

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

MEETING MINUTES

**Thursday, May 2, 2024
12:30 p.m.
Hybrid**

**Zoom
&
Library Learning Commons, L1-13
1700 Spring Garden Street
Philadelphia, PA 19130**

- Presiding:** Ms. Chekemma Fulmore-Townsend
- Committee Members:** Ms. Mindy Posoff, Mr. Patrick Clancy, Ms. Morgan Cephas
- Board Participants:** Mr. Harold Epps
- College Members:** Dr. Donald Generals, Dr. Alycia Marshall, Dr. Mellissia Zanjani, Dr. David Thomas, Dr. Danielle Liautaud-Watkins, Dr. Vance Gray, Dr. Shannon Rooney, Dr. Darren Lipscomb
- Guests:** Dr. Judith Gay, Consultant to the Board of Trustees
Dr. Vishal Shah, Dean of Math, Science and Health Careers
Rebecca Peterson, Diagnostic Medical Imaging Program Director,
Curriculum Coordinator, Associate Professor
Dr. Amy Birge-Caracappa, Director of Assessment
Dr. Lisa Sanders, Dean of Liberal Studies
Quinn Eli, Theater Curriculum Coordinator
Dr. Massah Nuni, English Department Head and Assistant Professor
Derrick Johnson, Second-year DMI Student
Francesca Marunouchi, Second-year DMI Student

I. Public Session

- (a) Introductions (I)
- (b) Approval of the Minutes April 4, 2024 (A)
- The meeting minutes of the April 4th meeting were not discussed.
- (c) Digital Medical Imaging Associate in Applied Science Program Review (A)

Dr. Marshall opened the presentation by sharing that the community, former and current students, and the Joint Review Committee on Education in Radiologic Technology (JRCERT)

accreditors of the DMI program held CCP in high regard. Dr. Marshall stated that during the JRCERT site visit in January, one of the reviewers shared that he had participated in over 200 site visits and he wished all the students were like CCP students. Rebecca Peterson, Diagnostic Medical Imaging Program Director, Curriculum Coordinator, and Associate Professor shared an overview of the program and APR. The program is a two-year radiography program (X-ray program) that trains students to be entry level X-ray Technologists. During their studies, they have a combination of classroom laboratory and clinical experiences. Upon completion of the program, the students take a national certification examination in radiography. The program parallels the six total standards for the JRCERT. There are 35 total objectives that must be met for the College to maintain accreditation. The College's accreditation outcome is currently pending and will be completed in June or July following the JRCERT Board of Directors review of the College's self-study and site visit report.

Dr. Amy Birge-Caracappa, Director of Assessment, shared key findings and began by explaining that the program operates on a cohort model and had a major curriculum revision in 2019. There is a 100% credentialing exam pass rate and job placement rate. The program quickly recovered after COVID-19; its courses require hands-on learning. Other program strengths are attributed to a strong advisory committee and systematic and comprehensive assessments. The average enrollment in the program between Spring 2019 and Fall 2023 was 36.8. The program enrolls a smaller average proportion of full-time students (24.4%) than the College overall (30.4%). Between Fall 2018 and Fall 2022, 76.2% of DMI students returned to the same program compared to the College overall, which was 35.1%.

- Ms. Peterson explained that many students coming into the program have already completed the eight general education courses required for the degree. However, students are not always considered full-time throughout the duration of the program because they have those courses already completed.

Dr. Amy Birge-Caracappa highlighted some of the racial disparities within the DMI program. There are a disproportionately high percentage of white females (39.9%) compared to the College average (14.3%) and a disproportionately lower percentage of Black females (9%) compared to the College average (30.4%). The disparity is a systemic issue that the program director is addressing, and it exemplifies the need for a data-driven, inclusive process aimed at finding and closing equity gaps in all select programs at CCP with similar issues. The average percentage of students who identify as Asian females in the program (10.1%) is also higher than the College average (5.9%).

Ms. Peterson introduced two students, Derrick Johnson and Francesca Marunouchi, to provide a student perspective. Both Mr. Johnson and Ms. Marunouchi will be completing their studies at the end of the summer 2024 semester.

- Derrick Johnson stated that the words "care," "pride" and "excellence" best expressed his experience as a student in the DMI program and his studies overall at CCP. He appreciates the dedication and time that the professors spend teaching, and training students ensuring that they are ready to go into the field as Radiologic Technologists.
- Francesca Marunouchi, is the DMI student club President, and the Class of 2024 representative, shared that she chose the program because of the 100% pass rate and 100% job placement rate within six months of graduating. Ms. Marunouchi currently has a job interview set up. As a student, she had the opportunity to gain real-life

experience at a level-one trauma hospital. She is also appreciative of the support received from her professors, clinical instructors, and the program director. Her clinical site is Penn Presbyterian Medical Center.

- Trustee Epps asked about the pay rate. Ms. Peterson explained that the average salary is about \$70,000/year to start but varies depending on shift differentials and the need for x-ray technicians to work around the clock. There are different pay rates for morning, afternoon, overnight, or weekends.
- Trustee Posoff asked Ms. Marunouchi if she looked at other schools, particularly when out in the field. How does she feel about what she learned compared to what others have learned in their programs at their institutions? Ms. Marunouchi stated that she chose the College due to its 100% pass rate and the affordability. She was happy to be assigned to the Penn Presbyterian site because of the hands-on training and learning on the job she is gaining. She is confident that once she receives her certification, she will be successful.
- Trustee Epps asked if there was an alumni affinity group for the DMI program. He explained that alumni affinity scholarships can be funded by people within an industry cluster.
- Trustee Fulmore-Townsend expressed that she was pleased to hear from students directly. She also congratulated the dean, program director, and faculty on program recovery post COVID, particularly the degrees awarded, and exceeding pre-COVID levels for three years in a row.
- Ms. Peterson shared that the job market is promising for DMI program graduates.
- Trustee Epps asked how much more technology can play in this field. Ms. Peterson explained that AI wouldn't be able to take over because a technologist is needed to properly position the patient's body.

Ms. Peterson presented a video of a former DMI student, and current clinical instructor, John Lewis, who has worked at Pennsylvania Hospital since the year 2000. He began his career as a staff technologist, then moved into a supervisory role. As a graduate of the College's DMI program, he described the curriculum as an organized pathway that allows students to grow. He has hired CCP students over the last seven years because of his confidence in their skills.

- Trustee Epps asked what could be done to close the disparity gap between the current state and the demographics of the city in the DMI industry. Given the precedent future demand, what steps could be taken to improve the dynamics?
- Dr. Vishal Shah, Dean of Math, Science and Health Careers, explained that the field of x-ray technicians currently consists of 73% white, 10%, Hispanic, 6% Asian, and 5% Black. In spite of the transparency provided for the program at the entrance level dictated by the accreditation agency, there are barriers that may be preventing certain demographics of students from gaining admission to the program. To alleviate this challenge, the Math Science and Health Careers division has set up a task force to determine what can be done as a division and as an institution to address racial equity gaps across all of their selective admission programs. The coordinators on the task

force are working together to see where the changes can be made before prospective students apply.

- Trustee Posoff asked if one of the barriers is awareness.
- Trustee Epps referred to the data, and stated that a message could be marketed that says e.g. 'If you follow these instructions, we can guarantee you since \$65,000 a year.'
- Both Dr. Shah and Ms. Peterson responded that the program receives approximately 200 applications each year, however the program only has 24 seats, which is limited based on clinical affiliates, clinical capacity, and program capacity. The College's DMI program is a competency-based curriculum that cannot exist without a clinical component. To meet proper supervision requirements, there are a limited number of clinical spaces. The College has 13 clinical sites which each have a different capacity of the number of students that can be scheduled at any given time within the radiology department.
- Both Trustee Epps and Trustee Posoff asked how large the current market is for DMI in the city.
- Dr. Shah stated that the College's DMI program produces 21% of the market share of all technology in the area.
- Ms. Peterson informed the Board that the College's competitor programs in the city are Holy Family University, Thomas Jefferson University, Einstein Medical Center, and St. Christopher's Hospital for Children. The College shares clinical sites with Thomas Jefferson at the Methodist, and Bryn Mawr hospital sites. The Children's Hospital of Philadelphia site is shared with students from Holy Family University. Ms. Peterson stated the College's lab has a capacity of 24 students, but could possibly accommodate four or five more students.
- President General explained the purpose of developing the Health Science Building is to expand awareness about some of the clinical fields, which could hopefully address the lack of diversity in the health field.
- Ms. Peterson informed the Board that intake process pages have been created for all healthcare programs in the past five years as an applicant's guide. The DMI faculty visits entry-level classes in the Health Care Pathway, and the Allied Health classes to ensure students are aware of the College's programs. The department also has events for middle-school and high-school students to visit labs.

JRCERT requires College programs to have a five-year pass rate average of 100%. Ms. Peterson confirmed that CCP has had 100% pass rates for 20 years. Competing institutions do not. There are over 600 accredited radiography programs nationally, and the majority don't have a five-year exam pass rate of 100%.

Ms. Peterson informed the Board of recent lab renovation projects that began as a result of JRCERT's requirement of having an energized lab with real equipment on campus. The planning began in 2018, and it was completed in the early spring semester of 2021. The updated lab unit

has portable X-ray machines, two X-ray rooms, ClearTouch panels, digital technology, and a ceiling-mounted unit which is similar to what the students use in larger hospital settings. The classroom space has 24 computers, which allows us to start registry exam prep from day one. Students become used to what it's going to be like to take the registry exam, which is computerized.

- Trustee Epps asked about the cost of the lab renovation. Dean Shah informed him that the cost was about \$500,000, with nearly \$300,000 worth of Perkins Grant-funded items added since for continued innovation. Trustee Epps asked if there was institutional partnership money invested in the renovation project. Ms. Peterson informed him that there wasn't partnership money invested other than Perkins that she was aware of.

Ms. Peterson shared with the Board a few of the self-study recommendations, such as webpage redesign, adding two new mobile units, and an increase in interdisciplinary training. Moving forward, they will explore offering post-primary proficiency certificate programs in bone densitometry, cardiac interventional radiography, computed tomography, magnetic resonance imaging, mammography, vascular interventional radiography, and vascular sonography.

- Trustee Epps stated there should be a contingency plan. Trustee Fulmore agreed, adding that there should be a timeline which includes exploring, development and enrollment.
- Dr. General stated that the timeline would be three to five years if the timeline includes building. If not, the timeline would not be as expansive because we wouldn't have the room, and a significant investment would not be needed to bring in new faculty to go along with the program. The actual pipeline into the funding for the new building would begin next year, designs would take another year, and building out of the programs would probably take another year afterwards. The vision is a simulated hospital, where students can be put in an environment where they can work across disciplines and directly apply what they are learning in a hospital setting.

Trustee Epps suggested that there would need to be partners in the journey who are going to help ensure the programs' long-term sustainability.

- Dr. General stated that the hospital leaders, with whom he has had conversations, have informed him of their interest.

d) Theater Associate in Arts Program Review

(A)

Dr. Marshall opened the discussion by stating that the Theater Associate in Arts program is strong and has bounced back since the pandemic, under the leadership of Quinn Eli, Theater Curriculum Coordinator. The curriculum takes an interdisciplinary approach to train theater students, providing learning experiences across disciplines and to develop holistic skill sets, from business and technology to music and the arts.

Mr. Eli informed the Board of how proud he is of the work students have done on the school's latest performance, *Glass Slippers*. He shared that the College offers a theater program to give students a wide variety of academic and pre-professional opportunities in the performing arts. The College offers studio classes and the state-of-the-art Black Box Theater to provide theatrical

experiences and support a meaningful, well-rounded education. He further explained that the College offers a range of different experiences, some of which are very much geared toward the sort of theoretical issues that come up in the history of performing arts. The program also takes a practical approach so students can leave the program and go directly into the workplace, working in theaters either in front of the stage or behind the stage. This is a program that reflects how hard-hit live theater was during the COVID-19 pandemic. Although the program saw a dip in enrollment as a result of the pandemic, enrollment has gone up since Fall 2022. This is commensurate with enrollment gains at the College.

Dr. Birge-Caracappa explained that there are two proficiency certificates associated with the theater program. One is the acting proficiency certificate, the other technical. The average enrollment for the theater program and the two proficiency certificates between Spring 2019 and Fall 2023 was 49 students. On average, the theater program enrolls a larger average proportion of full-time students (40.6%) than the College overall (30.4%). From Spring 2019 to Fall 2023, theater and its proficiency certificates enrolled a comparable proportion of students identifying as Black females (30.8%) as the College overall (30.4%), and a higher proportion of students identifying as Black males (24.4%) than the College overall (12.5%). Theater also enrolled a larger proportion of students under 30 years of age (86.4%) than the College average (74%). Over the period studied, the Theater program awarded 41 AA degrees and 24 Proficiency Certificates. Over the period studied, 51.9% of Theater AA program graduates transferred to another institution, which is lower than the College average for AA programs (60.8%).

Mr. Eli shared some of the next steps taken as a result of the advice received following the 2019 annual review. One step was to begin offering course sections at different times of the day, particularly late afternoon and evening to address student concerns. Mr. Eli explained that this has made a difference. The change might also result in a change of the profile of the average theater student. Another program review response update is the program has actively engaged with other programs in the Creative Arts pathway as well as Architecture, Design, and Construction (ADC) programs, especially with the Black Box theater as a venue. The College's ADC program was consulted on scenic design for the most recent production. The entire music landscape for the production was developed by music students. Mr. Quinn stated that he is pleased with the department's membership and Creative Arts Pathways because of the collaborative opportunities. Last year, the College collaborated with Bryn Mawr on the *Medea* production. The department is currently in talks with Haverford College and Arcadia about potential future partnerships. The program is currently pursuing transfer agreements with Swarthmore College because of the culture and experiences offered, which could potentially work well with CCP's curriculum. Last semester, local theater makers of color were invited to talk to the College's students about what they do to ensure that students can really envision for themselves a place in the theater or performing arts industry. Students are also given the opportunity to interact with playwrights, which helps them to develop the language and vocabulary to talk about theatre.

For the department's latest production, *Glass Slippers*, students received a holistic sense of what it means to be a part of a production. Students from ENGL 142 (Rehearsal & Performance) and 141 (Technical Theater) worked hand-in-hand. There were over 250 audience members in attendance. There were nearly a dozen local theater professionals in attendance, including two producers expressing an interest in pursuing a collaboration. All technical aspects of each performance (lighting, sound, stage management) were overseen by students, which is unprecedented for a production of this scale and reflects our theater program's commitment to

professional development and career preparedness. Eli emphasized that students having full responsibility for lighting, sound and stage management is highly unusual. As a result, he is working to identify theaters around town where students can receive even more experience in these areas.

Some of the program's next steps are to develop relationships with Arcadia and Swarthmore. Mr. Eli would also like to conduct an assessment of the Black Box to help it become a cultural hub at the College.

- Trustee Fulmore-Townsend asked Mr. Eli about his relationship with local theaters in the city and how he is working with them on potential fellowship offers.
- Mr. Eli has professionally been working in theater in the city for 20 years and has relationships with many theaters. His strongest relationships are with the Drake Theater (Simpatico Theatre, Azuka Theatre). He has also invited stage managers from Philadelphia theaters as speakers for classes. Mr. Eli also likes to connect students with smaller theaters that are developing new plays.
- Trustee Fulmore-Townsend asked about Mr. Eli's relationships with high school students, such as the Philadelphia Young Playwrights (PYP), to engage students in literacy and to give them social and emotional skills.
- Mr. Eli informed the Board that the Executive Director of Philadelphia Young Playwrights, LaNeshe Miller-White, was on campus last week. He has also been in contact with PYP in regards to developing a reading series on campus at CCP for high school students so they can watch their plays performed by CCP students. The collaboration can also help high school students envision themselves on CCP's campus.
- Dr. Lisa Sanders, Dean of Liberal Studies, informed the Board that Mr. Eli is a Pulitzer Prize nominee for a play he wrote last year, *In Common*.
- Mr. Eli informed the Board that the *Glass Slippers* production has been recorded.
- Mr. Eli feels that a strong budget and resources are needed to revive the Black Box Theater because it could potentially be profitable for the school.

Trustee-Fulmore Townsend recommended the approval of both the Digital Medical Imaging Associate in Applied Science Program and the Theater Associate in Arts Program for another 5 years. Trustee Posoff seconded. All were in favor. The meeting adjourned.