

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, March 22, 2017 – 10:00 A.M.**

Present: Ms. Suzanne Biemiller (Chair) (*via* teleconference), Mr. Matthew Bergheiser, Mr. Joseph Martz, Mr. Michael Solieau, Mr. Jeremiah J. White, Jr., Dr. Donald Generals, Mr. Jacob Eapen, Mr. James P. Spiewak, and Victoria Zellers, Esq.

EXECUTIVE SESSION

PUBLIC SESSION

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

Discussion: Mr. Eapen stated that consistent with the five year budget and the tuition management plan, staff were recommending a \$6.00 per credit tuition increase. The current tuition rate of \$153 will increase to \$159. Mr. Eapen noted that the College had not raised tuition for the three previous years and that, if approved, the new rate would be effective with the Fall, 2017 semester. He briefly described the contents of Attachments A, B & C. Attachment A contains information on all the Pennsylvania Community Colleges' 2016-17 Tuition and Fee rates. Attachment B contains the impact of proposed tuition increase on students receiving maximum Pell grants. Attachment C contains the History of Tuition and Fee Charges. Mr. Eapen stated that approximately 60% of all students receive a Pell grant; approximately 71% of those receiving a Pell grant receive the maximum Pell award.

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

(2) Recommendation for Integrated Library System (Action Item):

Discussion: Mr. Eapen stated that the College issued a Request for Proposal (RFP) #9964 to select a new Integrated Library System (ILS) as the current system is at the end of life. The new system will be a vendor-hosted solution, accessible to staff either *via* web browser or through a local thin client and have offline capabilities if a network is unavailable or the hosted site is down. Further, the College was seeking an ILS that offers an interface that is easy to use for both patrons and staff, and that allows consolidation of all resources, both print and electronic, in a unified and easily searchable environment. Additionally, the College sought to consolidate many functions currently handled by third-party software into the ILS itself, to improve efficiency and staff workflows.

The criteria described in the RFP specifically requested documentation and system demonstration of the criterion above as well as price, method of accomplishing the scope of services and ability to provide service and support. The RFP was sent to the 3 leading ILS companies with all 3 submitting proposals.

Each of the respondents were interviewed by a 6 member evaluation team. It was the opinion of the evaluation team that the current vendor's product, iii Innovative,

which was the lowest cost, could not provide the innovation and support necessary to grow with the College. OCLC was deemed qualified but had a higher cost than the recommended vendor. In response to Mr. Solieau’s question, staff stated that each vendor was interviewed by the same 6 member evaluation team. Mr. Eapen noted that the annual cost of the proposed system is \$25,600 more than the annual cost of the current system.

Mr. Eapen stated that staff recommend an award be made to Ex Libris based upon their expertise in all functional areas identified, favorable service, support and references. The evaluation team’s rationale for selecting Ex Libris is reflected in Attachment D. Please note the following bid summary:

Bid Summary: 5 Year Totals

Ex Libris- \$391,955 (recommended); includes one-time data migration fee of \$45,581

OCLC - \$418,612; includes one-time data migration fee of \$32,300

iii Innovative \$224,774; includes one-time data migration fee of \$21,000

Action: Mr. Bergheiser moved and Mr. Solieau seconded the motion that the Committee recommend to the full Board that the College award a contract to Ex Libris in the amount of \$391,955.00 (includes one-time data migration fee of \$45,581) to implement the College’s new Integrated Library System. The motion passed unanimously.

(3) ESS Library Suite; Winnet; Bursar Counter - RFP 9978 (Action Item):

Discussion: Mr. Eapen explained that consistent with the Facilities Master Plan and making the West Building, the STEM Building; and as part of a large-scale office relocation, required due to the Biology lab expansion and renovations, several areas required reconfiguration and outfitting as offices. Three areas were impacted – Library; Winnet 3rd floor; and 1st floor of the West Building. The Educational Support Services (ESS) group will relocate to the Library open space area; the Trio and Upward Bound Gateway programs will relocate to the Winnet 3rd floor; and the offices associated with the Division of Math, Science and Health Careers will relocate to the 1st floor of the West Building. Additionally, there was a need to reconfigure the Bursar service counter to provide more suitable work spaces for each attendant at the window.

Mr. Eapen noted that the necessary renovations to the Library, Winnet Building and Bursar Service counter projects were collectively bid. PennBid was used to post all of the project information and to solicit contractors. He stated that three general construction firms responded, all of which are Philadelphia-registered minority-owned firms. The response values are:

Contractor	Proposed cost
Torrado Construction MBE	\$642,000
Smith Construction WBE	\$644,084
Bittenender Construction, LP WBE	\$692,468

Mr. Eapen pointed out that staff have reviewed the submissions and met with the two lowest responders to ensure full compliance to the requirements of the RFP and that bonding would not be an issue with these firms. Mr. Eapen stated that staff recommend that the project be awarded to Torrado Construction who proposed the lowest bid in the amount of \$642,000.

Action: Mr. White moved and Mr. Martz seconded the motion that the Committee recommend to the full Board that the College award a contract to Torrado Construction in the amount of \$642,000 to undertake the renovations to the ESS Library Suite, the Winnet Building and Bursar Service counter projects. The motion passed unanimously.

(4) Future Business Affairs Committee Meeting Dates (Information Item):

Please refer to Attachment E for the proposed future meeting dates.

(5) Next Meeting Date:

The next regularly scheduled meeting of the Committee is scheduled for Wednesday, April 19, 2017 at 10:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

ATTACHMENT A

**PENNSYLVANIA COMMUNITY COLLEGES'
2016-17 TUITION AND FEES**

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

		Allegheny	Beaver	Bucks	Butler	Delaware	Harrisburg	Lehigh Carbon	Luzerne	Montgomery	Northampton	PA Highlands	Philadelphia	Reading	Westmoreland
Per Credit Fees															
Tuition	Sponsored	107.75	153.00	140.00	104.00	113.00	176.00	100.00	125.00	144.00	97.00	131.00	153.00	125.00	122.00
	Non-Sponsored	215.50	306.00	280.00	208.00	226.00	213.00	200.00	250.00	288.00	194.00	203.00	306.00	250.00	244.00
	Out-of-State	323.25	459.00	420.00	312.00	339.00	256.00	300.00	375.00	432.00	291.00	305.00	459.00	281.00	366.00
	Other	-			150.00		50.00/100.00	150.00	38.00 & 64.00		159.00				49.00
Universal	Capital - Non-Sponsored	6.50/credit	25.00	10.00		3.00	5.00	9.00	11.00	10.00	65.00		10.00	2.00	6.00
	Capital - Out-of-State	6.50/credit	50.00	20.00		6.00	10.00	18.00	22.00	20.00	110.00		20.00	2.00	6.00
	Capital - Other	-					2.00	9.00			26.00				
	Technology	22.25/credit	26.00	35.00		49.00	24.00	22.00	19.00	23.00	21.00		30.00	26.00	
	Activity	-		2.00		2.00	3.50			5.00	0.00			4.00	
	College/Comprehensive/General	6.00/credit	14.00		49.00		12.00	18.00	24.00	15.00	19.00	62.00	4.00	22.00	47.00
	Student Services/Academic Enhancement	4.25/credit								10.00	0.00				
	International Student	-				35.00				0.00				35.00	
Academic	Credit by Exam	107.75/course	75.00			123-315	88.00			129.00	48.50				
	Distance Learning	20.00/online course			25.00				\$40.00 /Course		0.00				
	Laboratory	Vary by course, where applicable	20.00		35.00				Vary from \$40.00 to \$350.00 per Course		15-80	\$10-\$950			
	Experiential Learning	-	129.00				88.00			129.00	0.00	0.00			
Full-Time Fees															
Tuition	Sponsored	1,616.25 (12-18 credits)	2,295.00		1,560.00	1,356.00		1,500.00	1,875.00		1,455.00	1,965.00		1,875.00	1,830.00
	Non-Sponsored	3,232.50 (12-18 credits)	4,590.00		3,120.00	2,712.00		3,000.00	3,750.00		2,910.00	3,045.00		3,750.00	3,660.00
	Out-of-State	4,848.75 (12-18 credits)	6,885.00		4,680.00	4,068.00		4,500.00	5,625.00		4,365.00	4,575.00		4,215.00	5,490.00
	Other	Students carrying loads of 19 credits or more pay the flat rate plus the prevailing per credit rate times the number of credits over 18 credits.			2,250.00			2,250.00			2,385.00				

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

Universal	Capital - Non-Sponsored	78.00/semester	300.00			36.00	135.00	165.00	975.00			30.00
	Capital - Out-of-State	78.00/semester	600.00			72.00	270.00	330.00	1,650.00			30.00
	Capital - Other	-					135.00		390.00			
	Technology	22.25/credit	312.00			588.00	180.00	285.00	315.00			390.00
	Activity	-				24.00						60.00
	College/Comprehensive/General	72.00/semester	168.00				270.00	360.00	285.00	930.00		330.00

Fixed Fees

Universal	Application	-		25.00	25.00	0.00			25.00				
	College/Comprehensive/General	6.00/credit - 72.00 max		25.00									
Academic	Course Fees	20.00/credit - Health Careers Courses		10-740		10-750		Vary from \$40.00 to \$350.00 per Course	varied	10-606	85-345		
	Distance Learning	20.00/online course			25.00			40.00			35.00	25.00	
	Laboratory	Vary by course, where applicable	20.00		35.00					15-80	\$10-\$950	50 to 405	10-25
	Assessment	-					125.00			140-425	129.00		
	Credit by Exam	107.75/course	75.00	60-125	52/credit				129.00	48.50	129.00	125.00	30.00
	Experiential Learning	-	129.00		125.00				129.00		129.00	22.00	75.00
	Independent Study	-					50.00						
	Accident Insurance	5.40/semester - full time students only											
Other	Malpractice Insurance	7.70/semester where applicable		35.00	10.00		25.00			13-70		23.00	
	ID Card								0.00				
	Replacement ID Card	5.00		3.00			5.00		0.00	10.00	5.00	10.00	5.00
	Replacement of Higher One Card	-					0.00		0.00	10.00			
	Registration Deposit	-								0.00			
	Admission Deposit	-								50-200			
	Matriculation/New Student Fee	25.00									60.00	15.00	
	Re-registration	-	25.00						15.00	50.00			
	Late Registration	-		0.00		20.00		5.00		10.00	50.00	30.00	
	Schedule Revision	-											
	Drop Fee	-								0.00			
	Withdrawal Fee	-							15.00				
	Transcript	5.00	5.00	2.00			6.00		5.00	5.00	6-33	3.00	6.00

Pennsylvania Community Colleges' 2016-17 Tuition and Fees

Check with the college for a complete list of fees

Fee ranges expressed as <low>-<high>

Graduation	20.00		20.00	40.00	25.00										
Processing Fee	-			4.00	5.00-20.00			2.00							
Record Reproduction	-														
Tuition Payment Plan	-	50.00	30.00		30.00	30.00	25.00		35.00	35.00	25.00	35.00	25.00	25.00	
Payment Plan Late Fee	15.00	100.00				15.00			25.00	25.00	10.00	20.00			
Late Payment	-									25.00					
Returned Check	25.00	25.00	25.00	20.00	25.00	20.00	30.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	
Check Stop Payment Fee	20.00						30.00				25.00				

¹ Air Traffic Control program

ATTACHMENT B

IMPACT OF PROPOSED TUITION INCREASE ON STUDENTS RECEIVING PELL GRANTS

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

The maximum Pell award for the 2016-17 award year is \$5,815. It is increasing by \$105 to \$5,920 for the 2017-18 award year. Shown below is a comparison of what the current balance check is for a maximum Pell award, and what the balance check will be for the proposed charges of \$159 per credit for tuition, \$30 per credit for the Technology Fee, and \$4 per credit for the General College Fee.

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

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

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

ATTACHMENT C

COMMUNITY COLLEGE OF PHILADELPHIA HISTORY OF TUITION AND FEE CHARGES

**Community College of Philadelphia
History of Tuition and Fee Charges**

Year	Tuition	General Fee	Technology Fee	Average Course Fee per Credit *	Total Cost per Credit	Average Dollar Increase	Percent Increase
2006-07	112.00	4.00	26.00	6.48	148.48	12.22	9.0%
2007-08	115.00	4.00	28.00	6.65	153.65	5.17	3.5%
2008-09	115.00	4.00	28.00	6.53	153.53	(0.12)	-0.1%
2009-10	122.00	4.00	28.00	6.39	160.39	6.86	4.5%
2010-11	128.00	4.00	28.00	6.31	166.31	5.92	3.7%
2011-12	138.00	4.00	28.00	7.61	177.61	11.30	6.8%
2012-13	148.00	4.00	28.00	7.66	187.66	10.05	5.7%
2013-14	153.00	4.00	28.00	7.68	192.68	5.02	2.7%
2014-15	153.00	4.00	28.00	7.90	192.90	0.22	0.1%
2015-16	153.00	4.00	28.00	8.08	193.08	0.17	0.1%
2016-17	153.00	4.00	30.00	9.57 #	196.57	3.49	1.8%
2017-18	159.00 ^	4.00	30.00	9.57 #	202.57	6.00	3.1%

^ Proposed Tuition per credit hour rate

Estimated average course fee per credit

* Course fees, where charged, currently range from 85 to 345 dollars per course.

ATTACHMENT D

**EVALUATION OF RESPONSES FOR
INTEGRATED LIBRARY SYSTEM (ILS)**

Evaluation of Responses for Integrated Library System (ILS)

1. Price, Alternate Price and/or cost items deemed in the best interest of the college.
 - a. Ex Libris – Ex Libris has the middle quote of the 3 ILS vendors, but we believe the additional functionality, improved workflows, and better vendor support make this the best choice of the three.
 - b. Innovative – Innovative has the lowest quote of the three systems, however in our past experience with them they have tended to charge additional fees for service requests most ILS vendors do for free or let the library do themselves (such as re-indexing, load table editing, or simply getting our data out from the proprietary database).
 - c. OCLC – OCLC is the most expensive of the systems, and is the least fully-developed of them, missing a few key modules and extra features.
2. Experience, qualifications, and commitment of the Project Team.
 - a. Ex Libris – Ex Libris assigns a specific team to the project including a project leader. The first reference we checked spoke highly of the quality of support during the migration phase, and there is extensive and freely-available documentation available on their website detailing requirements for data migration and explaining the process. Ex Libris estimates a 4-5-month implementation.
 - b. Innovative – Innovative would likely offer the quickest and most seamless migration as they are our current ILS vendor, and the new Sierra system is structurally and functionally almost identical to our current one. Innovative states that this will require less data checking work on the library's part, as the majority of the work will be handled by the vendor. Innovative estimates an 8-10-week implementation.
 - c. OCLC – OCLC states that "WMS implementations typically do not require complex project management plans". There is a dedicated Implementation Team that will work with library staff. OCLC estimates a 4-6-month implementation.
3. Experience and past performance of the Vendor and Project Team members on similar projects within the last seven years.
 - a. Ex Libris – First library reference said there were a few issues in the Alma migration related to their unique consortium setup with 5 colleges sharing a single system, but aside from that the migration process went smoothly. Second reference said they were early adopter so had some issues in migration, but that the process has been much-improved since.
 - b. Innovative – First library reference who was an early Sierra beta tester said project involved a lot of back-and-forth communication and testing, and was not seamless, but ultimately successful. Second reference said migration was easy, but that Innovative has changed process since beta phase.
 - c. OCLC – Both library references said migration to WMS went relatively smoothly, and that they found it useful (and were encouraged by vendor) to attend OCLC User Group meetings during the migration period, to get advice from other customers.
4. Method of accomplishing the scope of work:
 - a. Ex Libris – The vendor will create an implementation team, and the library will create a project team as well. There will be 3 project phases – Define, Build,

Deploy. The Define phase involves the library reviewing data for migration and cleaning up as needed, as well as reviewing current workflows. The vendor will also be reviewing the library's system and planning out the migration. After planning with vendor team, library will export all relevant system data and send to vendor for implementation. For the Build phase, the library and vendor will test migrated data, adjust configurations to meet library needs, and begin staff training on the new system. The Deploy phase involves the system going live, with the vendor project team available to assist in support. Once the system is launched and implementation issues are worked out, it concludes with the library formally transitioning to the Ex Libris Customer Support Organization for ongoing support. This also signals the completion of the implementation project.

- b. Innovative – Millennium-to-Sierra migrations can typically be completed in 8-10 weeks depending on scheduling and availability of resources on both the library and Innovative side. Innovative will undertake the majority of the activity around data migration and system configuration. Innovative will take the responsibility for extracting the data from the Millennium system and loading it into the Sierra database. The library will be required to undertake a relatively small amount of data checking. System configuration will largely be done by Innovative staff. The library's responsibilities will be assisting with planning and scheduling, updating circulation policies, and reviewing migrated data. The vendor and library will also arrange trainings on the Sierra system, as well.
 - c. OCLC – OCLC estimates a 4-6 month migration process. The library uploads bibliographic data which is analyzed by OCLC, and patron and circulation data as well (acquisitions data is NOT migrated). The vendor will match the library holdings to OCLC bibliographic records, and the library will have an opportunity to review the data. Staff trainings are done via virtual, live online training events, both before implementation and after. A dedicated OCLC Implementation Manager will be assigned to help complete the configuration and testing of the system.
5. Any other experience and/or criteria the College deems relevant.
- a. Ex Libris – Ex Libris also vendor for Summon discovery layer, the public interface for the library that CCP already subscribes to. It offers the best integration with Summon of all 3 systems, and updates to the system can be automated, rather than requiring periodic manual batch loading, saving staff time. The second library reference also singled out Acquisitions as area where Alma was much improved over previous Innovative system. Alma also has by far the greatest number of APIs (157, versus 42 for Innovative and 22 for OCLC) developed for the system, which will allow for greater integration with campus systems and external third party software and vendors. The library also hopes to implement electronic course reserves, which many faculty members have requested, and Ex Libris is the only one of the three systems with this functionality built-in. Innovative and OCLC offer this functionality through separate products at an additional cost.
 - b. Innovative – Personal experience with Innovative over 12 years and many user group conferences has shown a company that has a functional product but has done little to add features or functionality beyond creating new add-on modules, usually at an additional cost. Though the user group makes a yearly list of enhancement requests, very few of these are incorporated into subsequent releases. The Sierra system shows promise in that it's a more open database and customers can develop APIs for use with the system, however many in the user

group have suggested this is Innovative just shifting the burden of development from the vendor to the individual libraries.

- c. OCLC – Second library reference said that OCLC WMS makes library’s holdings more discoverable by other schools, which has led to increased interlibrary loan use. Also said that reporting feature that library thought was included in the initial implementation and required a separate purchase.

7a. Responsiveness to functional requirements.

- d. Ex Libris – Ex Libris Alma meets all functional requirements.
- e. Innovative – Innovative Sierra meets all functional requirements.
- f. OCLC – OCLC WMS meets all functional requirements.

7b. Past performance of vendor as per customers.

- g. Ex Libris – Ex Libris references were both positive, “overall happy” and “very good”. Both cited quality of support and frequency of updates as strong points.
- h. Innovative – Innovative references were both positive overall, though the second reference said support is inconsistent. Both noted the lack of updates and new features in the system. Both were early adopters and beta-testers for Sierra, so received specialized support from Innovative during migration.
- i. OCLC – OCLC references were both positive. Both said the migration from Innovative systems to WMS went relatively smoothly.

7c. Ability to provide service and support.

- j. Ex Libris – Ex Libris references both said support has been very good from the vendor, and the vendor has been responsive to issues that came up. The product has a robust user group, and vendor has incorporated feature suggestions and interface improvements so the system is improved from the time of migration. Documentation seems comprehensive and up-to-date.
- k. Innovative – Our past experience with Innovative has been mixed. Support was poor with a slow response time over several years, though that has improved in the last year. Updates to the system are done quarterly or less, and mostly consist of bug fixes rather than added functionality. Support for APIs has been slow to roll out, and relies more on customer development. Library’s data was locked in proprietary database in previous product Millennium (and library was charged for access to it), though new system has mostly been ported to SQL and is “90% open, 10% proprietary” according to Sierra reference. Documentation was often out-of-date for Millennium, but seems improved under Sierra.
- l. OCLC – OCLC references spoke well of support, though much of the support and assistance is done through the user group and peer libraries rather than through OCLC directly.

ATTACHMENT E

**FUTURE BUSINESS AFFAIRS COMMITTEE
MEETING DATES**

2017

- April 19, 2017 – 10:00 A.M.
- May 17, 2017 – 10:00 A.M.
- **June 21, 2017 – 10:00 A.M. (Meeting if required)**
- No meeting in July
- **August 23, 2017 – 10:00 A.M. (4th Wednesday – Proposed)**
- September 27, 2017 – 10:00 A.M. (4th Wednesday due to September 20th – Rosh Hashanah begins sundown)
- October 18, 2017 – 10:00 A.M.
- November 15, 2017 – 10:00 A.M.
- No meeting in December

2018

- January 17, 2018 – 10:00 A.M.
- **February 21, 2018 – 10:00 A.M. (Meeting if required)**
- March 21, 2018 – 10:00 A.M.
- April 18, 2018 – 10:00 A.M.
- May 16, 2018 – 10:00 A.M.
- **June 20, 2018 – 10:00 A.M. (Meeting if required)**
- No meeting in July
- **August 22, 2018 – 10:00 A.M. (4th Wednesday – Proposed)**