

**MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Tuesday, April 19, 2022– 8:30 A.M.**

Present for the Business Affairs Committee: Mr. Michael Soileau, presiding; Mr. Rob Dubow, Mr. Harold Epps, Mr. Steve Herzog, and Mr. Jeremiah J. White, Jr.

Present for the Administration: Dr. Donald Guy Generals, Mr. Jacob Eapen, Ms. Marsia Henley, Danielle Liataud-Watkins, Esq., Mr. Gim Lim, Dr. Darren Lipscomb, Dr. Shannon Rooney, Mr. Derrick Sawyer, Mr. Vijay Sonty, Dr. Mellissia Zanjani, and Victoria Zellers, Esq.

Guest: Ms. Sabrina Maynard, City of Philadelphia, Office of Finance

PUBLIC SESSION
AGENDA

Mr. Soileau opened the meeting at 8:39 A.M. and briefly described the agenda items. Please note that Attachment A contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding (i.e., Capital Budget, Operating Budget, Perkins Grant, or Bond Proceeds) which College Administration is seeking approval.

(1) Renewal of Ellucian Contract (Action Item)

Background: Ellucian is the sole source provider of Banner maintenance services and upgrades. Staff from Finance, Purchasing, and Information Technology evaluated renewal alternatives that included fixed fees or variable fees as well as alternative contract lengths (with annual price increases ranging from 0% to 7%). A 5-year, fixed fee renewal with a Year 1 increase of 0%, Year 2 increase of 1%, Year 3 increase of 1%, Year 4 increase of 2%, and a Year 5 increase of 2%. The first-year cost (July 1, 2022 through June 30, 2023) would be \$462,477 and the total cost over the 5-year renewal term would be \$2.374 M.

Discussion: Mr. Eapen stated that Banner is the College's ERP system, including applications and modules for Finance, Financial Aid, Human Resources, Student, Faculty and Staff Self-Service, Document Management, Recruit (CRM), etc. He then asked Mr. Sonty to discuss the Ellucian Banner Contract Renewal as outlined in Attachment B (Mr. Sonty's presentation).

Mr. Sonty stated that the College has been using Ellucian Banner since 2005, and that the last contract renewal was 10 years ago. He stated that the College had been paying Ellucian \$536,619 per year. Mr. Sonty stated that College staff evaluated 3 different options: 1-year, 3-year or 5-year renewal option. He stated that the Banner software costs with a 1-year renewal option have an annual increase of 7%; the Banner software costs with a 3-year renewal option have an annual increase of 4%; and the Banner software costs with a 5-year renewal option have an annual increase of 0%, 1%, 1%, 2%, and 2% over the next 5 years. See chart below on Ellucian Banner 5-year contract renewal.

<u>Ellucian Banner 5-Year Contract Renewal</u>						
Financial Summary	<u>FY 22-23</u>	<u>FY 23-24</u>	<u>FY 24-25</u>	<u>FY 25-26</u>	<u>FY 26-27</u>	<u>TOTAL</u>
Banner Extended Contract	\$462,447	\$467,071	\$471,742	\$481,177	\$490,801	\$2,373,238
<u>Contract Totals</u>	\$462,447	\$467,071	\$471,742	\$481,177	\$490,801	<u>\$2,373,238</u>

Mr. Sonty stated that in the College’s Technology Plan, Year 4 and Year 5 speaks to a cloud-based ERP, and that College staff have been exploring different ERP options. Overall, he stated that there is no other third party that can provide better software maintenance and support and that the 5-year renewal option is the College’s best option. However, the College will explore other ERPs.

Ms. Henley reported on the demographics. She stated that Ellucian is based in Reston, VA and is privately owned. Ms. Henley stated that Ellucian has approximately 1,000 employees: 60.4% male, 33.9% female, and 40.6% minority staffing.

Regarding the College’s Technology Plan, Mr. Soileau asked that if it will take 3 years to create the cloud-based ERP, should the College start in Year 2. Mr. Sonty stated that Year 2 can be an option taking into consideration consulting fee costs.

Action: Mr. Dubow moved and Mr. Herzog seconded the motion that the Business Affairs Committee recommend to the full Board a five-year renewal of the contract with Ellucian, Inc. for maintenance and software upgrades for the Banner ERP system at the total cost of \$2,373,238. The renewal of the contract with Ellucian, Inc. will be paid from the Operating Budget. The motion passed unanimously.

(2) Three-year Contract with Technolutions, Inc. for Licensing and Implementation of Slate CRM (Action Item)

Background: Our current Recruit CRM has limitations such as not being user friendly, poor product support, limited integration with Banner ERP, limited tracking of incomplete applications and recruitment activities. Slate Higher Education CRM was reviewed and was found: easy to use, value for the money, with better functionality and customer support.

Discussion: Mr. Sonty stated that the College’s current CRM system called Recruit is based on an old Microsoft platform and that the product, which the College has for over 3 years, has many limitations because it was not built for higher education. He stated that College staff researched other platforms and found that moving to Slate will help the College address the limitations of the College’s current recruiting CRM system and will also help with next year’s enrollment. Mr. Sonty stated that it will take approximately 8 months to implement.

Mr. Eapen stated that the College is requesting a three-year contract (see chart below) starting with prorated costs in May 1-June 30 of this year, and that the College wants to take the opportunity to look at a new ERP.

Slate CRM					
	May 1, 2022 -	July 1, 2022 -	July 1, 2023 -	July 1, 2024 -	
	June 30, 2022	June 30, 2023	June 30, 2024	June 30, 2025	TOTAL
Financial Summary	\$24,932	\$100,000	\$100,000	\$100,000	\$324,932

Mr. Soileau asked if Slate CRM is separate from Ellucian and does it include maintenance and repair. Mr. Sonty stated that Slate CRM is separate from Ellucian and covers implementation, hosting and licensing and overall is customized for higher education.

Mr. Epps asked what are the key performance indicators to validate the investment in the 3-year contract. Mr. Sonty stated that our current system has limitations; and investing in the new system, staff can create additional communication templates which will lend to better outreach with prospective students. He stated that the new system is an easier tool to use. Dr. Rooney added that Slate CRM will help measure more accurately the applications that will be received; and that the new platform will help enable to include both credit and non-credit for the first time in one system.

Mr. Soileau requested that Mr. Sonty, Dr. Rooney and Dr. Zanjani explore opportunities for alumni tracking for Foundation reporting and Capital Campaign.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the full Board a three-year contract with Technolutions, Inc. for licensing and implementing Slate CRM. The contract will be paid from the Operating Budget. The motion passed unanimously

(3) Continuing Appointment of Ron Williams and Wali Rushdan of Fox Rothschild as Construction Counsel (Action Item)

Background: Ron Williams is the National Co-Chair of the Construction Law Practice of Fox Rothschild and has served as outside construction counsel for the College for several years. He successfully represented the College in significant litigation obtaining a \$5 million jury verdict for the College and has assisted on major construction contract preparation and negotiations with contractors to avoid litigation for several years. Wali Rushdan is a new partner at Fox Rothschild and has also begun representing the College in construction matters. Mr. Rushdan recently was appointed by the Board for a recent construction litigation matter with Mr. Williams advising on the matter. Fox Rothschild has offered a significant discount on Mr. Williams and Mr. Rushdan's current rates to continue to represent the College including 36% off Mr. Williams' rate and 30% off Mr. Rushdan's rate. Fox has also offered free initial preparation of AIA construction contracts with final review by counsel at the discounted rates. Based on Mr. Williams and Mr. Rushdan's extensive construction law related experience and industry knowledge, knowledge of the College's operations and practices, and considerable discounted rates, the College administration recommends the continuing appointment of Ron Williams and Wali Rushdan for all outside construction-related legal counsel for the remainder of the 2022 fiscal year and fiscal year 2023. The continuing appointment of Ron Williams and Wali Rushdan for the remainder of the 2022 fiscal year and fiscal year 2023 will be paid from the Operating Budget.

Discussion: Ms. Zellers led the discussion stating that Mr. Ron Williams has been the College's outside counsel for a number of years representing the College in successful negotiations especially on major construction contracts. Due to changes in construction and delays related to COVID and supplies with the Library & Learning Commons project, the Career & Advanced Technology Center, and the HVAC duct cleaning system, Mr. Williams continued appointment on these matters as needed. Ms. Zellers added that Mr. Williams has mentored Mr. Wali Rushdan in construction matters. Mr. Rushdan is now leading a construction litigation matter for the College. She pointed out that approximately 4 years ago, Mr. Williams agreed to have his administrative assistant who was a prior Paralegal, prepare construction contracts at no cost helping to save the College several hundred dollars per hour in paralegal preparation fees. Historically, Mr. Williams gave the College a 20% discount. During the pandemic, Mr. Williams agreed to increase the discount for his rate from 20% to 30%. Ms. Zellers stated that for his continuing appointment, Mr. Williams agreed to 36% off his rate which would equal \$595 per hour and 30% off Mr. Rushdan's rate which would equal \$325 per hour.

Mr. Epps asked how the rates compare to other law firms. Ms. Zellers stated that Fox Rothschild rates are comparable with other large Philadelphia law firms, but Fox has agreed to give approximately 30% off its rate whereas several of the other large Philadelphia law firms have only agreed to reductions of 10% to 20% off.

Action: Mr. Herzog moved and M. Epps seconded the motion that the Business Affairs Committee recommend to the full Board the continuing appointment of Mr. Ron Williams and Mr. Wali Rushdan for all outside construction-related legal counsel for the remainder of the 2022 fiscal year and fiscal year 2023. The continuing appointment of Mr. Ron Williams and Mr. Wali Rushdan for the remainder of the 2022 fiscal year and fiscal year 2023 will be paid from the Operating Budget. The motion passed with Mr. Dubow abstaining.

(4) Bernice and Jerome Kligerman One Button Studio in the Library and Learning Commons (Action Item)

Background: On May 20, 2021 and May 24, 2021, respectively, Don Kligerman and Carol Robinson (the "Donor") confirmed their intent to make contributions totaling \$40,000 to the Community College of Philadelphia Foundation to name the One Button Studio in the Library and Learning Commons on the Main Campus of Community College of Philadelphia. By June 7, 2021, the Community College of Philadelphia Foundation confirmed receipt of contributions totaling \$40,000 from Don Kligerman and Carol Robinson designated for a naming opportunity. In accordance with Community College of Philadelphia's Naming Policy and the Donor's intent, the College administration requests that the Business Affairs Committee recommend to the Board of Trustees, the Resolution hereto appended as Attachment C to properly recognize the donation from Don Kligerman and Carol Robinson and name the One Button Studio in the Library and Learning Commons "the Bernice and Jerome Kligerman One Button Studio."

Discussion: Dr. Zanjani led the discussion by stating that Don Kligerman and Carol Robinson, the "Donor," are brother and sister and they want to properly recognize their donation (confirmed receipt of contributions totaling \$40,000) to name the One Button Studio in the Library and Learning Commons "the Bernice and Jerome Kligerman One Button Studio" in honor of their parents.

Action: Mr. Epps moved and Mr. Dubow seconded the motion that the Business Affairs Committee recommend to the Board of Trustees, the Resolution hereto appended as Attachment C to properly recognize the donation from Don Kligerman and Carol Robinson and name the One Button Studio in the Library and Learning Commons "the Bernice and Jerome Kligerman One Button Studio."

(5) HEERF SSARP (Supplemental Support under American Rescue Plan) Update (Information Item)

Background: At the March 23rd, Business Affairs Committee meeting, Mr. Soileau requested a report on the next steps regarding the COVID Relief Funding.

Discussion: Dr. Zanjani stated that, as provided in Attachment D, the competitive Ask totals \$25,000,000. She stated that the main question is how the funds will be used. As referenced in Attachment D, if received, the funds will be used to provide direct emergency financial aid grants to students; cover revenue loss due to enrollment declines; provide scholarship support for students to enroll in high-quality, short-term credit career/technical education (CTE) and similar non-credit programs at the Career and Advanced Technology Center; and provide funding for CTE programs and non-credit program navigators.

Mr. Dubow asked if the funding is for items that the College will be doing in the future, or replacing dollars that it's already spending. Dr. Zanjani stated that, if received, the funds will be used to enhance scholarship offerings, direct grants to students, and help make up for any lost revenue due to lower enrollments. She stated that, at the College's discretion, 50% (\$12,500,000) will be direct aid for students and 50% (\$12,500,000) will be used for institutional support. Overall, this will help with student scholarships and build up enrollments.

Mr. Soileau asked if there will be any insight from Washington, DC before the announcement. Dr. Zanjani stated that once she receives notification, she will inform the Business Affairs Committee.

(6) Next Meeting (Information Item)

Mr. Soileau stated that the next meeting of the Business Affairs Committee is set for Wednesday, May 18, 2022 at 9:00 A.M.

The Public Session ended at 9:01 A.M.

Following the Public Session, the Business Affairs Committee convened into an Executive Session to discuss financial matters.

ATTACHMENT A
FUNDING FOR ACTIONS ITEMS

BUSINESS AFFAIRS COMMITTEE MEETING

AGENDA: APRIL 19, 2022

Agenda No.	Vendor/Consultant	Amount	Source
1.	Ellucian, Inc.	\$2,373,238	Operating Budget
2.	Technolutions, Inc. for licensing and implementing Slate CRM	\$324,932	Operating Budget
3.	Continuing appointment of Ron Williams and Wali Rushan for all outside construction-related legal counsel for the remainder of the 2022 fiscal year and fiscal year 2023.		Operating Budget

ATTACHMENT B

Renewal of Ellucian Contract



Ellucian Banner Contract Renewal

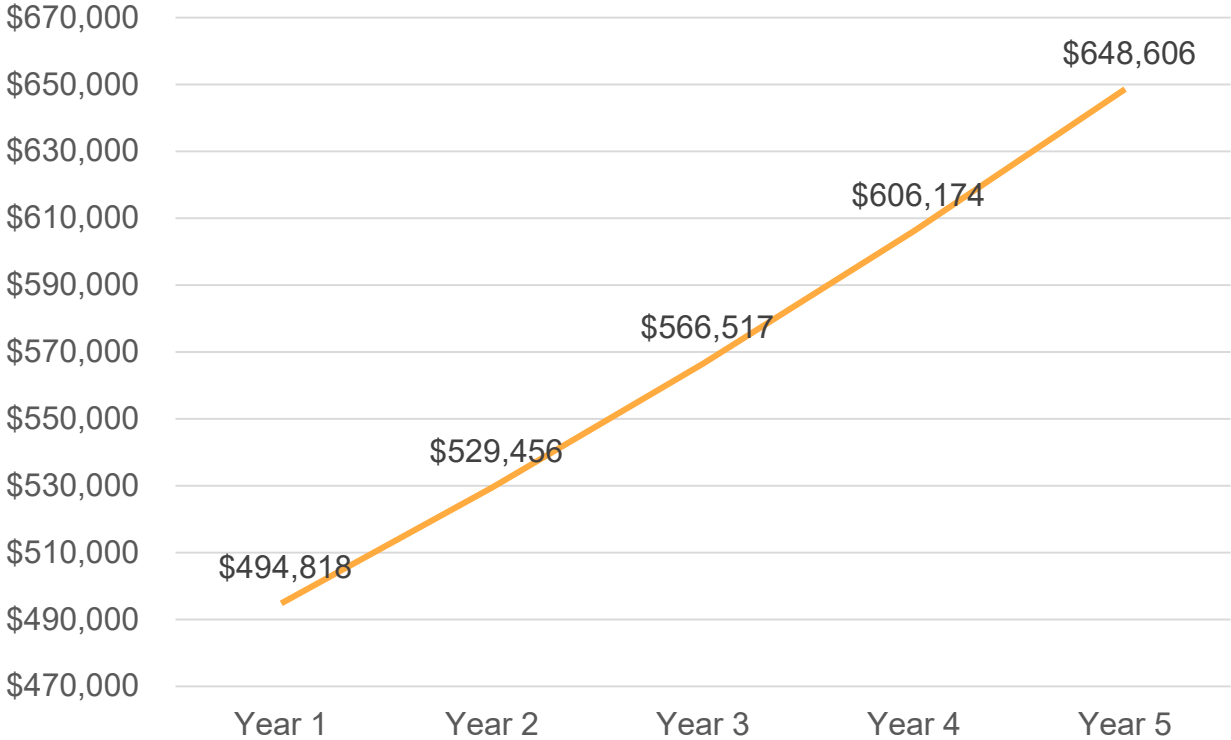
April 19, 2022

Community College *of* Philadelphia

\$2.8M

Banner
Software Costs w/ 1-year renewal option
Annual increase of 7%

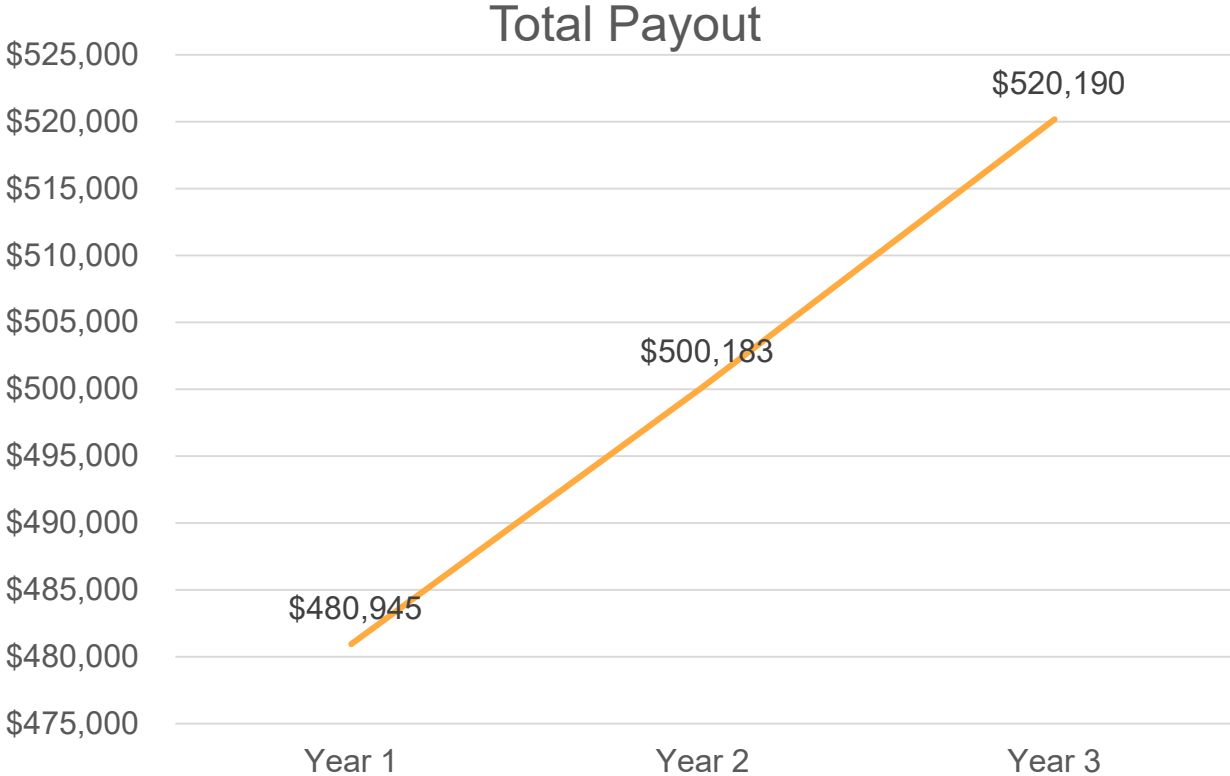
Total Payout



For the past 10 years we have been paying Ellucian \$536,619 per year

Banner
Software Costs w/ 3-year renewal option
Annual increase of 4%

\$1.5M

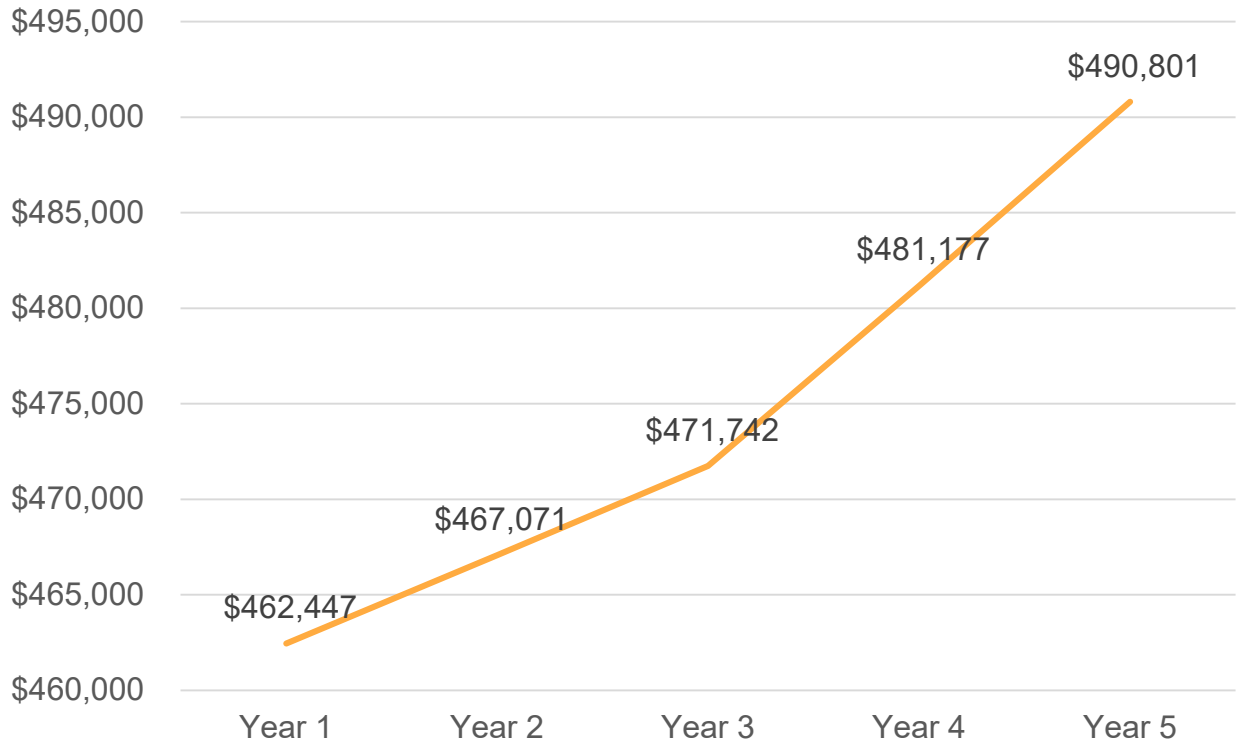


For the past 10 years we have been paying Ellucian \$536,619 per year

Banner
Software Costs w/ 5-year renewal option

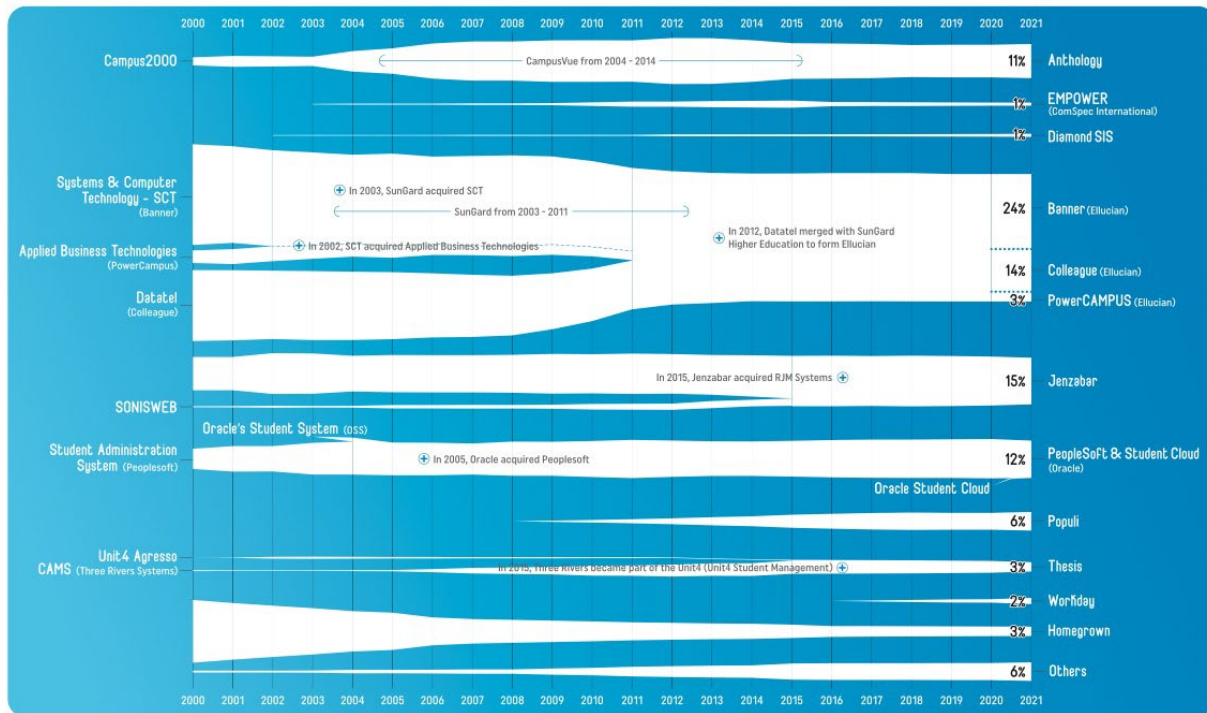
\$2.4M

Annual increase of 0%, 1%, 1%, 2%, and 2% Total Payout



For the past 10 years we have been paying Ellucian \$536,619 per year

Evolution of the SIS Market Share - U.S. & Canada 2000-2021



The vertical whitespace equals total market share per year

September 2021



Addendum

Exploring Workday

CCP's Long Term Objectives

1. Avoid the long-term costs associated with legacy ERP (Ellucian Banner)
2. Maximize return on investment
3. Gain greater insight, visibility and control through a new cloud based ERP
4. Adapt more easily to change and make better, more informed decisions
5. Transforming front-end candidate experience, matriculated student efficiency and utilizing improved data quality to enable enhanced resource utilization and student success outcomes

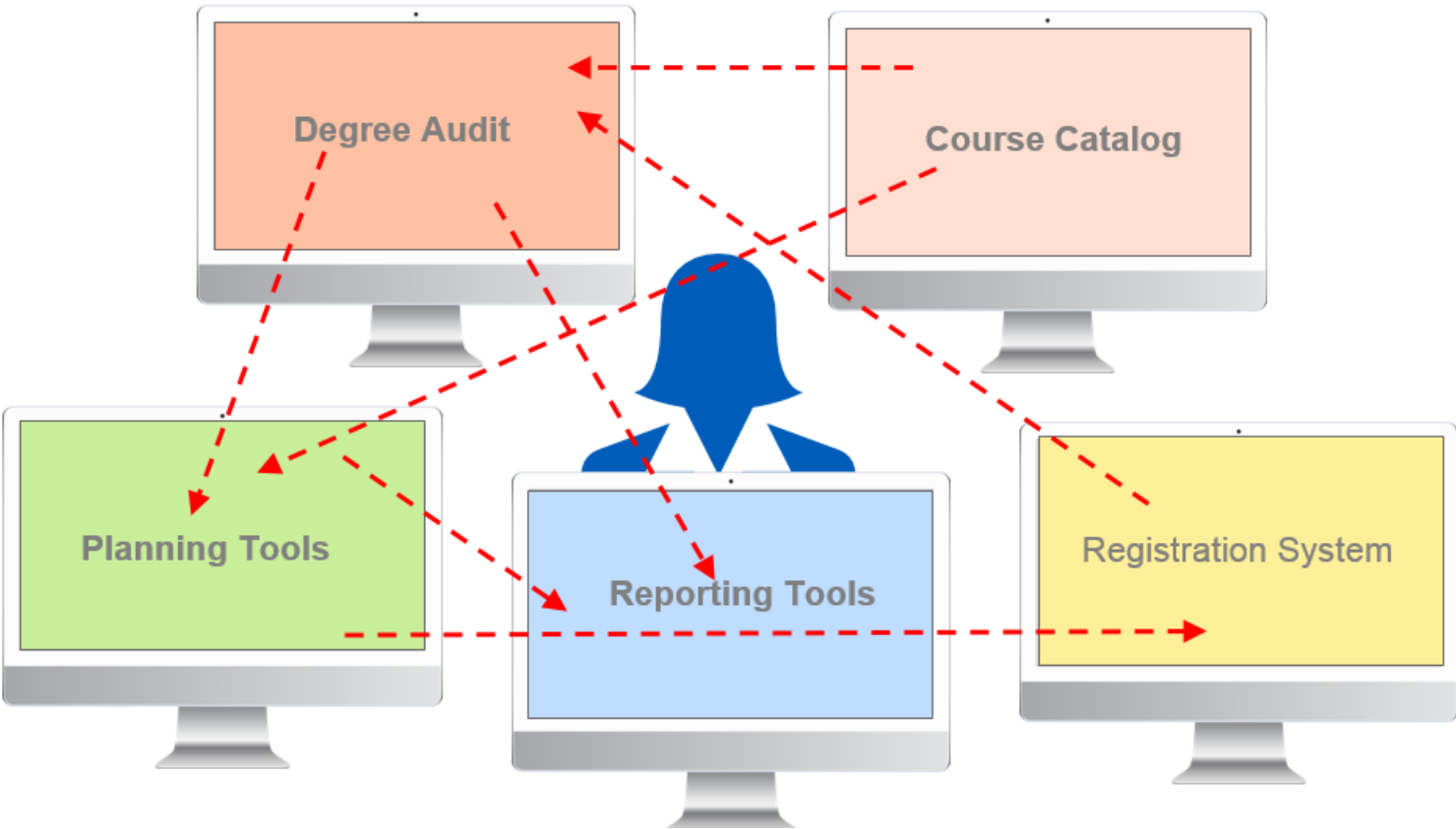


CCP will benefit from a *unified platform* that will give the College better access to *real time reporting, improved visibility* and the ability to *standardize practices* across the various campuses

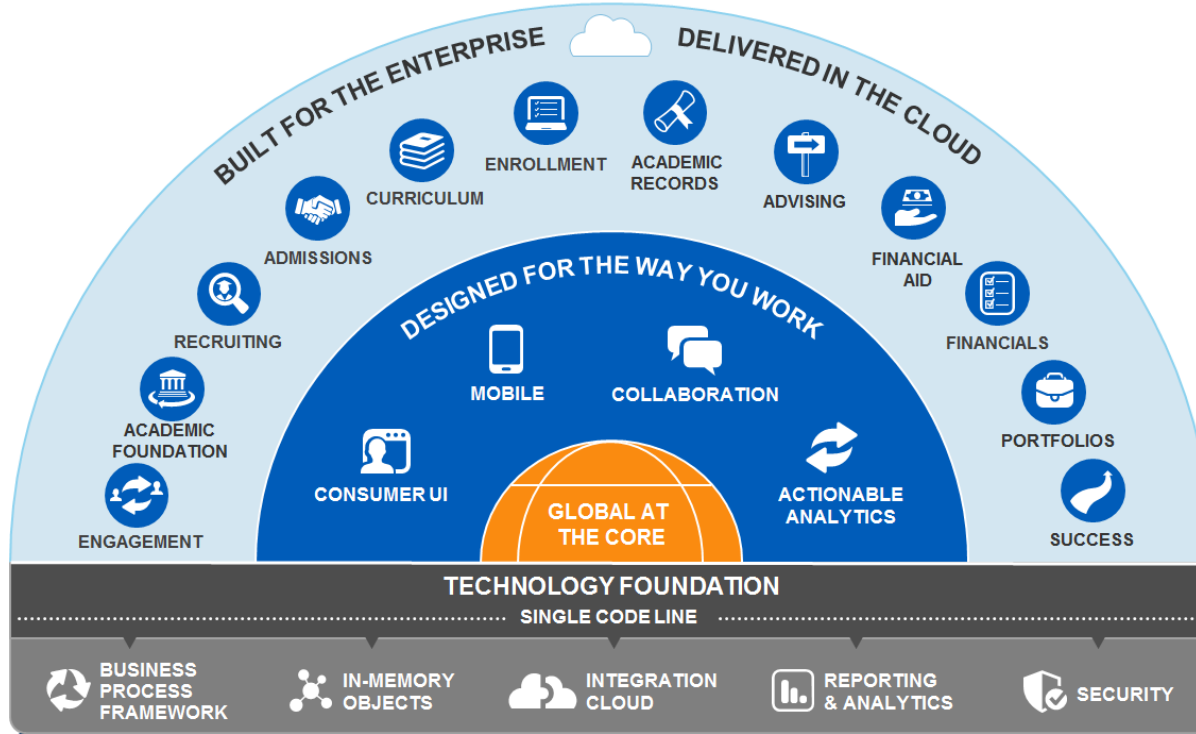


***Improving functionality and standardizing practices* across CCP will allow us to provide *transformational HR, Payroll, Finance* and better *customer service* for all faculty, staff and students.**

The Problem: Banner Student Systems are Siloed



Workday Student



Why Workday Student?

Most higher education administrative systems in use and on the market today were built for a pre-Internet generation. These legacy systems are expensive to maintain and were designed for back-office optimization rather than for student and faculty accessibility and collaboration. In many cases, institutions have had to bolt on costly applications to their student systems to gain key functionality. Integrations for these disparate systems are highly complex and require significant information technology resources to maintain and update. Upgrades need to be carefully synchronized to ensure a seamless flow of information. And the ability to accommodate the rapidly growing trend toward consumerization and bring-your-own-device (BYOD) into that complex technology framework is a near-impossibility.

Different by design, Workday Student is the only solution built in this decade specifically for the needs of higher education. Its built-in analytics, embedded system of engagement and adaptive academic foundation are designed to foster student success and ensure institutional effectiveness.

Enhanced enrollment and academic counselor efficiency
Increase self-service / mobile; enable shared services excellence
Elevate process maturity and improve CCP scalability

Consolidate Recruitment, Campaign Mgmt. Admissions

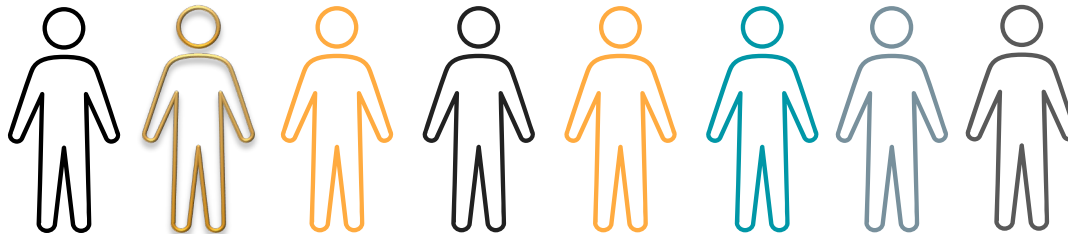
Reduce external support and DR spend for Recruit and Student

Improve data integrity across the recruiting and student lifecycle

Improve marketing spend analysis across different recruiting events

Reduce pre-enrollment and post-matriculation student melt

Enhanced curriculum management and efficient student completion



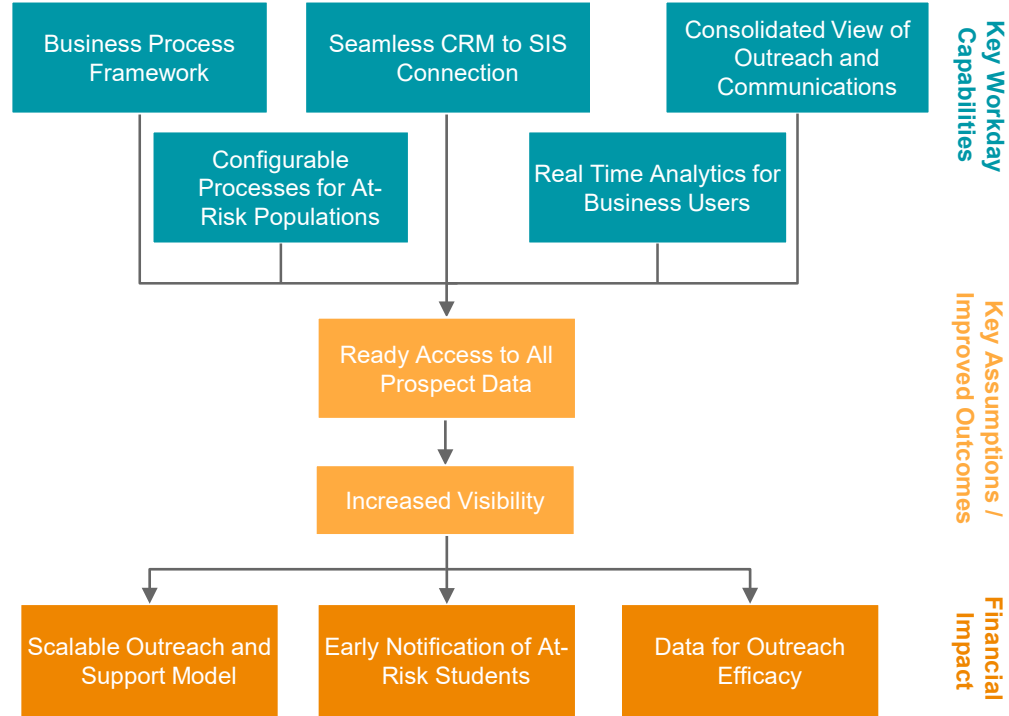
Why Workday Student?

Designed to support the institution's mission of teaching and learning, Workday Student offers visibility, insight, and prescriptive engagement into every student's path toward fluid or defined educational objectives. This end-to-end student and faculty lifecycle information system works seamlessly with Workday Financial Management, HCM, Payroll, and Grants Management to unite the entire campus under one modern, configurable, easy-to-use application delivered in the cloud.

Adaptive Academic Foundation: Workday Student enables institutions to define both fixed and dynamic units of time, such as academic date ranges, as well as manage non-traditional outcome models, including competency-based learning, badging and prior learning assessments.

Enhanced Engagement: Research shows a direct correlation between student engagement and their success at an institution. With Workday Student, prospects, applicants, and enrolled students receive continuous and timely communications, alerts, and reminders. Optimized degree pathways eliminate the challenges of retention, persistence, and completion. Faculty and staff also receive timely, personalized information through the medium of their choice, and all information is accessible via tablet, smartphone or desktop.






Real-time Actionable Analytics: Embedded into the entire solution, Workday's analytics provide accurate and superior insight into the student lifecycle through dashboards, reports and scorecards. Workday Student helps identify at-risk students quickly and can help keep them on track to program completion, and institution leaders can spend less time managing transactions and more time supporting strategic decision making.



Cloud vs. On-Premise Comparison

	Cloud	On-Premise
Software	Utility subscription model (operational cost)	Utility subscription model (operational cost)
Maintenance/ Implementation	Built into subscription costs	~22% of license costs per year
Updates/Upgrades	30% of 5-year subscription costs	30% to 50% more
Training	Consumer-Internet user experience; limited training is required	ERP user experience; extensive training is required
Infrastructure: Hardware/ Software	Infrastructure outsourced to cloud provider; built into subscription costs	Customer responsible for infrastructure; significant additional cost and risk
Security/Contingency Planning	Data privacy/security, availability, performance, backup, disaster recovery managed by cloud provider; built into subscription costs	Data privacy/security, availability, performance backup, disaster recovery managed by customer at significant additional cost and risk

Workday Case Study

CUSTOMER	BUSINESS AT A GLANCE	WHY WORKDAY?
	<ul style="list-style-type: none">• Headquartered in Fort Lauderdale, FL• Employees: 2,000 faculty and 2,000 staff• Annual budget (2015–2016): \$220 million• Industry: Higher education	<p>Theme: efficiency</p> <ul style="list-style-type: none">• Unified system• Real-time insight• Flexibility to adapt to change• Modern tools and capabilities
WORKDAY APPLICATIONS		
 <p>Financial Management Grants Management Human Capital Management Expenses Procurement Payroll Recruiting Student</p>		
OVERVIEW	WORKDAY PROCUREMENT IN ACTION	
<p>Broward College aims to give its student body of 65,000 the access they need to achieve their education and career goals. To gain an accurate picture of the business, the college had previously been using a legacy system that limited reporting capabilities and was very transactional. The complexity of the system also made it difficult for Broward to track and control spending in an environment where operating expenses were continuously increasing and out-of-policy spending was an ongoing factor.</p>	<p>Since the college's deployment of Workday Financial Management and Workday Procurement, Broward has been able to realize a 50 percent reduction in questionable spend, worth approximately \$900,000 per year. This finance transformation has also allowed Broward to fully automate the purchase order process and increase administrative accountability from a spend management perspective. As a result, the college is channeling more resources into its most important goal: student success.</p>	
REALIZING VALUE		
<h2>189% ROI</h2> 		
<h2>50% reduction</h2> <p>in questionable spend</p>		
 <h2>100%</h2> <p>automated PO process</p>		
<h2>2x more</h2> <p>efficient spending</p> 		

ATTACHMENT C

Resolution on the Bernice and Jerome Kligerman One Button Studio in the Library and Learning Commons

WHEREAS, on May 20, 2021 and May 24, 2021, respectively, Don Kligerman and Carol Robinson (the "Donor") confirmed their intent to make contributions totaling \$40,000 to the Community College of Philadelphia Foundation to name the One Button Studio in the Library and Learning Commons on the Main Campus of Community College of Philadelphia.

WHEREAS, by June 7, 2021 the Community College of Philadelphia Foundation confirmed receipt of contributions totaling \$40,000 from Don Kligerman and Carol Robinson designated for a naming opportunity.

WHEREAS, in accordance with Community College of Philadelphia's Naming Policy and the Donor's intent, the College desires to properly recognize the donation from Don Kligerman and Carol Robinson.

NOW THEREFORE, on this 5th day of May 2022, the Board of Trustees hereby resolves the College shall name the One Button Studio in the Library and Learning Commons "the Bernice and Jerome Kligerman One Button Studio."

ATTACHMENT D

HEERF SSARP (Supplemental Support under American Rescue Plan) Update

Community College of Philadelphia

HEERF SSARP

Competitive Ask

\$25 Million Dollars

Ask To Fund

- Provide Direct Emergency Financial Aid Grants to Students
- Cover revenue loss due to enrollment declines
- Provide scholarship support for students to enroll in high-quality, short-term credit career/technical education (CTE) and similar noncredit programs at the Career and Advanced Technology Center (CATC)
- Provide funding for CTE programs and non-credit program navigators

HEERF SSARP DETAILS

Information Point	Guidelines Abstract
Submission Deadline	4/4/2022
Final Decision To Be Made	June 2022
Project Period	12 Months
Absolute Priority # 4	<p>Focus on Community Colleges and Institutions of Higher Education located in rural settings</p> <p>Had 50% or more of degree/certificate seeking undergraduate students enrolled in Fall 2019 who were Pell Grant recipients, and</p> <p>Experienced a 4.5% or greater decline in student enrollment from Fall 2019 to Fall 2020</p> <p>Based on each institutions relative share of Pell Grants recipients using ISA Pell volume data in 2019 – 2020.</p> <p>The per Pell recipient amount will be established after the Department receives all the applications under Absolute Priority #4.</p>
Student Grant Minimum	A grantee under this priority must use at least 50% of its award for emergency financial aid grants to students.
Usage of Funds	<p>Institutional costs to defray expenses associated with coronavirus lost revenue, reimbursement for expenses already incurred, technology costs associated w/transition to distance education.</p> <p>Faculty/Staff Training Costs connected moving online</p> <p>Make additional emergency financial grants to students which may be used for any component.</p>
Fund Distribution of Amount that will be awarded	50% Institutional; 50% Student

HEERF SSARP FINANCIALS

CURRENT YEAR COMPETITIVE REQUEST FOR ABSOLUTE PRIORITY #4

HEERF IV Institution Portion – Award SSARP	\$	12,500,000
HEERF IV Student Portion – Award SSARP	\$	<u>12,500,000</u>
Total Ask	\$	25,000,000

PRIOR YEARS AWARDS/ALLOCATION

HEERF I Institution Portion - Award Cares	\$	8,051,215
HEERF I Student Portion - Award Cares	\$	<u>8,051,216</u>
Total Awarded	\$	16,102,431

HEERF II Institution Portion - Award CRRSAA	\$	23,798,330
HEERF II Student Portion - Award CRRSAA	\$	<u>8,051,216</u>
Total Awarded	\$	31,849,546

HEERF III Institution Portion - Award ARP	\$	26,830,089
HEERF III Student Portion - Award ARP	\$	<u>28,090,105</u>
Total Awarded	\$	54,920,194

Usage of Ask \$25,000,000

(if fully funded)

\$12,500,000 for direct emergency financial aid grants to all eligible students enrolled at point of award

\$12,500,000 for institutional support

- Provide direct emergency financial aid grants to Students
- Provide scholarship support for students to enroll in high-quality, short-term credit career/technical education(CTE) and similar noncredit programs at the Career and Advanced Technology Center (CATC)
- Provide funding for CTE programs and non-credit program navigators