pricing schedule, market supply, broader economic reports, and upcoming Federal Reserve meetings. The goal is to enter the market at the most favorable time without external disruptions. The team will monitor market updates and establish a tentative pricing window, after which a decision will be made on when to proceed with the bond sale.

Mr. Allen stated that the goal is a successful sale of a substantial number of bonds to investors, followed by the closing of the transaction. He explained that the entire process takes approximately 10 weeks, with the final weeks encompassing the period from pricing to closing.

Lastly, Mr. Allen stated that this process represents the culmination of all prior steps, beginning with the preparation of the official statement, execution of the necessary documents, and review of bond counsel's legal opinions. It then moves through the delivery and closing of the bonds and ultimately results in the receipt of proceeds to fund the project.

Mr. Dubow asked how significant the issue would be. Mr. Eapen responded that it would be approximately \$20,000,000, assuming the College receives full project approval from PDE. Mr. Allen stated that the issuance would be predicated on cost and prior success, and added that, given the relatively small size of the issue, timing and market competition would be important factors.

Ms. Posoff asked whether Mr. Allen would advise the College or outline what the Board should consider—ensuring that the narrative is clear, understanding the CFO and team’s role, and distinguishing between areas where the Board should be proactive versus relying on the market and administration. Mr. Allen responded that, as the process begins, drafting disclosures will be extremely important from the Board’s perspective. He added that both the disclosure process and the timing of the bond sale will be critically important.

**(2) Artificial Intelligence (AI) Presentation – (Information Item)**

This agenda item will be held until January 14, 2026, as directed by the Board.

**(3) Contract with Quinn Construction for Expansion Joints – Main Garage (Action Item)**

**Discussion:** Mr. Eapen stated that the College requests approval to proceed with an emergency procurement for structural repairs to the expansion joints in the main garage. Recent inspections identified significant deterioration that presents immediate safety concerns for both vehicular and pedestrian use of the facility.

The compromised expansion joints pose risks including:

- Potential structural instability in heavily trafficked areas
- Water intrusion leading to accelerated concrete degradation
- Hazard conditions for daily garage users

Given these factors, repairs cannot be delayed to follow the standard competitive bid process.

Mr. Sawyer stated that emergency repair work is required in the garage due to several expansion joints not functioning properly, which presents a significant concern. He noted that Quinn Construction has been engaged to assess the primary areas requiring immediate replacement and has provided a cost proposal. Quinn Construction is familiar with the College, having previously completed work in the CBI garage, and also has experience working on other city garages.

Ms. Henley stated that Quinn Construction is located in Lester, Pennsylvania, and, as Mr. Sawyer noted, has completed several projects at the College over the years. Quinn Construction employs a total of 67 staff members, 18 percent of whom are from underrepresented minority groups.

Staff is recommending contracting with Quinn Construction for this emergency repair work based on the following considerations:

Specialized Expertise: Quinn Construction has extensive experience in concrete restoration and structural repair work, including expansion joint systems.

Familiarity With our Facility: Quinn previously completed work in the Main & CBI garage and possesses direct knowledge of the structure, layout, and prior repairs.

Ability to Mobilize Quickly: Due to the emergency nature of repairs, Quinn can expedite scheduling and begin work immediately once a Purchase Order is issued.

Quality and Reliability: Their past performance with the College has been exemplary and aligns with the level of precision required for this type of structural work.

The repair quote exceeds the College's formal bid threshold; however, immediate action is warranted to mitigate safety risks and prevent further deterioration or potential closure of the garage (See attachment C).

Mr. Eapen stated that the College is requesting that the Business Affairs Committee recommend to the full Board to contract with Quinn Construction for emergency procurement for structural repairs to the expansion joints in the Main Garage in the amount of \$135,262. These funds will come from the capital budget.



Ms. Posoff asked where the funds for this work were reflected in the capital budget. Mr. Eapen responded that adjustments were made to the capital budget, but the College remains within the approved threshold. He explained that the original capital budget totaled \$13.3 million and did not include \$1.1 million that had been held in reserves for planned expansion and capital improvements. By incorporating those funds, the revised capital budget totals \$15.3 million, and sufficient funding is available for this purpose.

Mr. Eapen referred to the revised agenda, noting that it reflects the original capital budget, the revised budget, and any subsequent changes, while remaining balanced. He stated that the total sources and uses of funds equal \$15.3 million. When the minutes are distributed, column one will reflect the original budget, column two the revised budget, and column three any changes to the revised budget.

Mr. Ford asked whether this item represents a change to the revised budget. Mr. Eapen confirmed that it does. Mr. Ford then referenced attachment D to the agenda, noting a total of \$15,395,000, and asked where the \$135,000 allocation would be reflected. Mr. Eapen responded that the amount appears in the final column.

Mr. Ford asked whether this expense would be categorized under emergency repairs or miscellaneous items. Mr. Eapen stated that it would be included under Main Garage Phase 4 and 5 (Parking). Mr. Eapen then asked Mr. Sawyer to confirm whether this amount was part of the \$225,000 allocation. Mr. Sawyer confirmed that the updated amount is included in the \$225,000 and that this represents a revision not included in the original budget.

Mr. Ford asked where the item would appear in the revised budget. Mr. Dubow recommended that, in the future, agenda descriptions reference specific budget line items for clarity. Mr. Eapen agreed.

Mr. Ford noted that it appears there is sufficient room within emergency repairs and miscellaneous contingencies and that the capital budget is fully allocated at \$15,395,000. He stated that while the budget works in this instance, he would prefer greater clarity in the future regarding the placement of such items prior to voting, rather than after the fact. Mr. Eapen agreed.

Attachment D details the capital project budget and the actuals (Information Only).

Ms. Posoff asked whether Mr. Eapen is preparing transition notes for the Interim CFO. Jacob stated that transition meetings will be scheduled with each department head and the Interim CFO. In this case, he will meet with Derrick Sawyer and John Wiggins to ensure a smooth transition.

Action: Mr. Ford motioned and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the full Board to contract with Quinn Construction for emergency procurement for structural repairs to the expansion joints in the Main Garage in the amount of \$135,262. These funds will come from the capital budget. The motion passed unanimously.

**(4) Follett Contract Extension (Action Item)**

Mr. Eapen stated that he, Mr. Sawyer, and Dr. Zanjani met with Group Vice President Jane Mitchell. He noted that Dr. Zanjani presented a request for \$75,000, and that Follett expressed its willingness to participate in the College's 60th Anniversary Celebration. Follett has confirmed its participation as a Silver Sponsor in the amount of \$50,000. In addition, Follett shared that, as it transitions from its current POS system to the Shopify platform, expected in the Fall term, new features will allow customers to round up purchases or make donations at checkout, with proceeds directed to the Foundation.

Pastor Mason asked Mr. Eapen what the College's request was and what agreement was reached. Mr. Eapen responded that the College requested \$75,000 annually for five years. He noted that Follett typically does not commit to annual contributions but is willing to support specific celebrations or events. Dr. Zanjani discussed the College's 60th Anniversary Celebration with Follett and provided supporting documentation. Follett subsequently confirmed its participation as a Silver Sponsor in the amount of \$50,000.

Mr. White asked for clarification regarding course materials and general merchandise commissions. Mr. Sawyer explained that the College receives a higher commission rate once sales exceed a \$5,000,000 threshold. Under the previous Follett contract, the threshold to receive the 14 percent commission rate was \$7,000,000, as established

through the original RFP. He noted that one of the negotiated changes in the current agreement was to reduce the threshold to \$5,000,000, as the College has averaged close to \$5,000,000 in sales in recent years and anticipates exceeding that amount this year. Mr. Sawyer stated that Follett agreed to this adjustment, which is expected to result in increased commission revenue.

Ms. Posoff noted, in follow-up to Pastor Mason's discussion, that Follett indicated a willingness to support special events. She suggested that Follett should be invited to participate as a sponsor for such events, including the Gala or other College functions, and be included in related planning conversations.

College transitioned its bookstore operations from Barnes & Noble College to Follett Higher Education Group in 2019, aligning with the College's goals to enhance affordability, improve access to course materials, and expand digital learning solutions for students. Since that transition, Follett has remained a strong partner in supporting student success initiatives, including the College's textbook affordability programs and the continued expansion of digital course materials.

The current agreement with Follett is set to expire on June 30, 2026. The College has engaged in discussions with Follett, which has proposed a five-year contract extension. The proposed extension offers continued financial value to the College, facility investments, and enhanced revenue opportunities.

It is also important to note that the higher education bookstore market has consolidated significantly in recent years. There is currently limited competition among vendors capable of managing brick-and-mortar campus bookstore operations at scale. This market reality positions Follett as one of the few viable long-term partners able to sustain both physical retail and digital access solutions while meeting the needs of students and faculty.

#### Proposed Terms of Extension

1. Term Length
  - Five (5) years from the effective date of execution.
2. Commission Structure

Course Materials and General Merchandise

- 13.1% commission on all course materials and general merchandise commissionable sales up to \$5,000,000.
- 14.1% commission on any portion of commissionable sales above \$5,000,000.

#### Digital Revenue

- 7% commission on all digital commissionable sales, defined as recognized revenue from digital content sold through the store or store website, net of refunds, discounts, taxes, and pass-through income.

#### 1. Renewal Payment

- Follett will provide a \$50,000 annual renewal payment for each of the first five years of the new agreement.

#### 2. Renovation Payment

- Follett will invest up to \$44,343 to refresh the Northeast Regional Center bookstore.

#### 3. Textbook Scholarships

- Follett will continue to provide \$10,000 annually in textbook scholarships for the duration of the agreement.

#### 4. General Contributions

- Follett will continue its annual \$100,000 general contributions to the College.
- 

FY25: \$521,583

FY24: \$522,682

FY23: \$455,940

Staff requests that the Business Affairs Committee recommend to the full board to renew the contact with Follett with a proposed five-year contract extension.

**Action:** Mr. Ford moved and Mr. Dubow seconded the that the Business Affairs Committee recommend to the full board to renew the contact with Follett with a proposed five-year contract extension.

Mr. Eapen asked Ms. Henley to provide an update on the PennBid posting for the Commercial Broker and to note whether any Trustees have recommendations for other Commercial Brokers to be included in the bid process.

Ms. Henley stated that the RFP was posted on PennBid, a public bidding platform. The system allows suppliers to register using UNSPSC (United Nations Standard Products & Services Codes), so that when an RFP is posted, any firm registered under the relevant UNSPSC codes automatically receives a notification that CCP or other entities have a bid opportunity available. This is how firms are notified and invited to participate.

In addition, a small list of firms—including Mosaic and Greenwood CRE—received personal invitations through PennBid. Ms. Henley also noted that she received a list of approximately four to five additional firms from the School District when a similar RFP was issued in March, and those firms were likewise personally invited.

Ms. Henley further stated that questions are due prior to the proposal submission deadline, with the RFP due date set for January 5, 2026. Ms. Posoff stated that if anyone has other brokers to contact Mr. Eapen and Ms. Flynn.

Ms. Posoff thanked everyone for their efforts this year which was a productive year, and wished everyone a happy holiday season. The meeting adjourned at 9:32 am.

## **AGENDA EXECUTIVE COMMITTEE**

### **PUBLIC SESSION**

Mr. Epps opened the Executive Committee meeting at 9:33 am.

Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following items:

**Action:** Contract with Quinn Construction for Expansion Joints – Main garage. Mr. White moved and Ms. Fulmore-Townsend seconded the motion. The motion passed unanimously.

**Action:** Renew Contract with Follett with a proposed five-year contract extension.

Pastor Mason acknowledged the Board's efforts in securing \$15,000 from Follett, noting that it represents a small but meaningful victory and offered congratulations. He also reiterated that the College must continue to address ongoing challenges in order to achieve higher returns in the future.

Mr. White moved, and Ms. Fullmore-Townsend seconded the motion. The motion passed unanimously.

Mr. Epps stated that is a small step in the right direction.

The meeting adjourned at 9:45 am.

Both the Business Affairs Committee and the Executive Committees of the Board of Trustees went into Executive Session to discuss contract & real estate matters.

<b><u>ATTACHMENT A</u></b>			
<b>FUNDING FOR ACTION ITEMS</b>			
<b>MEETING OF THE BUSINESS AFFAIRS</b>			
<b>COMMITTEE OF THE BOARD OF TRUSTEES</b>			
<b>AGENDA: December 17, 2025</b>			
<b>Agenda No.</b>	<b>Vendor/Consultant</b>	<b>Amount</b>	<b>Source</b>
3	Quinn Construction	\$135,262	Capital Budget

# **ATTACHMENT B**

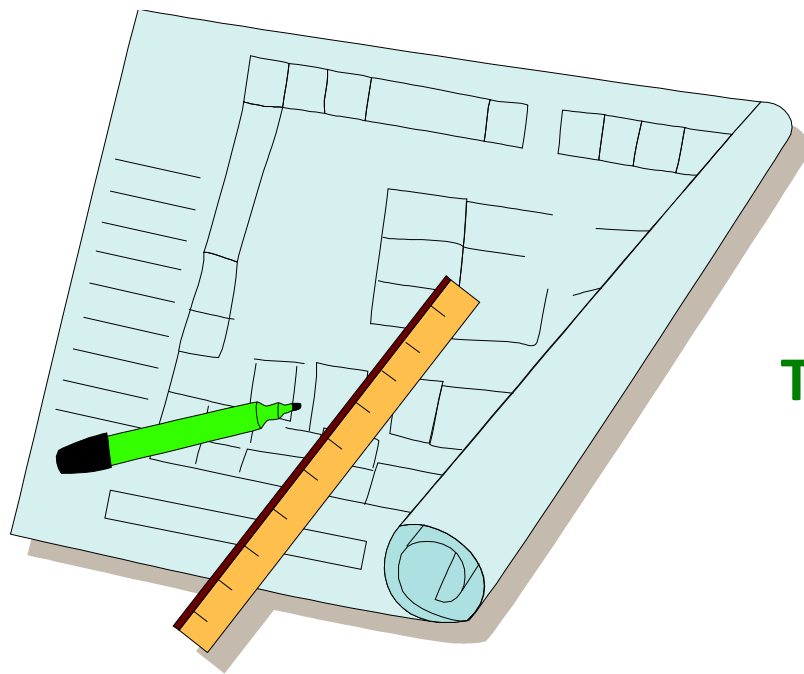
**Bond Issue**

**(Presented by: Andre Allen)**

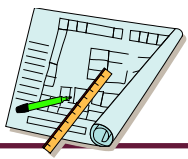


# The Tax-Exempt Bond Issuance Process: Community College of Philadelphia

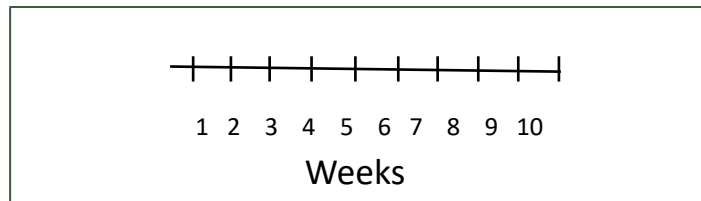
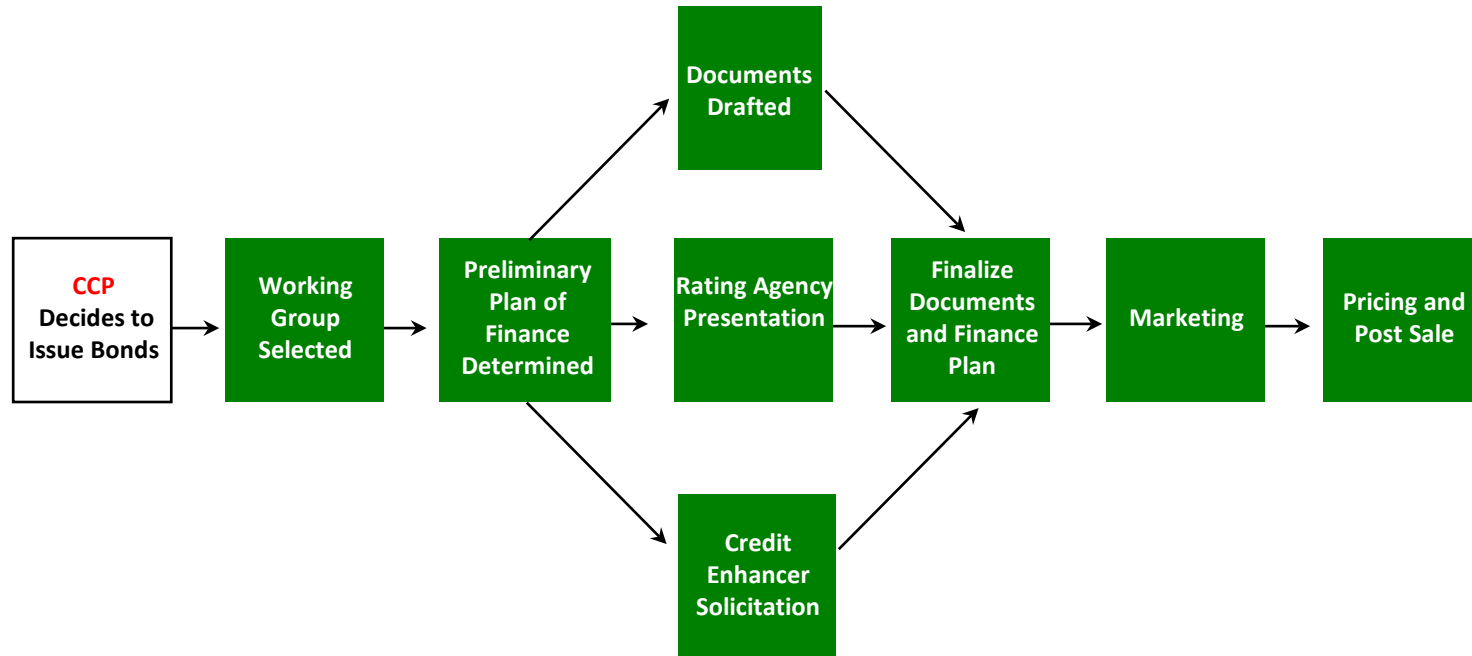




## The Financing Process



# The Financing Process - Overview

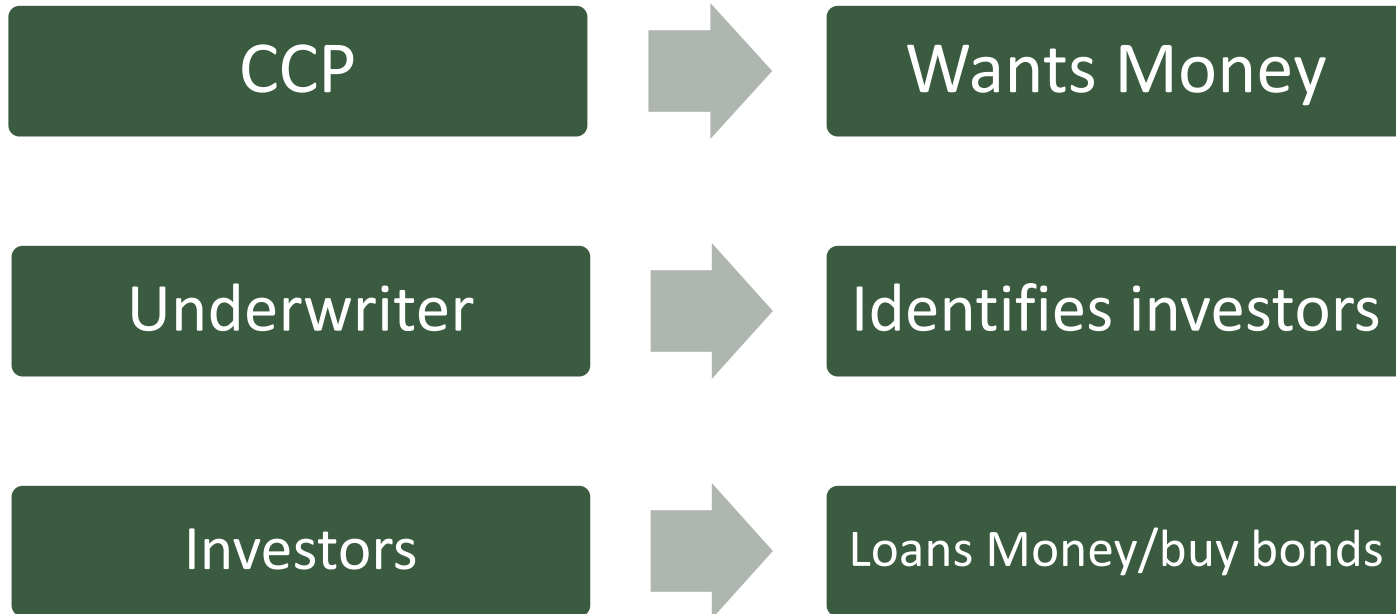


Stage



## Making the Decision to Borrow

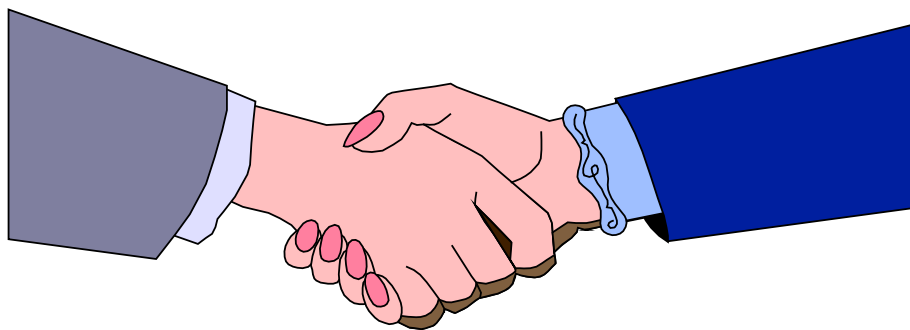
## Stage 1 : Underwriter as Conduit



# Stage 2

## Selecting the Working Group

# Stage 2 : Selection of Financing Team



## ▪ Issuing Authority

- Philadelphia Authority For Industrial Development
- State Public School Building Authority

## ▪ Selection Criteria

1. Costs/Fees
2. Flexibility/Ease of Execution
3. Experience
4. Bond Market Receptivity

## ▪ Bond Counsel

- Ahmad Zafferese

## ▪ Selection Criteria

1. Approved List
2. Relevant Experience
3. MBE/WBE
4. Costs

## ▪ Underwriter

- Request for Proposal

## ▪ Selection Criteria

1. Relevant Experience
2. Personnel Assigned
3. Financing/Marketing Plan
4. MBE/WBE Participation
5. Fees

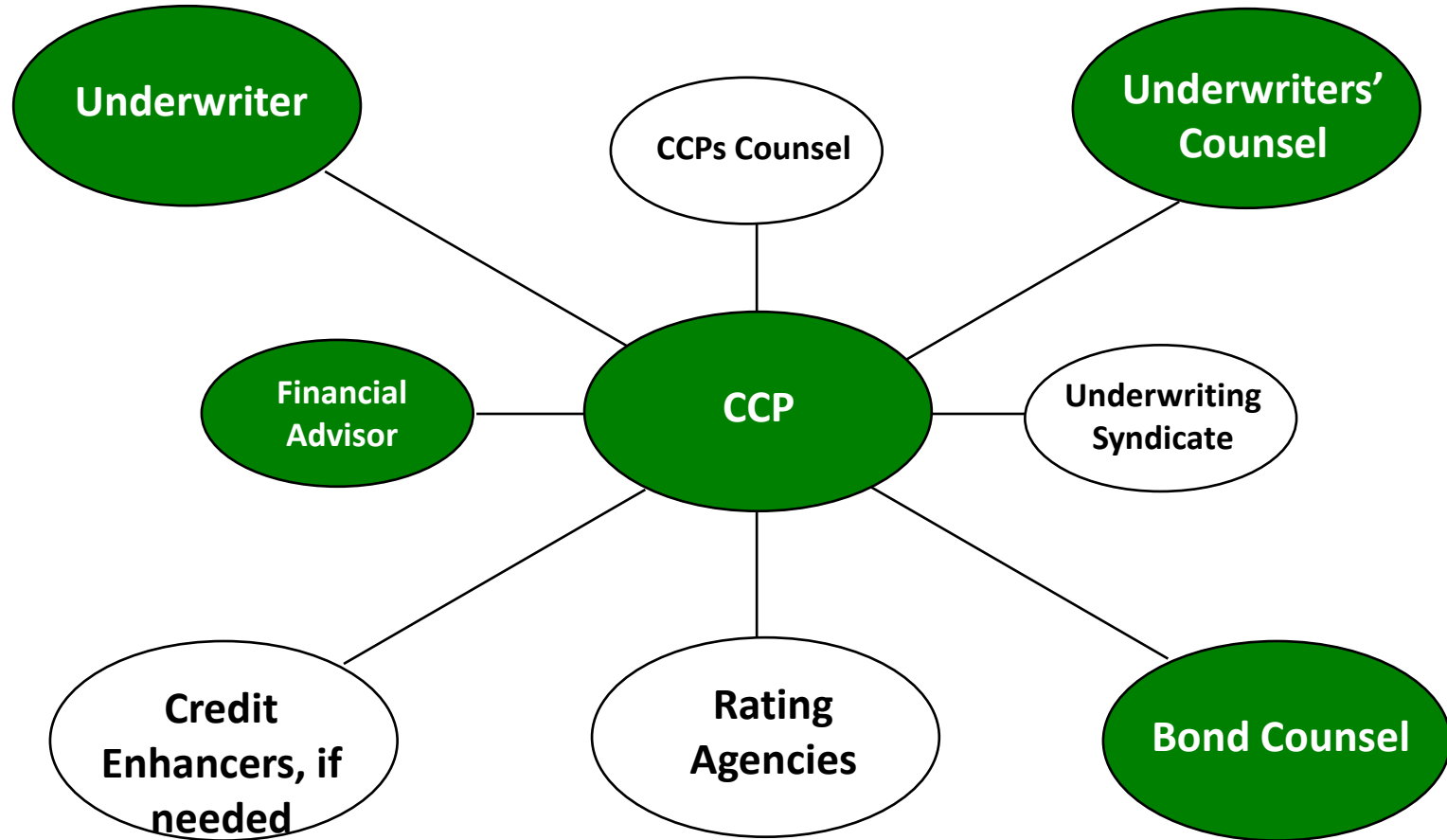
# Stage 3

## Finalizing Finance Plan and Preparing for Financing



## Stage 3: Finalizing Finance Plan and Preparing for Financing

### Financing Team



# Stage 3 : Participants' Roles

## The Role of Senior Manager

- **Work with CCP and financial advisor to design the financing plan**
- Assist in the development of bond documents as well as other negotiations
- Prepare rating agency strategy and presentations
- Obtain and evaluate bond insurance bids
- **“Run Numbers” - quality of analysis and models to present alternative structures is key**
- Pre-sale marketing
- **Recommend optimal timing for pricing**
- **Manage the pricing process**
- Provide proceeds at closing and obtain funds from investors

## The Role of Financial Advisors

- Assists in developing the financing plan
- Drafts or assists in the preparation of the Notice of Sale and preliminary Official Statement for competitive issues
- Assists in underwriter evaluation and selection
- Assists in preparing rating agency presentations
- Evaluates market conditions and pricing performance of senior manager

## The Role of CCP

- Defining Financing Requirements
- Setting and Implementing Debt Management Policy
- Working with Available Resources
- Identify Services Required
- Establishing A Financing Process

## The Role of Rating Agencies

- Assigns rating to the issue.
- Update ratings periodically while debt is outstanding
- May be consulted on potential credit structures and fiscal actions

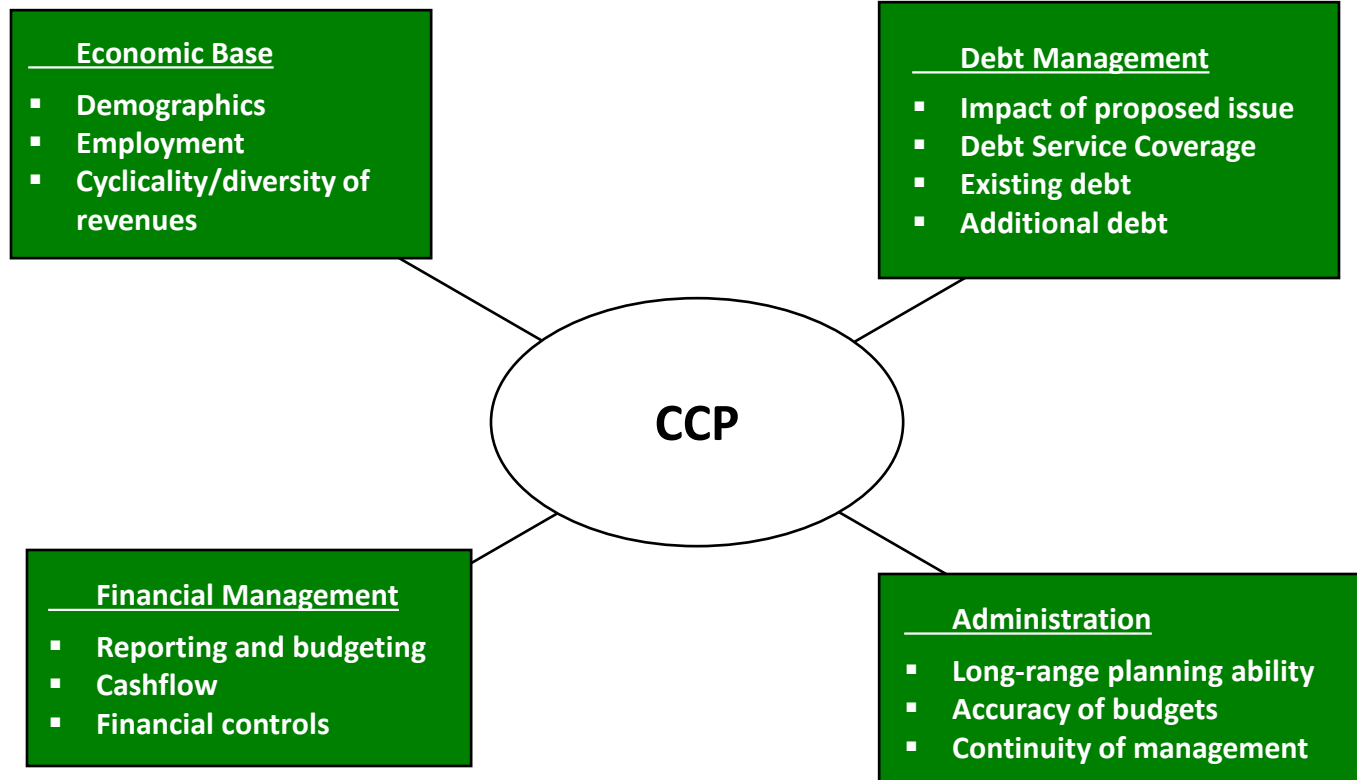
## The Role of the Syndicate

- The main functions of a syndicate are distribution and sharing underwriting risk .
- Composed of different types of firms. Role and capabilities should be well defined

## The Role of Bond Counsel

- **Affirms CCP's conformity with all legal requirements and authorization of the bond offering**
- Attests to validity and enforceability of the bonds
- Confirms tax-exempt status of offering
- Discloses and examines litigation that may jeopardize the validity of the offering
- **Interprets arbitrage regulations and tax law and provides guidance in structuring issues**
- Drafts certain documents, including the Resolution or Indenture Series Resolution, tax certificate and the Preliminary Official Statement
- Drafts enabling legislation
- Interprets existing legislation, Constitution and local finance law

# Stage 3 : Ratings Criteria - Assessing Ability and Willingness to Pay



## Issues:

- Maintaining an ongoing dialogue - they appreciate a continuous flow of information and periodic updates between financings
- Consulting during development of a finance plan
- Developing an effective presentation
- Establishing a dialogue: don't leave it all up to the presentation
- How many ratings do you need? Do buyers differentiate among ratings?

Stage



**Pricing and  
Structuring  
Considerations**

# Stage 4 : The Pricing Process Timeline



- Forward Calendar
- Notify EMMA
- Establish Schedule for Transaction with Issuer



- Set Pricing Schedule
  - Economic Perspectives
  - Credit Market Conditions
  - Fed Meetings Schedule
  - Holidays
  - Marketing Strategy
  - Settlement Needs
- Visible Supply at 30-Day Mark



- Investor Information
  - Mail POS
  - Rating Release
  - Sales Memorandum
  - Information Meetings
  - One-on-One Investor Meetings
  - Public Information
  - Managers Call
- Review Timing - Forward Calendar and Credit Market Conditions
- Discuss Sales Strategy
- Agree on Management Rates and Pricing Procedures



- Book-runner Polls Managers
- Market Call
  - Discuss Sale Timing
  - Solicit interest rate views from managers
  - Identify Comparatives
  - Order Period



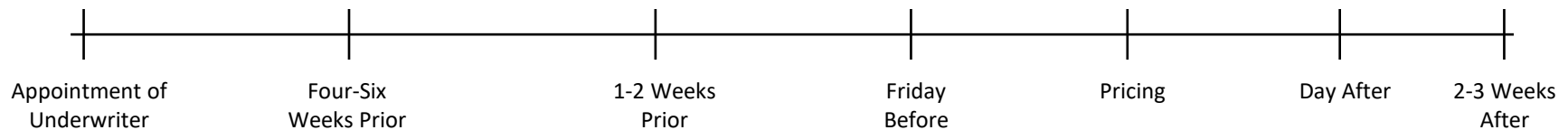
- Release Pricing Wire
- Run Order Period
- Review Order Book
- Adjust Interest Rates and Structure
- Verbal Award



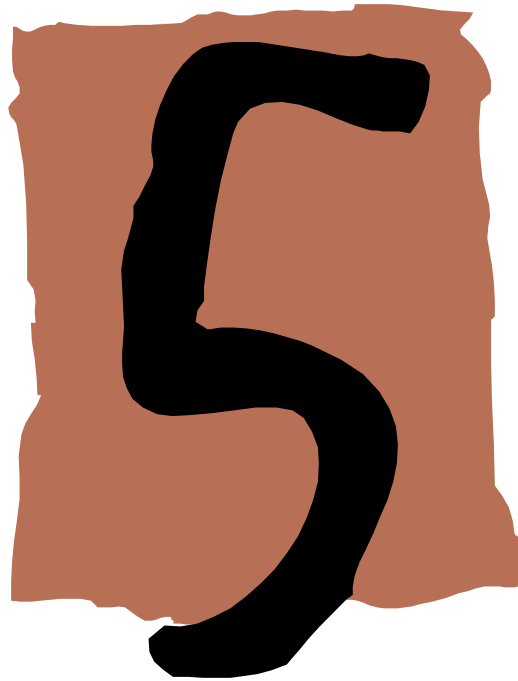
- Allotments
- Written Award



- Closing

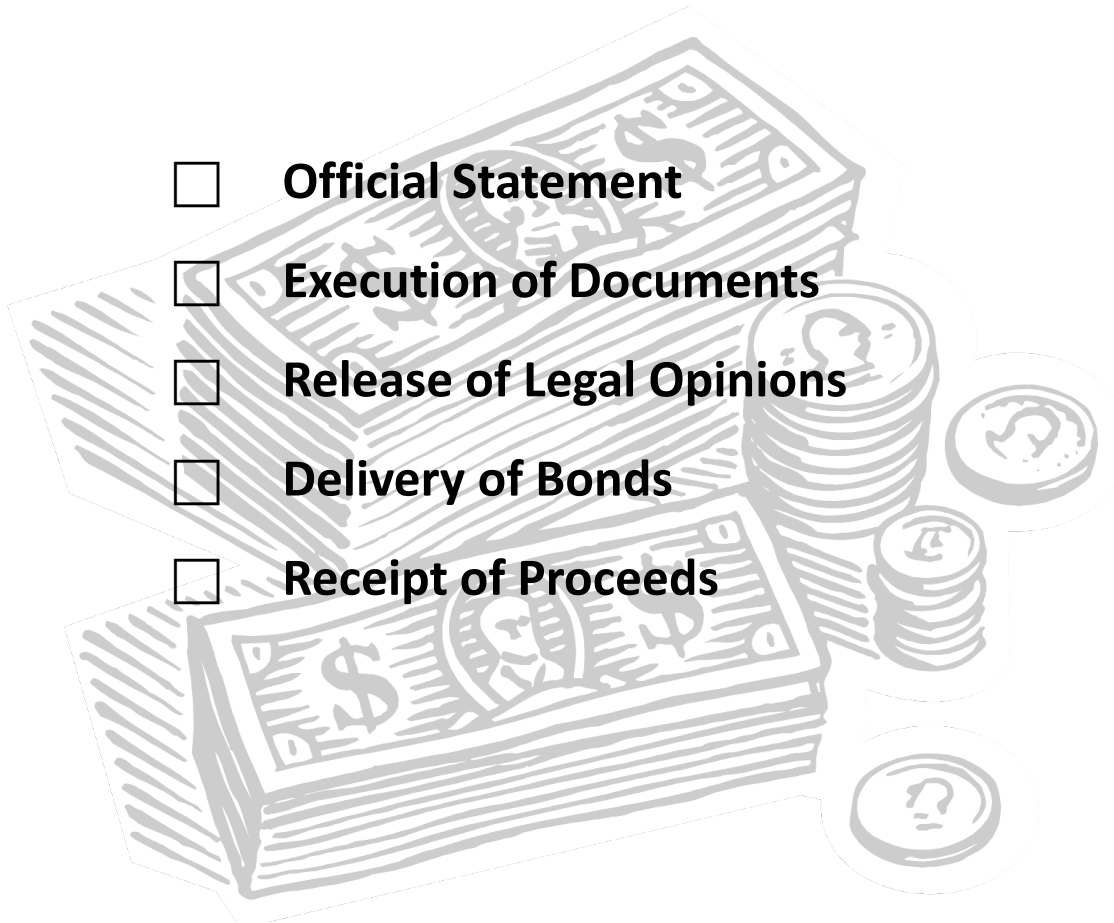


Stage



Closing

## Stage **5** : Closing

- 
- A faint, stylized illustration of stacks of US dollar bills and several coins, positioned behind the list of tasks.
- ☐ **Official Statement**
  - ☐ **Execution of Documents**
  - ☐ **Release of Legal Opinions**
  - ☐ **Delivery of Bonds**
  - ☐ **Receipt of Proceeds**

# **ATTACHMENT C**

## **Quinn Construction Proposal**



Q

QUINN CONSTRUCTION, INC.

1017 4<sup>th</sup> Avenue, Suite 100

Lester, PA 19029

Phone: 610/586-1332 • Fax: 610/586-8375

12/05/25

Community College Of Philadelphia  
1700 Spring Garden St.  
Philadelphia, PA 19130

Attn: Derrick Sawyer II

**Community College of Philadelphia**

Quinn Construction, Inc. would like to thank you for the opportunity to quote on the above referenced project. We hereby propose to provide all labor, material, and equipment as necessary per the following Scope of Work.

**Scope of Work:**

- We will remove 580 LF of expansion Joint
- We have included 100LF of blackout repair before the new joint is installed.
- We will replace the existing joint with a new wing expansion joint from MM systems
- We have included 10 miters for the columns and turnbar.
- Price includes mobilization and General Conditions.

**Total Cost.....\$135,260.00**

**CLARIFICATIONS:**

- 1 Pricing is based on \_1\_ Mobilization.
- 2 1 year workmanship warranty included.
- 3 Pricing is based on normal weekday work hours (M-F 7am-3:30pm).
- 4 Pricing is based on receiving access to the entire work area at one time.
- 5 Pricing is based on mutually agreeable contract terms and conditions.
- 6 Our price excludes any all liquidated and or consequential damages.
- 7 We will require a source of electric and water at the work Site.
- 8 Pricing excludes performance and payment bonds; can be provided at additional cost.
- 9 If required, permits and associated fees will be at additional cost
- 10 Pricing includes all city, state, and federal taxes, related to the work.
- 11 Our price is based on the manufacturer's standard colors.
- 12 Handling of hazardous materials is excluded.
- 13 Lead and asbestos abatement and/or encapsulation are excluded.
- 14 Winter and inclement weather protection and accelerating or retarding admixtures including ice/snow removal are excluded.
- 15 Protection of finished work from other trades and vandalism is excluded.
- 16 Protection of adjoining properties, equipment, vehicles, materials, and work of other trades is excluded.
- 17 Builders risk insurance (including deductible) is excluded.
- 18 Testing and inspection are excluded.
- 19 Locating, relocating, and/or removing utilities and/or obstructions are excluded.
- 20 Design professional services and/or fees including sealed drawings are excluded.
- 21 Any and all indirect, special, incidental, consequential, or punitive damages are excluded.
- 22 Locating, relocating, and/or repairing embedded conduits is excluded.
- 23 Temporary partitions or dust enclosures.

Thank you for the opportunity, we look forward to the possibility to work with you. If you have any questions, please do not hesitate to call.

Sincerely,  
Quinn Construction, Inc.

*Shawn Quinn Jr*

Estimator

# **ATTACHMENT D**

## **Capital Projects Budget and Accuals**

Building Group	New or C/O	Facility Projects	Initial Spending	Revised Spending (first revision)	Revised Spending (second revision)
Bonnell	New	Bonnell HVAC Replacements	120,320	120,320	120,320
Bonnell	C/O	Enrollment Center- Enhancement	1,442,153	1,442,153	1,523,006
Bonnell	New	Roof Replacement	1,498,823	1,498,823	1,498,823
Bonnell	New	Xerox Digital Press Install	30,000	30,000	20,984
<b>Total Bonnell</b>			<b>3,091,296</b>	<b>3,091,296</b>	<b>3,163,133</b>
CBI	New	CBI BAS Replacements	115,000	115,000	262,858
CBI	New	Replace HVAC Piping	750,000	750,000	750,000
<b>Total CBI</b>			<b>865,000</b>	<b>865,000</b>	<b>1,012,858</b>
Mint	C/O	Mint Building Front Doors	953,250	953,250	1,003,150
Mint	New	Office upgrades	14,713	14,713	14,713
Mint	C/O	Mint Lighting		982,100	0
Mint	C/O	Office upgades/relocations from 1500 Spring Garden	1,144,216	1,144,216	1,144,216
<b>Total Mint</b>			<b>2,112,178</b>	<b>3,094,278</b>	<b>2,162,078</b>
NERC	New	HVAC Upgrade	607,384	1,000,000	1,000,000
NERC	C/O	Bridge repairs	300,000	300,000	300,000
<b>Total NERC</b>			<b>907,384</b>	<b>1,300,000</b>	<b>1,300,000</b>
Parking		Main garage -Phase IV & V	0	225,160	225,160
<b>Total Parking</b>			<b>0</b>	<b>225,160</b>	<b>225,160</b>
West	New	Intraoral xray unit	0	0	4,835
West	Complete	Simulation Lab for Nursing & Allied Health; Renovation of respiratory care Lab	396,020	396,020	572,704
<b>Total West</b>			<b>396,020</b>	<b>396,020</b>	<b>577,539</b>
WRC	C/O	CATC Parking Lot	600,000	367,600	367,600
WRC	New	CATC welding lab and WRC space - NWI Welding program	500,000	250,000	398,514
<b>Total West Regional Center</b>			<b>1,100,000</b>	<b>617,600</b>	<b>766,114</b>
Winnet	C/O	Old Cafeteria renovation to single stop office space, Keys, etc.,	1,417,280	1,242,080	1,242,080
Winnet	New	Technology upgrades in coffee house and student area	49,590	49,590	49,590
Winnet	New	Mechanical Systems Upgrade	33,985	33,985	33,985
<b>Total Winnet</b>			<b>1,500,856</b>	<b>1,325,656</b>	<b>1,325,656</b>
Various	C/O	Divisional Priorities	355,000	355,000	355,000
Various	New	Computers	2,500,000	2,500,000	2,500,000
Various	New	Emergency Repairs	0	95,145	95,145
Various	C/O	Miscellaneous (Contingencies)	256,326	318,905	614,491
Various	C/O	Multi Media auditorium	300,000	300,000	386,886
Various	C/O	Rebranding	247,952	247,952	247,952
Various	C/O	Furniture & Fittings	50,000	50,000	50,000
Various (N	New	Solar Panels (College portion)	500,000	500,000	500,000
Pavilion	New	CULA Classroom Technology Update	87,500	87,500	87,500
Pavilion	New	Install 2 hot water circuit pumps	11,338	11,338	11,338
Pavilion	New	Install Elevator Rm Heat Pump Condenser	14,943	14,943	14,943
<b>Total Various</b>			<b>4,323,059</b>	<b>4,480,782</b>	<b>4,863,254</b>
<b>GRAND TOTAL</b>			<b>14,295,793</b>	<b>15,395,793</b>	<b>15,395,793</b>

COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Meeting of the Board of Trustees  
Thursday, November 6, 2025 – 2:30 p.m.  
Isadore A. Shrager Boardroom, M2-1/Hybrid

Present: Mr. Harold T. Epps, presiding: Ms. Ajeenah Amir, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Dr. Alycia Marshall, Dr. Shannon Rooney, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Ms. Carolyn Flynn, Dr. Seth Jacobson, Dr. Judy Gay, and Mr. Daniel Emdin, Student Representative

(1) Executive Session I

(2) Meeting Called to Order

Mr. Epps called the meeting to order. He stated that Executive Session I was devoted to a discussion of real estate and legal issues.

Mr. Epps reviewed the goals for the meeting:

- Enrollment Update
- Programmatic Updates
- ACCT Feedback

Mr. Epps offered congratulations to Dr. Marshall on her first meeting as President.

(3) Public Comment

Mr. Epps inquired if there were any requests for public comment. Ms. Flynn reported two requests, noting each individual would have three minutes to speak.

Mr. Charles Allison, faculty member, addressed the need for SEPTA TransPasses for all students.

Mr. Sultan Smiley, student, asked about eligibility criteria, selection process, pilot program next steps, success metrics, and notification timeline for SEPTA TransPasses.

(4) Report of the Interim President

Dr. Marshall thanked the College community, faculty, and staff, expressing her honor at being named the next permanent president. She expressed appreciation for the support and well wishes she has received.

Mr. Epps noted that the PowerPoint slide indicated “Interim President’s Report” and explained that this is a technicality, as Dr. Marshall’s permanent presidency begins January 1, 2026.

(a) Update on Enrollment

Dr. Rooney provided an update on enrollment (Attachment A). She noted the following:

- Fall enrollment increased 4.9% in headcount and 5.5% in credit hours. The CATC/West Regional Center reported a 93% increase in headcount and an 80% increase in credit hours.
- Winter enrollment increased 19% in both headcount and credit hours, with growth concentrated in healthcare studies.
- Spring enrollment increased 30% in both headcount and credit hours. The CATC/West Regional Center reported a 91% increase in headcount and a 79% increase in credit hours.

(b) Programmatic Updates

Cheyney@CCP

Dr. Marshall reported that *Cheyney@CCP* officially launched on October 17, 2025. This historic partnership allows Community College of Philadelphia (CCP) students to seamlessly transfer to Cheyney University and complete a bachelor's degree without leaving the city.

Dr. Marshall stated that on November 10, 2025, at 6 p.m., she and Cheyney University President Walton will be interviewed by Dr. James Peterson on *Evening with WURD*. She stated that plans are underway to recruit students for the spring semester through information sessions and outreach efforts aligned with CCP's Guided Pathways initiative. Dr. Marshall stated that information sessions will also be offered to Catto students to build interest in the program, with the first cohort expected to launch in the fall semester.

Dr. Marshall stated that students not admitted directly to Cheyney will receive letters encouraging them to begin their studies at CCP. A clip from 6ABC News featuring the partnership was shown to the Board. Dr. Marshall expressed appreciation to the staff involved in developing the collaboration.

U.S. Navy Expansion Project

Dr. Marshall reported that U.S. Navy Deputy Surgeon General Rear Admiral Patrick Friedman and his team visited the College on October 13, 2025. She stated that Rear Admiral Friedman spoke to STEM and Healthcare students as part of Guided Pathways programming, highlighting the benefits of considering the U.S. Navy as a career pathway in these fields. Dr. Marshall stated that they discussed a potential collaboration between the U.S. Navy Surgeon General's Office and CCP to explore partnerships with the College's medical, dental, pharmacy, and nursing programs, including scholarship opportunities for students interested in pursuing four-year degrees.

Dr. Babic, Associate Provost for Workforce Development, reported that the U.S. Navy Expansion Project remains on schedule with strong enrollment—70 applications received and 38 students currently enrolled in Welding and Non-Destructive Testing (NDT). He stated that faculty and students completed the silicone welding safety certification, and student support continues through Single Stop. Additional day and evening cohorts are planned for April 2026 to meet employer demand. Dr. Babic further reported that the Airgas equipment sale agreement was signed on October 20, 2025, allowing the Career and Advanced Technology Center (CATC) construction to resume and remain on track for completion by the end of December, followed by a full transition to the permanent Navy Welding and NDT spaces.

Dr. Marshall thanked Dr. Rooney, Dr. Powell, Dr. Zanjani, Workforce Development, and the Facilities team for their collaborative efforts and support of the Navy Expansion project.

#### City's College of Municipal Employment (CCME)

Dr. Marshall reported that CCME remains a key partnership with the City of Philadelphia, the School District of Philadelphia, and Philadelphia Works, Inc. She noted that CCP is collaborating to expand CCME programming to include Cybersecurity and Forensic Science.

Dr. Jacobson, Acting Vice President for Strategic Initiatives and Community Engagement, provided a brief update on the College's partnership through CCME. He noted that CCME's primary pathways include Skilled Trades, Healthcare, Technology, Business Administration, and Public Safety. Dr. Jacobson reported that CCP is working with the School District of Philadelphia to engage nearly 90 students from South Philadelphia High School and George Washington High School in coursework introducing them to City government careers and essential job skills. Graduating seniors can participate in work-based training with the City through the Streets Department's Future Track program or the Water Department's apprenticeship program. Students who do not enter those programs are supported in pursuing CCP's pathway programs or other degree and certificate options.

Dr. Jacobson stated that the primary goal of CCME pathways is for graduates to secure employment with the City of Philadelphia. To support this effort, Mayor Cherelle Parker will host a CCME Workforce Summit at CCP on November 12, 2025, from 8:30 a.m. to 3:00 p.m. in the Winnet Building, Great Hall, to strengthen City agency collaboration and reduce barriers to employment for program participants. Dr. Marshall will be providing welcoming remarks and several members of the CCP team will be attending.

#### SEPTA Pilot

Ms. Flynn reported that the College will pilot a free SEPTA TransPass program for eligible students at the CATC. She stated that the pilot will launch in January 2026 and run through April 2026. Students enrolled in six or more credit hours or at least six non-credit hours at the CATC will receive an unlimited SEPTA Transpass.

Ms. Flynn reported that of the 662 students currently enrolled at the CATC, 278 are eligible to participate. She stated that the estimated initial cost is \$30 per student, totaling less than \$9,000 for the semester. Ms. Flynn reported that the passes will be valid for unlimited travel and

therefore can also be used for commuting, errands, or childcare. Student eligibility will be reviewed monthly to ensure passes are deactivated for those who graduate or no longer qualify.

Ms. Flynn reported that the pilot will assess student usage, costs, and logistics to determine feasibility for continuation or expansion to other College locations. Data provided by SEPTA will help the College track usage and evaluate program effectiveness.

The Board discussed the program's cost, usage, and the importance of data assessment for evaluating the pilot's impact.

Dr. Marshall reported that cross-divisional CATC work continues, including monthly meetings focused on scheduling to support enrollment, along with discussions with Facilities on security, feasibility, and overall support for the student experience. She stated that data will be reviewed as it becomes available and that Dr. Rooney's team will survey participating students to help inform next steps.

### SNAP Crisis Response

Dr. Kovaleski, Dean of Students, provided an update on College efforts to support almost 4,000 students affected by the SNAP benefit changes. He stated that staff are collaborating with the Institutional Advancement department to expand food and resource support, having distributed nearly \$400,000 in assistance, including \$150,000 for food.

Dr. Kovaleski reported that initiatives include campus wide food drives, meal vouchers, and partnerships to distribute perishable and non-perishable items. He stated that Marketing and Communications is increasing awareness among students, faculty, and staff. The College has seen growing participation, and data on program usage will be shared at a future meeting.

Dr. Zanjani reported that from the moment the crisis was announced, the Foundation has been actively communicating and coordinating efforts to support students in need. She noted that she recently received notice of a \$10,000 grant designated exclusively for food assistance and expressed gratitude for the outpouring of support from individuals and organizations.

Dr. Zanjani thanked Trustee Fulmore-Townsend for sharing a link to a potential \$50,000 grant opportunity from the City. She also reported that the College has established a partnership with a local organization to provide redeemable food cards at their site, allowing students to obtain groceries directly.

In response to questions, Dr. Zanjani confirmed that *Believe in Students* is a nonprofit partner, and that the College is also collaborating with Ms. Sue Daugherty, alumna and CEO of MANNA, to explore the creation of a program that would enable students to access essential items—such as food, baby supplies, and toiletries—at no cost.

Dr. Zanjani stated that additional donations, including direct gift cards and online contributions, can be made through the College's established link: <https://foundation.ccp.edu/food-insecurity-fund>. She emphasized that these efforts align with the College's continued commitment to supporting students facing financial hardship.



The Board emphasized the importance of continued outreach, donations, and community partnerships to sustain these efforts.

(c) Advancing Our Mission: Success Highlights

Dr. Marshall reported that she wished to highlight ongoing work supporting student success and noted that the Facilities department has completed all office relocations from 1500 Spring Garden Street, resulting in operational savings.

Dr. Marshall congratulated Dr. Gayathri Banavara, Department Head of Business Leadership, Fashion, and Hospitality, for her recommendation to the Fulbright Specialist roster. She reported that the Math, Science, and Health Careers department hosted a Health, Hope, and Community event attended by over 300 students, and noted that the Medical Laboratory Technician and Respiratory Care programs are reporting 100% retention and graduation rates, with certification rates of 86% and 75%, respectively.

Dr. Marshall stated that the College welcomed approximately 200 middle and high school students from the 188th District at its first-ever Fall Fest at the CATC on October 21, 2025, with plans to make it an annual event to strengthen the K–12 pipeline for CATC enrollment. She reported on a Creative Arts, Design, Construction, and Transportation pathway event on October 10, 2025, which included a New York City trip to the Met and the Cloisters for 86 students.

Dr. Marshall reported that as a result of a 2024–25 Aspiring Leaders Project, 165 students participated in a Scholarship-A-Thon to directly connect our students with the many scholarship opportunities available to them. She also acknowledged the Marketing and Communications team for producing a new commercial highlighting CCP as a place where dreams come true.

(d) Foundation Report

Dr. Zanjani reported that the Foundation has raised \$989,817 as of September 30, 2025. She stated that Annual Giving remains strong with a significant focus on SNAP, and that emails requesting support for emergency and food insecurity funds have been distributed.

Dr. Zanjani reported that the Donor Reception was scheduled for November 6, 2025, in the Black Box Theatre following the Board meeting. She further stated that the Annual Alumni Reunion Dinner will take place on November 13, 2025, in the Great Hall, S2-19, with special recognition of the College's 60th Anniversary, and noted that 160 alumni have registered to attend. She also reported that a planned giving workshop was recently held with 30 participants, with additional sessions planned.

Dr. Zanjani encouraged participation in Giving Tuesday on December 2, 2025, and noted the launch of a social media toolkit to support the campaign. She also thanked Mr. Eapen, Mr. Wiggins, Ms. Day, and the Facilities team for their work in completing the Pavilion renovations.

Dr. Marshall concluded by inviting attendees to the Creative Arts Pathway Exhibition Opening Reception taking place immediately following the Board meeting. The Exhibit will be held November 6–December 6, 2025, in the Rotunda.

(5) Report of the Student Representative

Mr. Daniel Emdin, Interim President for the Student Government Association (SGA) and Student Representative for the Board of Trustees, reported that the temporary suspension of the SNAP program has affected more than 4,000 students, and the College community has expanded food drive initiatives with additional donation sites and weekly produce distributions continuing through the end of the semester.

Mr. Emdin reported that he met with the Dean of Students and representatives from IT, Safety and Security, and Facilities to address concerns raised at the last Board meeting. He stated that Safety and Security performance remains strong, IT has launched a Wi-Fi improvement pilot, and Facilities have increased restroom monitoring.

Mr. Emdin stated that students remain concerned about high cafeteria prices and limited operating hours, which do not align with many student schedules. He noted that SGA will continue working with administration on possible improvements.

Mr. Emdin shared that student engagement is strong, with over 23 club officers completing Pride Forward training. He noted that PTK welcomed more than 120 new members and assisted approximately 200 students with scholarship opportunities.

Mr. Epps asked Mr. Emdin if he utilizes Saxbys, the student-run restaurant. Mr. Emdin reported that although he does not personally use Saxbys, it is a quiet space where students tend to go not only for food but also to study. He stated that it is a welcoming location for students. Mr. Epps requested that Mr. Emdin provide a student perspective and a future report on how Saxbys is being utilized by students.

The Board engaged in a brief discussion regarding the limited cafeteria hours. Mr. Eapen reported that the cafeteria closes early due to low sales volume and noted that the College is currently subsidizing its operations.

Mr. Emdin thanked the Board for its continued support of student leadership.

(6) Business Affairs Committee, October 15, 2025

Ms. Posoff reported that the Business Affairs Committee met on October 15, 2025. She stated that the Committee continues to prioritize academic, facility, and safety projects, within the approved budget. She noted that recommendations included a contract renewal for IT service upgrades and an award for the replacement of water piping at the CBI Building. The Committee also received an overview of the three-year capital budget plan and will continue discussions on budget scenarios and the College's real estate portfolio.

Ms. Posoff invited the Trustees to attend the upcoming Business Affairs Committee meetings on November 19, 2025, and December 17, 2025, noting that the December meeting will feature a discussion focused on artificial intelligence.

(7) Student Outcomes Committee, October 16, 2025

Ms. Chekemma Fulmore-Townsend reported that the Student Outcomes Committee met on October 16, 2025. She stated that Dr. Kovaleski provided a presentation on student support services and Single Stop initiatives. She noted that survey data highlights elevated levels of anxiety and depression among CCP students and that approximately 20% are experiencing active housing insecurity. She stated that efforts to increase awareness continue through open houses, peer-led programs, and partnerships, and she highlighted the Ann Hill Makerspace and Roary's Cubhouse as key wellness resources.

Ms. Fulmore-Townsend also reported that the Liberal Arts Honors Academic Program Review, presented during the meeting, showed strong outcomes, supporting more than 500 students in honors coursework and offering valuable partnership opportunities with local arts and service organizations. She noted a student testimonial underscoring the rigor and positive impact of the program.

She concluded by expressing appreciation for the ongoing work that supports student success and aligns with the College's mission.

(8) Audit Committee, October 20, 2025

Mr. Epps introduced Ms. Harrington as the new chair of the Audit Committee. Ms. Harrington reported that the Audit Committee met on October 20, 2025, to review the results of the Fiscal Year 2024–2025 audit conducted by Grant Thornton. The audit focused on internal controls, tuition, and other revenues, receivables, investments, and financial disclosures. She stated that the College received a clean, unmodified opinion, the highest level of assurance an institution can receive.

Ms. Harrington noted that the auditors identified an error related to the reclassification of net position in the draft financial statements. She stated that management agreed with the recommendation, corrected the issue prior to final issuance, and strengthened internal review procedures moving forward.

Ms. Harrington reported that Grant Thornton also provided industry insights, including national trends related to financial sustainability in higher education. She acknowledged Mr. Anthony Simonetta for his decade of service as Chair of the Audit Committee and his leadership in strengthening financial oversight practices.

Ms. Harrington stated that the Audit Committee unanimously recommended acceptance of the Fiscal Year 2024–2025 Audited Financial Statements Report.

The next Audit Committee meeting will be held in March 2026 to review the 2024–2025 Uniform Guidance Audit Report.

Mr. Epps asked for a motion to approve the 2024-2025 Fiscal Year Audited Financial Statements Report.

Ms. McPherson moved, with Mr. Ford seconding, that the Board approve the 2024-2025 Fiscal Year Audited Financial Statements Report. The motion passed unanimously.

(9) Consent Agenda

Mr. Epps asked for Board approval of the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions,  
Meeting of October 16 and 21, 2025
- (b) Grants and Gifts
- (c) Liberal Arts Honors Academic Program

Mr. Clancy moved, with Mr. Cooper seconding, that the Board approve the Consent Agenda. The motion carried unanimously.

(10) Report of the Chair

(a) ACCT Leadership Congress Board Member Reflections

Mr. Epps invited Dr. Marshall, Mr. Cooper, Ms. Amir, and Ms. Ireland to provide reflections on the ACCT Leadership Congress held in New Orleans from October 21–24, 2025.

Mr. Cooper reported that national discussions reflected challenges similar to those facing community colleges, including student pressures and shifts in funding. He noted innovative strategies being used nationwide to support sustainability and access and expressed appreciation for the opportunity to represent the Board.

Ms. Ireland reported that the conference offered a valuable national perspective on community college policy and legislative issues. She noted that CCP is well positioned in several areas while also identifying opportunities to learn from emerging practices across the country. She also appreciated the opportunity to strengthen relationships among trustees and Dr. Marshall.

Dr. Marshall reported that the conference provided an opportunity to engage with trustees and discuss the College's future direction. She noted that key national conversations focused on the growing impact of artificial intelligence on higher education and institutional operations. She stated that she brought back ideas from the sessions and looks forward to continuing internal discussions.

Ms. Ireland further reported that her term as Northeast Regional Director has concluded and that she will continue serving on the Northeast Nominating Committee. She encouraged Board participation in upcoming state and regional leadership roles, noting the absence of Pennsylvania representation.

(b) Committee Assignment Changes

Mr. Epps announced that Ms. Harrington has been appointed Chair of the Audit Committee and is now a member of the Executive Committee.

(c) ACCT National Legislative Summit, February 8-11, 2026  
Marriott Marquis, Washington, DC

Mr. Epps announced that the ACCT National Legislative Summit is scheduled for February 8-11, 2026, at the Marriott Marquis, in Washington, DC. Please inform Ms. Rivera if you plan on attending.

(d) Events

The Board was provided with a list of upcoming events.

(11) Old Business

There was no old business discussed.

(12) New Business

There was no new business discussed.

(13) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, January 8, 2026, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be hybrid.

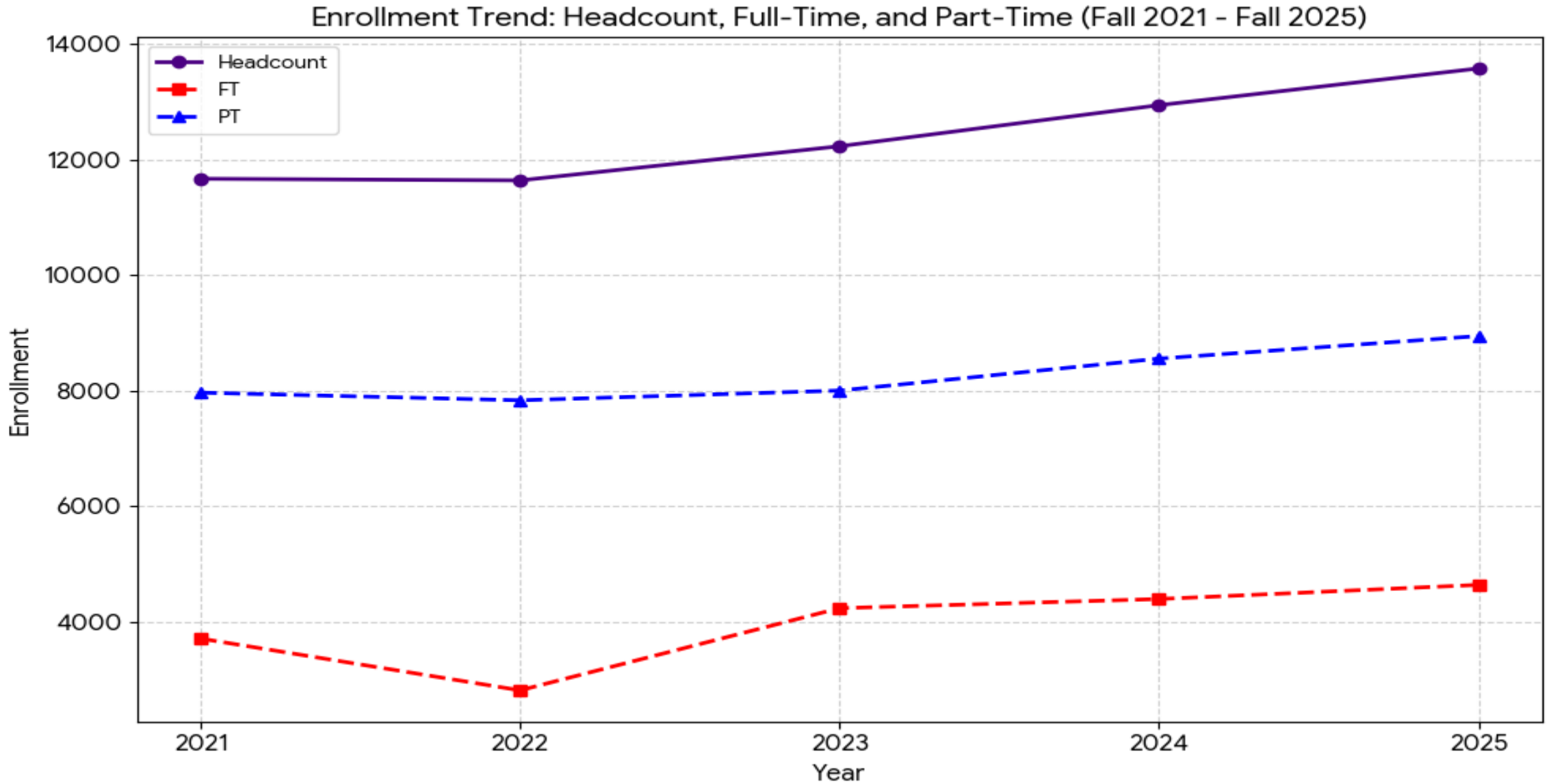
Mr. Epps adjourned the meeting at 4:11 p.m.

(14) Executive Session II

The Board reconvened in Executive Session to discuss personnel matters. The Board will not return.

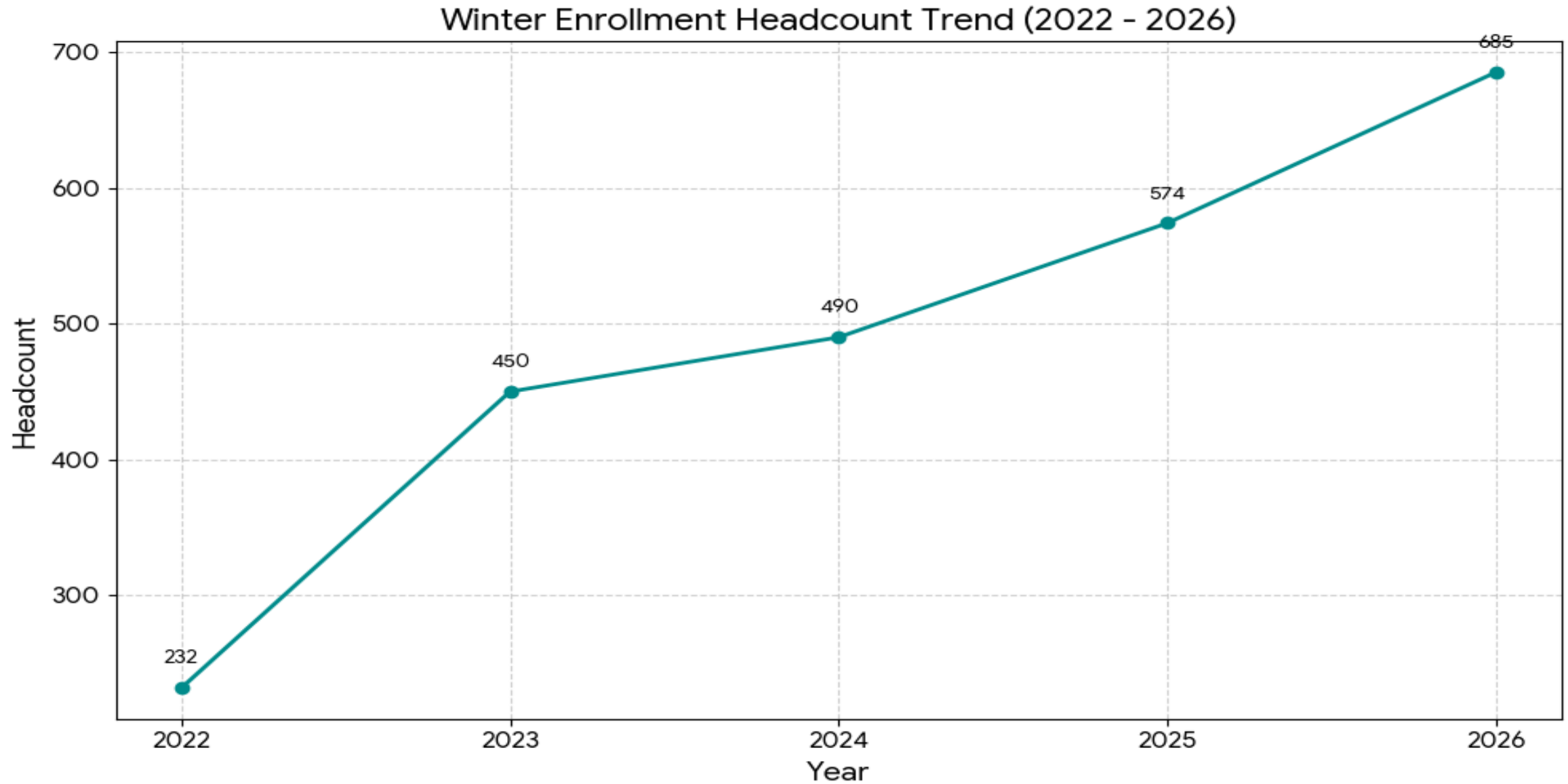


# Fall enrollment



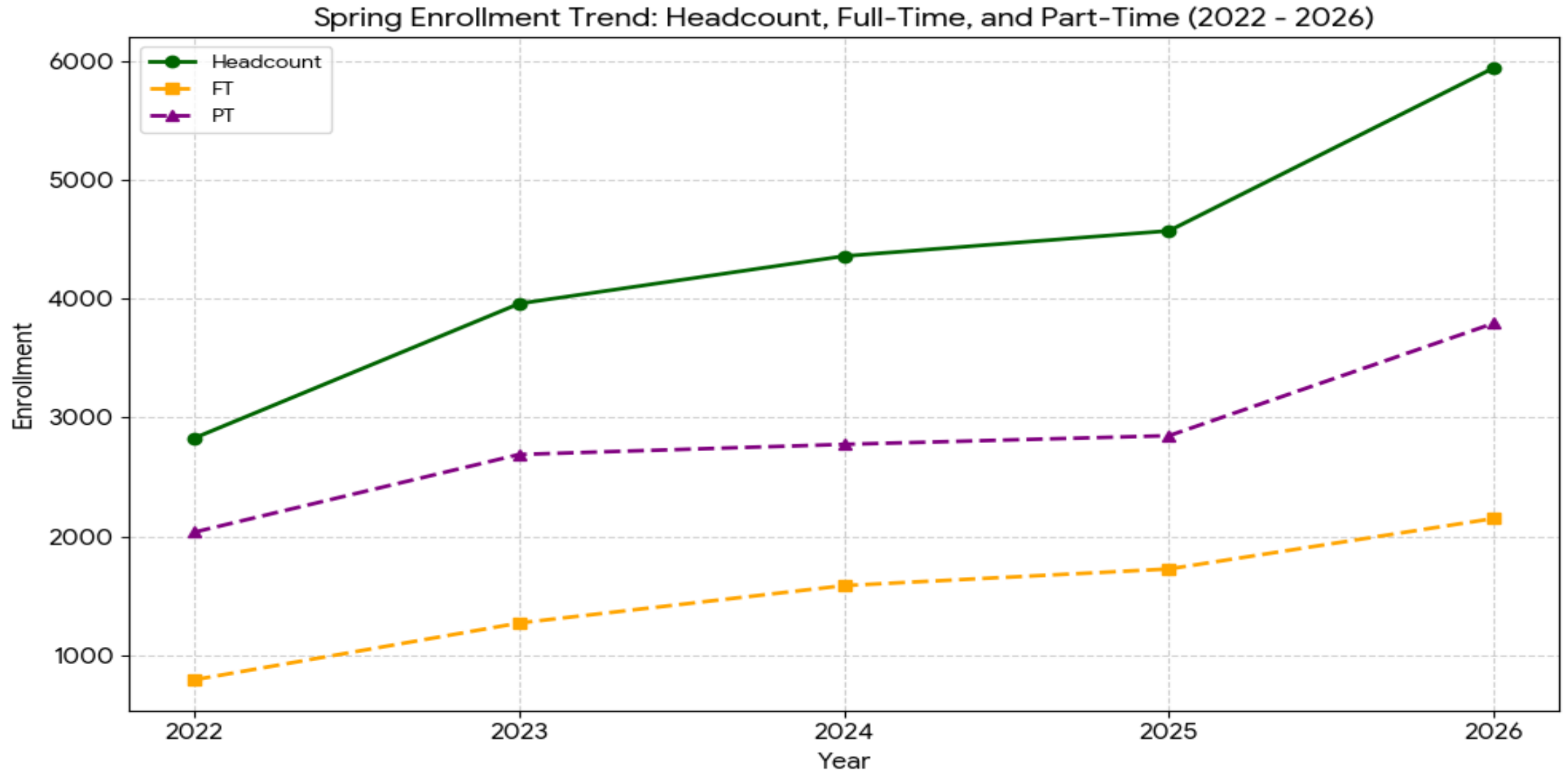


# Winter enrollment





# Spring enrollment





COMMUNITY COLLEGE OF PHILADELPHIA  
Thursday, November 6, 2025– 2:30 p.m.  
Isadore A. Shrager Boardroom, M2-1/Hybrid  
MINUTES OF DECISIONS AND RESOLUTIONS

Present: Mr. Harold T. Epps, presiding: Ms. Ajeenah Amir, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Dr. Alycia Marshall, Dr. Shannon Rooney, Mr. Jacob Eapen, Dr. Mellissia Zanjani, Dr. Linda Powell, Ms. Carolyn Flynn, Dr. Seth Jacobson, Dr. Judy Gay, and Mr. Daniel Emdin, Student Representative

(1) Executive Session I

The Executive Session was devoted to a discussion of real estate and legal issues.

(2) Meeting Called to Order

Mr. Epps called the meeting to order and reviewed the goals for the meeting.

(3) Public Comment

Two individuals provided public comment.

(4) Report of the Interim President

(a) Update on Enrollment

The Board was provided with an update on fall, winter, and spring enrollment.

(b) Programmatic Updates

Cheyney@CCP

The Board was provided with an update on *Cheyney@CCP* which launched on October 17, 2025.

Dr. Marshall and Cheyney University President Walton were interviewed by Dr. James Peterson on *Evening with WURD* on November 10, 2025, at 6 p.m.

U.S. Navy Expansion Project

The Board was provided with an update on the U.S. Navy Expansion Project at the CATC, including a visit from Rear Admiral Patrick Friedman and discussions regarding potential academic and scholarship partnerships.

### City's College of Municipal Employment (CCME)

The Board was provided with an update on CCME, highlighting its partnership with the City of Philadelphia, expanded career pathways, and student engagement efforts leading to City employment. A CCME Workforce Summit hosted by Mayor Cherelle Parker was held on campus on November 12, 2025, to strengthen collaboration and reduce employment barriers.

### SEPTA Pilot

The Board received an update on the pilot program providing free SEPTA TransPasses to eligible students enrolled at the CATC. The Board discussed program costs, usage, and the data that will be used to evaluate the pilot's effectiveness.

### SNAP Crisis Response

The Board was provided with an update on efforts to support students affected by SNAP changes, including expanded food assistance, new grant funding, and community partnerships to provide essential resources.

#### (c) Advancing Our Mission: Success Highlights

The Board was provided with an update on success highlights across the College.

#### (d) Foundation Report

The Board was provided with an update on funds raised through September 30, 2025, along with a summary of Foundation activities for the fall semester. The Board was encouraged to participate in Giving Tuesday on December 2, 2025.

#### (5) Report of the Student Representative

Mr. Daniel Emdin, Interim SGA President and Student Representative, provided a report to the Board.

#### (6) Business Affairs Committee, October 15, 2025

The Business Affairs Committee met on October 15, 2025. The Board reviewed key projects and received an overview of the three-year capital budget plan.

The Board was invited to attend the upcoming Business Affairs Committee meetings on November 19, 2025, and December 17, 2025, noting that the December meeting will feature a discussion focused on artificial intelligence.

#### (7) Student Outcomes Committee, October 16, 2025

The Student Outcomes Committee met on October 16, 2025. The Committee accepted the Liberal Arts Honors Academic Program Review for five years.

(8) Audit Committee, October 20, 2025

The Audit Committee met on October 20, 2025. Ms. Harrington was appointed the new chair of the Audit Committee. The Audit Committee reviewed and accepted the 2024-2025 Fiscal Year Audited Financial Statements Report.

(9) Consent Agenda

The Board approved the following Consent Agenda:

- (a) Proceedings and Minutes of Decisions and Resolutions, Meeting of October 16 and 21, 2025
- (b) Grants and Gifts
- (c) Liberal Arts Honors Academic Program

(10) Report of the Chair

(a) ACCT Leadership Congress Board Member Reflections

The Board discussed the ACCT Leadership Congress, which was held on October 21–24, 2025, in New Orleans, LA.

(b) Committee Assignment Changes

Ms. Harrington was appointed Chair of the Audit Committee and a member of the Executive Committee.

(c) ACCT National Legislative Summit, February 8-11, 2026  
Marriott Marquis, Washington, DC

The ACCT National Legislative Summit is scheduled for February 8-11, 2026, at the Marriott Marquis, in Washington, DC.

(d) Events

The Board was provided with a list of upcoming events.

(11) Old Business

There was no old business discussed.

(12) New Business

There was no new business discussed.

(13) Next Meeting

The next meeting of the Board of Trustees is scheduled for Thursday, January 8, 2026, at 2:30 p.m. in the Isadore A. Shrager Boardroom, M2-1. The meeting will be hybrid.

Mr. Epps adjourned the meeting at 4:11 p.m.

(14) Executive Session II

The Board reconvened in Executive Session to discuss personnel matters. The Board will not return.

COMMUNITY COLLEGE OF PHILADELPHIA  
Proceedings of the Special Meeting of the Board of Trustees  
Friday, December 19, 2025 - 3:00 p.m.

Present: Mr. Harold T. Epps, presiding: Ms. Ajeenah Amir, Representative Morgan Cephas, Mr. Pat Clancy, Mr. Michael Cooper, Mr. Rob Dubow, Mr. Tim Ford, Ms. Chekemma Fulmore-Townsend, Ms. Keola Harrington, Ms. Sheila Ireland, Dr. Carol Jenkins, Pastor Jonathan Mason, Ms. Rosalyn McPherson, Ms. Mindy Posoff, Mr. Jeremiah White, Dr. Alycia Marshall, Ms. Shannon Rooney, Dr. Linda Powell, Ms. Carolyn Flynn, Dr. Seth Jacobson, Dr. Judy Gay, and Mr. Daniel Emdin, Student Representative

(1) Executive Session

(2) Special Meeting Called to Order

Mr. Epps called the meeting to order. He stated that the Executive Session was devoted to a discussion of personnel matters.

Mr. Epps stated that the goal for the meeting is for the Board of Trustees to vote to approve an employment agreement with Dr. Alycia Marshall for the position of President of Community College of Philadelphia.

(3) Public Comment

Mr. Epps asked if there were any requests for public comment. Ms. Flynn stated that there were no requests for public comment.

(4) Employment Agreement with Dr. Alycia Marshall for the Position of President of Community College of Philadelphia (Action)

Mr. Epps called for a motion to approve the employment agreement with Dr. Alycia Marshall for the position of President of Community College of Philadelphia.

Mr. Ford moved, with Ms. Possoff seconding, that the employment agreement with Dr. Alycia Marshall for the position of President of Community College of Philadelphia be approved. The motion carried unanimously, with no opposition.

Mr. Epps congratulated Dr. Marshall and stated that the contract terms were agreed upon and that, effective the first working day of January, the interim designation would be removed and Dr. Marshall would officially assume the title of President.

Dr. Marshall thanked the Board of Trustees for their support, expressed appreciation to the College community, and shared her enthusiasm for moving into the next chapter of leadership at Community College of Philadelphia. She noted that the approval coincided with her birthday and expressed gratitude for the significance of the moment.

The Board extended birthday wishes and congratulations to Dr. Marshall.

(5) Adjourn

The meeting adjourned at 3:31 p.m.

**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 10/31/25 (Trustees Meeting: January 8, 2026)**

**Summary by Source:**

	<b>FY2026</b>	<b>FY2026</b>	<b>FY2025</b>	<b>FY2026 and FY2025</b>
<b>Held by College</b>	<i>since last report</i> <b>10/1/25 - 10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/25 -10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/24 - 10/31/24</b>	<b>Variance</b> <b>7/1 -10/31</b>
Federal	\$ -	\$ -	\$ -	\$ -
State	\$ -	\$ -	\$ -	\$ -
Local / City	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Held by Foundation</b> <b>(Cash-in-Hand)</b>	<i>since last report</i> <b>10/1/25 - 10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/25 -10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/24 - 10/31/24</b>	<b>Variance</b> <b>7/1 -10/31</b>
Corporations	\$ 80,030	\$ 104,470	\$ 76,025	\$ 28,445
External Foundations	\$ 14,545	\$ 910,673	\$ 920,015	\$ (9,342)
Individuals	\$ 30,397	\$ 68,323	\$ 71,284	\$ (2,961)
Organizations	\$ 10,130	\$ 41,453	\$ 203,351	\$ (161,898)
<b>Total</b>	<b>\$ 135,102</b>	<b>\$ 1,124,919</b>	<b>\$ 1,270,675</b>	<b>\$ (145,756)</b>
<b>TOTAL</b>	<b>\$ 135,102</b>	<b>\$ 1,124,919</b>	<b>\$ 1,270,675</b>	<b>\$ (145,756)</b>

<b>Gifts In-Kind</b>	<i>since last report</i> <b>10/1/25 - 10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/25 -10/31/25</b>	<b>Fiscal Year To Date</b> <b>7/1/24 - 10/31/24</b>	<b>Variance</b> <b>7/1 -10/31</b>
<b>TOTAL</b>	\$	\$	\$	\$

**PUBLIC / GOVERNMENT SUMMARY (posted 10/1/25 – 10/31/25)**

- No public grants were reported during this period.

**PRIVATE / PHILANTHROPIC SUMMARY (posted 10/1/25 – 10/31/25)**

- Comcast NBCUniversal fulfilled their \$50,000 pledge for the 2025 Black & Gold Gala.
- KPMG LLC awarded \$15,000 to establish the KPMG 2-Yr College Networking Sponsorship Program to increase community college students' exposure to the accounting profession.
- University of Penn/Penn Medicine fulfilled their \$15,000 pledge for the 2025 Black & Gold Gala.
- The Naval Welding Institute awarded \$10,000 to establish the Naval Welding & NDT Fund to provide unrestricted benefit to the welding program, including the purchase of a variety of welding supplies, PPE, etc. for students.
- The David Nation/Suzan Willcox Family Fund awarded an unrestricted gift of \$10,000.
- Pennsylvania State Employees Credit Union, as part of an agreement with the College, awarded \$8,000 for the PSECU Scholarship Fund for current members of the PSECU.
- A private donor awarded \$6,000 to the AAS Degree Scholarship Fund.

**GIFTS IN-KIND SUMMARY (posted 10/1/25 – 10/31/25)**

- No In-kind gifts were reported for this period.



## **January 2026 Internal Events**

### **January 5**

Professional Development Week Opening  
Session  
9:00AM-12:00PM  
Bonnell Building, Large Auditorium

Professional Development Week Opening  
Lunch  
12:00PM-1:45PM  
Winnet Student Life Building, The Great Hall

### **January 5 – 23**

Inheritors Play Production  
Various show times  
Philadelphia Artist Collective  
Bonnell Building, Black Box

### **January 6**

Catto JumpStart Orientation  
8:30AM - 3:30PM  
Winnet Student Life Building, S2-03

### **January 7**

New Employee Luncheon  
12:00PM-2:00PM  
Pavilion Building, Klein Cube

### **January 8**

New Student Orientation  
10:00AM-1:00PM  
Bonnell Building -Large Auditorium and  
various locations on campus

### **January 12-16**

Welcome Week  
10:00AM-2:00PM  
Bonnell Building, Lobby

### **January 13**

NERC Café Grand Re-Opening  
10:00AM-11:00AM  
Northeast Regional Center

### **January 15**

CCME Orientation  
1:00PM-4:00PM  
Center for Business & Industry, C2-05

### **January 22**

Smore's and Hot Chocolate student Gathering  
11:30 AM - 1:30 PM  
Career and Advanced Technology Cntr, 140

### **January 27**

Spring 2026 Pathway Majors Fair  
11:00AM-1:00PM  
Bonnell Building, Lobby

### **January 28**

Black & Gold Bash  
11:00AM-2:00PM  
Winnet Student Life Building, The Great Hall

CCME New Student Orientation  
5:30PM-7:00PM  
Center for Business & Industry, C2-05

### **January 29**

Higher Education Collaborative Annual  
Roundtable: Supporting Immigrant Students  
9:00AM – 11:00AM  
Pavilion Building, Klein Cube