## Summary of Proceedings
## Meeting of the Board of Trustees
## Tuesday, April 13, 2021
## 5:00 p.m., via Zoom

**Trustees Present:** Koral Booth (Student Alumni Representative); Joseph Doria; Karen Fahrenholz (Secretary/Treasurer); Pamela Gardner; Roberta Kenny; Bakari Lee (Vice Chair); William Netchert (Chair); Jeannette Peña; Christopher Reber; Silvia Rodriguez; Harold Stahl.

**Trustee Absent:** Adamarys Galvin

**Comments from the Public:**

1. *Student Government Association President's Report*

   *Student Government Association President Christian Rodriguez offered the following report.*

   Good evening Board of Trustees, Dr. Reber, faculty, students and guests. It is my honor to continue to provide a report as the SGA President.

   As the semester is almost at a close, SGA is starting to think about appointments for Executive Board positions and will be urging students, clubs and student leaders to think about appointments as well. We also want to give professors the opportunity to recommend students that they believe would value the opportunity. The promotion for appointments to the SGA E-Board will begin the last week of April. We hope to have a new SGA E-Board appointed by the end of the semester. We are excited about appointing a new E-Board and we're excited for you to meet them as well.

   SGA is continuing their SGA Table Talk Series. The last Table Talk is scheduled for April 29 from 4:30 to 5:30 p.m. The Table Talk series allows us to converse with the HCCC student community and address any concerns or questions they may have.

   A big event that is approaching for SGA is our Earth Day clean up. The clean up is scheduled for April 24, 2021, from 9:00 to 11:00 a.m. We will be joining Bayonne Nature Club for this event. Ever since our current SGA E-Board was appointed, discussions about helping the environment have occurred multiple times, so we are excited about this event.

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We are not the only SGA involved in the clean-up in New Jersey for Earth Day 2021, since most of New Jersey's SGAs have been meeting the last month or so. We plan on making this a collaboration. All New Jersey SGAs will be cleaning up their respective environment on Earth Day 2021, or the weekend closest to Earth Day. We are excited about this and future collaborations. Last, but not least, SGA is still working on initiatives that I have discussed throughout the Semester. However, I do not have any major updates at the moment. Thank you for your time. I will be happy to answer any questions or accept any ideas that you may have.

2. *All College Council President's Report*

*All College Council President Lauren Drew offered the following report.*

Over the past several months, the Technology Committee has been working in collaboration with Student Affairs to develop a streamlined process for getting the right technology into the hands of students that need it. They are now finalizing their recommendations for a process that will involve the identification of "technology tiers" that are associated with each course, so that when a student registers, it is immediately apparent if they have any specialized software or hardware requirements.

The Student Affairs Committee is also finalizing its recommendations for an updated Children on Campus policy, which aims to be more welcoming and inclusive of student parents.

As I have previously reported, the Space and Facilities Committee has been working to make classroom furniture more comfortable and accessible. They have now made samples of new furniture available for any who are interested to test out and provide feedback. They will be making recommendations for a few pilot classrooms with the new furniture soon.

The Academic Affairs Committee has been reviewing statements and procedures related to academic integrity, in order to make sure that definitions are clear for students, and that reporting processes and paths are well-known and uniformly applied across Divisions.

The Development and Planning Committee is continuing to work on fundraising ideas and is considering possibilities for more links on the portal page. They also invited the college's new Alumni Manager, Maria Lita Sarmiento, to their meeting to welcome her to the college, to hear about initiatives that are being planned for alumni, and to offer the support and collaboration of the committee.

The College Life Committee is continuing the Steps to Wellness and vendor discount campaigns. They are also planning a live "cook along" event for the college community and preparing for a professional development day to take place on April 26th.

Finally, the terms for me, the Vice Chair, and Secretary will all be ending this semester. We have established an ACC Elections Committee, which is overseeing the nomination and election process. Several committees are also in the process of electing new Chairs and Secretaries, and I look forward to sharing the results with you in May.

That concludes my report. If there are any questions I can answer, please let me know.

3.  *President's Report*

*President Reber offered the following remarks.*

Thank you, Mr. Chairman.

Christian and Lauren, thank you for your remarks and your leadership.

Today, we are delighted to welcome back to our Board of Trustees, Dr. Mary Fifield and Dr. Rene Garcia.  As you are aware, Mary is our *Achieving the Dream* Leadership Coach, and Rene is our Data Coach.  They join us virtually this evening from their homes in Chicago and Miami, respectively.

We are finishing our second full year as a member institution in the *Achieving the Dream* network of high-performing community colleges that are dedicated to the continuous improvement of student success using data and best practices.  All of this work is grounded in the principles of equity and inclusion.

Trustees, you have received our recent ATD Coaches' report of observations and suggestions following their second visit with us this year that occurred about three weeks ago.

Mary and Rene have graciously agreed to speak this evening about their perspectives on HCCC's student success initiatives to date.  I am pleased to devote my President's Report this evening to their comments.  Mary and Rene are also happy to entertain questions following their remarks.

Welcome back, Dr. Fifield and Dr. Garcia!

*Mary Fifield offered the following remarks.*

Thank you so much, Dr. Reber.

I can't tell you what a pleasure it is to be with all of you again.   Our last time was in October and we talked about the progress and the successes of Hudson just having been in *Achieving the Dream* for a little over a year.  We're now farther along, despite the fact that we've had a lot of disruptions in our country along the way – COVID and the systemic racism that we've all witnessed.  Clearly those two events have taken a toll on the nation.  And, because our community colleges are so rooted in our communities, clearly they've had an impact on them as well.

### ICAT Capacities with Growth Opportunity

I would, just by the way of history, remind you that it was just a little over a year ago that Hudson, when you joined A*chieving the Dream*, and as is the custom, conducted a college-wide assessment called the Institutional Capacity Assessment Tool (ICAT).  Members of the College community, hundreds of faculty, staff and students as well, gave their opinions on the capacity of Hudson County Community College in seven different areas: teaching and learning, engagement and communication, strategy and planning, equity, data and technology, policies and practices, and leadership and vision.  And I will say to you, that among those seven capacities, and this probably comes as no surprise, leadership and vision received the strongest rating.  That clearly is an acknowledgement not only of Dr. Reber, but of his senior administrative team as well.

By way of review from the ICAT that was filled out by hundreds of people and then followed up by a large scale event consisting of hundreds of people who had the opportunity to exchange views, it became clear that there were two major areas of growth opportunity at Hudson. One pertains to data and technology, and the other to policies and practices. Each of those by themselves don't sound too exciting, but let me explain a little bit more.

- *Data and Technology*

    *Achieving the Dream* has a very strong focus on taking action based on a culture of evidence and data, and a very strong emphasis on equity; that is, the extent to which different populations of students perform. And, as a result, the data and technology capacity all became very important, because when Hudson County Community College, as well as other colleges across the country, focus on data and technology, they're focusing on developing new ways to assist students through the use of evidence and through technological advances that can take the form of improvements in enrollment and support services.

- *Policies and Practices*

    Another major growth opportunity for Hudson is in policies and practices, and that's, again, a very generic category, but it does apply to every single policy and practice that Hudson has hopefully developed to assist students to persist and complete.

**Action Plan Priorities**

Every college that joins A*chieving the Dream* develops an "Action Plan" and the action plan is based on data.

Certainly, the Action Plan is informed by findings from the ICAT that I just talked about, but also from many other kinds of data. The Action Plan also is important because it helps the College see a much bigger picture. What is it that's really important? In this case for Hudson, the following two priorities were chosen.

- *Increase fall-to-fall persistence for first-time/full-time students.*

- *Create a culture of care that supports all students.*

Buttressing these two priorities were seven teams of faculty, staff and students that worked on actions to help increase persistence and to help students feel a sense of belonging. To create a culture of care, there's been a tremendous amount of research done lately about the advantages and the value of students feeling as if they belong. This sense of belonging is a major factor that helps to increase persistence, completion and graduation. So from our perspective, that is Rene and me, these two priorities were right on target and enabled and allowed Hudson to focus on a number of different things.

We just completed a virtual visit at Hudson. Every time we visit, we focus on work that the seven Action Teams are doing that relate to those first two priorities I just showed. We thought that tonight it would be helpful to focus on four of these, which we spent a little more time on during our virtual visit.

*Rene Garcia offered the following remarks.*

**Selected Highlights**

- *Culture of Evidence & Inquiry*

  We noted that data was an area for possible growth and at Hudson there is real belief in developing a culture of evidence and inquiry. There is much greater interest in requesting and using data to help make decisions. I think this is at least partly related to the sense of transparency that permeates Hudson, because sometimes when you look at data, it is not always rainbows and sunshine. There may be elements of concern. I think Hudson is to be commended for its ability to take a hard look at data and to marshal the forces necessary to address it.

- *ESL Rapid Response Team*

  The ESL faculty is working to establish a new model for its program to better serve its students that includes reviewing the mission, and ESL offerings and curricula. It takes great courage to look inward. The ESL faculty is to be commended for their willingness to do so.

*Mary Fifield offered the following remarks.*

- *Pre-Nursing*

  We chose to speak today about pre-nursing. We did this for a couple of different reasons. The first is that it's very impressive to see that Hudson's faculty, staff and leadership don't view any of their planning documents as so set in stone that there's no room for modification or improvement. It's to their credit that, as they look across the institution, it became increasingly clear that students who apply for nursing typically end up in a wait line. That's not unusual, that happens across the country. What is unusual, is that Hudson looked at the nursing students and said, "we have a long waiting list and that long waiting list is really a deterrent. It's very discouraging for students. What can we do about it?" As a result, they added a nursing priority to their *Student Success Action Plan* that was originally developed. Several things are taking place as a result of it. There will be a pre-nursing orientation and that's for students ahead of time to introduce them to other allied health fields that they may not know about and may be interested in. Or, in the case that they're not going to get into the nursing program, to give them another career path.

  In addition to that, Hudson is doing what's called a *Redirect Program*, which is to identify those students who may desire to be nurses, but for several different reasons will simply not meet the criteria for the Nursing Program, to take a very proactive approach to help them find a different field. We see great promise for this.

- *PACDEI*

  The President's Advisory Council for Diversity, Equity and Inclusion has been in operation for over a year. We wanted to focus on it because the three goals that this Council is emphasizing really stand to make a huge difference for Hudson employees and for Hudson's students.

The first goal is to create an infrastructure and to develop training programs and initiatives across the College.  The second goal is to weave diversity, equity and inclusion guidelines into recruitment and hiring practices.  This includes the work of screening committees and policies. There are a lot of institutions, for example, that when they advertise positions are now listing cultural competency as a requirement.

And then, finally, the third goal is to create clear and transparent processes for safety and incident reporting, which is a priority that is emerging across the country, not just in higher education, but in different kinds of organizations.

The most successful colleges that we see are those focused on closing equity gaps; that, is, helping all student populations perform to a high standard, placing a great deal of emphasis on equity, on fairness, on how students and employees are treated.  We've used Hudson's President's Advisory Council on Diversity, Equity and Inclusion as a best practice example in our work with other colleges.  We share it with other colleges that we coach who are just beginning to get involved in a very systematic way to address equity.

*Rene Garcia offered the following remarks.*

**Incorporating the Student Voice**

- *Students as Active Participants*

  At Hudson, being student centered is not a cliché, it is a reality.  An example of that is the fact that one of the strategy teams that Mary referenced, one of the "*How Teams,*" is actually led by students. This is unique.

- *Leverage the Roles of Student Leaders*

  In my experience and in Mary's experiences, it is distinctive that a group of students are actually leading an effort that is college-wide, feel empowered to take action, to make recommendations, and this has already borne fruit.

- *"Hudson is Home"*

  The idea of *"Hudson is Home"* emerged from discussions with students.  They want to share their connection and their feelings about how it changed their lives by saying *"Hudson is Home."*  It becomes the centerpiece of the current outreach and marketing effort.  This is a pioneering role for students who, in essence, have developed the marketing approach for the College.  I think this bodes well for the institution.  It is reflective of how business is done at Hudson and we extend congratulations to the President and everyone else involved in this effort.

*Mary Fifield offered the following remarks.*

Just as a way of concluding this brief presentation, Rene and I coach quite a number of colleges. We don't coach all of them together, we're also partnered with other coaches, but probably between Rene and I, we've coached at least 20 colleges.  I can say with conviction, and promise you, that of all the colleges we coach, the spirit, collaboration, commitment and passion that Hudson has for

helping its students comes across loud and clear.   I dare say that you are our favorite college to coach and I'll end with that.

*Trustee Netchert offered the following remarks.*

Congratulations to you, Chris, and to all of the staff, faculty and administrators.  This is why we've been on Zoom meetings for the last four hours, this is why we do what we do.  To hear people, who were perfect strangers, and after knowing us for a year say the things that they've said, Mary and Rene, makes us all feel like this is a special place and we're doing our jobs.

*President Reber resumed his remarks.*

Drs. Fifield and Garcia, thank you for your leadership and support.   I also want to thank both of you for participating in recent Strategic Planning focus groups.  This is beyond the scope of the *ATD* coaches and their visits with us.  We so value your involvement. We're honored to consider you members of our HCCC extended family.

I also want to thank our Trustees.   Without the leadership and support of the Trustees for doing this work and for doing all the right things, none of these outcomes would be possible, and I thank them.  I also want to thank them for participating earlier today in their own Strategic Planning SOAR session.

Trustees, this concludes my report.  Thank you.

### *Regular Monthly Reports and Recommendations*

1. ***The Minutes of the Regular Meeting of March 9, 2021 were approved.***

2. ***Gifts, Grants, and Contracts Report***

   Hudson County Community College has received the following grants:

   **Title**: Perkins V – Strengthening Career and Technical Education for the 21$^{st}$ Century Act

   **Agency**: New Jersey Department of Education

   **Purpose of Grant**: HCCC received notice of our FY'21 allocation to be utilized for direct instructional support for HCCC CTE programs.

   **College Administrator**: Nydia James

   **College Contribution**: $0

   **Award Amount**: $1,030,207.00

   **Title**: Strengthening Community College and Workforce Partnerships in Construction Management
   **Award Number** (FAIN): 2055313

   **Award Period of Performance**: September 1, 2021 – August 31, 2024

**Awarding Agency**: National Science Foundation (NSF)

**Purpose of Grant**: The primary objectives of this grant are to develop structured partnerships with local employers, seek to develop a strong advisory board to ensure the rigor and relevance of the Construction Management program, and provide recommendations to update the program as needed.

**College Administrator**: Azhar Mahmood

**College Contribution**: $0

**Award Amount**: $ 298,806.00; IN-KIND: $0

The following actions were taken concerning **fiscal, administrative, lease and capital recommendations** brought forward by the Administration and endorsed by the Finance Committee.

1. Resolution to Authorize the Installation of Data Ports in the Library Building, STEM Building, and North Hudson Campus from Sal Electric of Jersey City, New Jersey, to be funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant at a cost not to exceed $10,360.00, was approved.

2. Resolution Authorizing Purchase of Laptops and Docking Stations for the Library from Sharp Business Systems of Montvale, New Jersey, be funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant at a cost not to exceed $143,400.00, was approved.

3. Resolution to Authorize the Installation of Magnetic Door Locks from Sal Electric of Jersey City, New Jersey, to be funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant at a cost not to exceed $16,660.00, was approved.

4. Resolution Authorizing Purchase of Demountable Partitions for an Adjunct Office from Commercial Furniture Interiors of Mountainside, New Jersey, to be funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant at a cost not to exceed $10,162.00, was approved.

5. Resolution Authorizing Renewal of Internet Services for Fiscal Year 2022 from NJEdge.net of Newark, New Jersey, at a cost not to exceed $141,777.00, was approved.

6. Resolution Authorizing Additional Plumbing Repairs from William J. Guarini Plumbing & Heating of Jersey City, New Jersey, at a cost not to exceed $52,000.00, was approved.

7. Resolution Approving Payment for Emergency Snow Removal Services from Broadway Sunoco of Jersey City, New Jersey, at a cost not to exceed $32,930.00, was approved.

8. Resolution Authorizing Award of Audit Contract for Fiscal Year 2021 to Donahue, Gironda, Doria & Tomkins, LLC of Bayonne, New Jersey, at a cost not to exceed $71,000.00, was approved.

9. Resolution Authorizing Purchase of Mannequin Replacement Package from Avkin, Inc. of Wilmington, Delaware, to be funded by the Carl D. Perkins Grant at a cost not to exceed $60,200.00, was approved.

10. Resolution Authorizing Purchase of Laptops and Cart for the Nursing Department from Dell Inc. of Round Rock, Texas, to be funded by the Carl D. Perkins Grant, at a cost not to exceed $24,037.00, was approved.

11. Resolution Authorizing Purchase of Impact Testing Machine from Instron of Norwood, Massachusetts, to be funded by the Carl D. Perkins Grant at a cost not to exceed $23,434.00, was approved.

12. Resolution Awarding Contract for Electrical Services and Installations on a Time and Material Basis from Sal Electric Co., Inc. at a cost not to exceed $639,975.00, was approved.

The following actions were taken regarding **personnel recommendations** brought forward by the Administration and endorsed by the Personnel Committee.

1. The resignation of a Grant Project Director was accepted.

2. Staff appointed to the following full-time position was approved: Counselor, Advisement and Transfer.

3. Appointments of Temporary Full-time Staff were approved: Grant Project Director (Grant-funded); Enrollment Support Assistant (Grant-funded).

4. Authorizations of Part-time Staff through April 2022, as needed, were approved.

5. Appointments of New Hire Adjunct Instructors were approved.

6. Resolution to Approve Student Affairs Policies was accepted.

The following actions were taken regarding **academic and student affairs** as brought forward by the Academic and Student Affairs Committee.

1. Resolution Authorizing a Proficiency Certificate in ESL (15 credits) [CIP Code: 16.1701], was approved.

2. Resolution Authorizing Agreement Between Hudson County Community College and ZT Systems, was approved.

3. Resolution Authorizing Agreement Between Hudson County Community College and Alaris Health at Hamilton Park, was approved.

4. Resolution Authorizing Affiliation Agreement Between Hudson County Community College and Alaris Health at Hamilton Park, was approved.

5. Resolution Authorizing Affiliation Agreement Between Hudson County Community College and PROMPT MD, was approved.

6. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Newport Swim and Fitness, was approved.

7. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Hudson Hospital Opco LLC d/b/a CarePoint Health – Christ Hospital, was approved.

8. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and HUMCO Opco LLC d/b/a CarePoint Health – Hoboken University Medical Center, was approved.

9. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Hackensack Meridian Health – Mountainside Medical Center, was approved.

10. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Hackensack Meridian Health – Palisade Medical Center NJ LLC, was approved.

11. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Peace Care St. Ann's, was approved.

12. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and RWJ Barnabas Health Beth Israel, was approved.

13. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and University Hospital, was approved.

14. Resolution Authorizing Renewal of Affiliation Agreement Between Hudson County Community College and Robert Wood Johnson Health Network for Clinical Experiences for the Paramedic Science Program, was approved.

15. Resolution Recognizing April 2021 as Hudson County Community College Month, was approved.

The **meeting was adjourned** at 5:37 p.m.

The minutes of the Board of Trustees Meeting, upon approval, are available in the College Library, the President's Office, and on the College website.