

HUDSON COUNTY COMMUNITY COLLEGE
70 Sip Avenue
Jersey City, NJ 07306

Regular Meeting – Board of Trustees
Tuesday, September 14, 2021
5:00 P.M., Via Zoom

Download the Zoom app onto a PC, Mac, iPad, iPhone, or Android device. Only members of the public who download the Zoom app and join from a computer or mobile device will be able to participate during the *Comments from the Public* portion of the meeting.

Video functionality is available to only members of the Hudson County Community College Board of Trustees and staff as needed.

Topic: HCCC Board of Trustees Meeting

When: September 14, 2021, 5:00 p.m. Eastern Time (US and Canada)

Members of the public may use the following link and join the Zoom Meeting Webinar via Audio-only.

<https://zoom.us/j/98903266941?pwd=eTNNNG1CVmwrmpLS0hSNDJHdnVYdz09>

Passcode: 978624

Telephone: 1 (301) 715-8592

Webinar ID: 989 0326 6941

Passcode: 978624

Please note that members of the public who dial-in by telephone will not have the ability to speak during *Comments from the Public* and will be in listen mode only.

All microphones for public participants are muted except during the *Comments from the Public* portion of the meeting. If you wish to make comments, use the "*Raise Hand*" notification icon at the bottom of the screen. When you hear your name announced, you may address the Board. After the speaker's time ends, their microphone will be muted to allow others the opportunity to address the Board. Each speaker will participate via audio-only.

AGENDA

I. CALL TO ORDER - FLAG SALUTE

Mr. Netchert

II. ROLL CALL AND RECOGNITION OF VISITORS

Trustees:

Koral Booth – Student Alumni Representative

Joseph Doria

Karen Fahrenholz, Secretary/Treasurer

Adamarys Galvin

Pamela Gardner

Roberta Kenny

Bakari Lee, Vice Chair

William Netchert, Chair

Jeanette Peña

Christopher Reber, President

Silvia Rodriguez

Harold Stahl

- III. COMMENTS FROM THE PUBLIC** *Mr. Netchert*
- IV. CLOSED SESSION** *(The Board of Trustees will determine whether there is a need to go into closed session at the beginning of the meeting. If there is such a determination, an announcement will be made as to where the session will be placed on the agenda.)*
- V. REPORTS**
1. *Student Government Association President's Report* *Ms. Beebe*
 2. *All College Council President's Report* *Dr. Cronrath*
 3. *President's Report* *Dr. Reber*
- VI. REGULAR MONTHLY REPORTS AND RECOMMENDATIONS** *Dr. Reber*
1. *Minutes of Previous Meetings*
 2. *Gifts, Grants, and Contracts*
- VII. FISCAL, ADMINISTRATIVE, LEASE, AND CAPITAL RECOMMENDATIONS** *Dr. Reber*
- VIII. PERSONNEL RECOMMENDATIONS** *Dr. Reber*
- IX. ACADEMIC AND STUDENT AFFAIRS RECOMMENDATIONS** *Dr. Reber*
- X. NEW BUSINESS** *Mr. Netchert*
- XI. ADJOURNMENT** *Mr. Netchert*

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

CALL TO ORDER

I. FLAG SALUTE

II. ROLL CALL AND RECOGNITION OF VISITORS

Trustees:

<i>Koral Booth, Student Alumni Representative, ex officio</i>	<u>PRESENT</u>
<i>Joseph Doria</i>	<u>PRESENT</u>
<i>Karen Fahrenholz, Secretary /Treasurer</i>	<u>PRESENT</u>
<i>Adamarys Galvin</i>	<u>PRESENT</u>
<i>Pamela Gardner</i>	<u>PRESENT</u>
<i>Roberta Kenny</i>	<u>PRESENT</u>
<i>Bakari Lee, Vice Chair</i>	<u>PRESENT</u>
<i>William Netchert, Chair</i>	<u>PRESENT</u>
<i>Jeanette Peña</i>	<u>PRESENT</u>
<i>Christopher Reber - President, ex officio</i>	<u>PRESENT</u>
<i>Silvia Rodriguez</i>	<u>PRESENT</u>
<i>Harold Stahl</i>	<u>PRESENT</u>

This meeting is called in conformance with the "Open Public Meetings Act." A notice of the meeting of the Board of Trustees was transmitted to all Board members; advertised in The Jersey Journal and The Star Ledger; filed with each office of the Hudson County Municipal Clerks; and posted on the Public Bulletin Boards of Hudson County Community College at 70 Sip Avenue, Jersey City, New Jersey and at the North Hudson Campus, Union City, New Jersey, stating the date, time and place of said meeting.

MEETING INTRODUCTION

This meeting is called in conformance with the Open Public Meetings Act. Members of the public will now have an opportunity to address the Board of Trustees. Comments of each person will be limited to five minutes, including all responses. A member of the public may not provide any portion of his/her five-minute allotment to any other member of the public. Please be aware that the purpose of the public portion of the meeting is for the public to express any ideas, concerns or issues they may have concerning Hudson County Community College. Questions raised to the Board during the public comment period may be referred to the appropriate administrative person(s) at the College for response at a later time.

Any public comments made to the Board, which the Board considers obscene, harassing, or meant to incite, will be prevented by the Board. The person making these remarks may be required to relinquish the remaining time allotted to speak and will be asked to leave the Board of Trustees meeting. Public comments or questions are open to any matters over which the Board has purview and jurisdiction.

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

III. COMMENTS FROM THE PUBLIC

If you wish to make comments, use the "Raise Hand" notification icon at the bottom of the screen. When you hear your name announced, you may address the Board. After the speaker's time ends, their microphone will be muted to allow others the opportunity to address the Board. Each speaker will participate via audio-only.

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

IV. CLOSED SESSION

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

V. REPORTS

1. *Student Government Association President's Report*
2. *All College Council President's Report*
3. *President's Report*

"The Golden Door/La Puerta Dorada"
\$3 Million, Five-Year Title V Grant

Dr. Heather DeVries, Dean of Academic Affairs and Assessment

Jenny Bobea, Associate Dean for English and ESL

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

VI. REGULAR MONTHLY REPORTS AND RECOMMENDATIONS

1. MINUTES OF PREVIOUS MEETING

The Minutes of the Regular Meeting of August 10, 2021 are herewith submitted to the Board Trustees for approval. (Attachment A)

Recommendation:

It is the recommendation of the President that the Board of Trustees accept the Minutes of the Regular Meeting of August 10, 2021.

2. GIFTS, GRANTS, AND CONTRACTS REPORT

The College has received the following grant awards:

TITLE: Title V - Developing Hispanic Serving Institutions (DHSI): "The Golden Door – La Puerta Dorada" Project

AGENCY: United States Department of Education

PURPOSE OF GRANT: The DHSI Program provides grants to assist Hispanic-Serving Institutions (HSIs) to expand educational opportunities for, and improve the academic attainment of, Hispanic students. DHSI Program grants enable HSIs to expand and enhance the academic offerings, program quality, faculty quality, and institutional stability of colleges and universities that are educating the majority of Hispanic college students, and help large numbers of Hispanic students and other low-income individuals complete postsecondary degrees.

COLLEGE ADMINISTRATOR: Heather Devries (Interim); Project Director to be Hired

COLLEGE CONTRIBUTION: \$0

AWARD AMOUNT: \$2,936,967

TITLE: College Readiness Now VIII

AGENCY: Office of the Secretary of Higher Education (OSHE)

PURPOSE OF GRANT: To increase college readiness of high school students prior to graduation.

COLLEGE ADMINISTRATOR: Jennifer Rodriguez

COLLEGE CONTRIBUTION: \$0

AWARD AMOUNT: \$54,591.00

RESOLUTION:

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees accept Item VI., Regular Monthly Reports and Recommendations 1-2.

INTRODUCED BY: Bakari Lee

SECONDED BY: Silvia Rodriguez

DATE: September 14, 2021

Doria, Joseph	<u>AYE</u>
Fahrenheit, Karen	<u>AYE</u>
Galvin, Adamarys	<u>AYE</u>
Gardner, Pamela	<u>AYE</u>
Kenny, Roberta	<u>AYE</u>
Lee, Bakari	<u>AYE</u>
Peña, Jeanette	<u>AYE</u>
Rodriguez, Silvia	<u>AYE</u>
Stahl, Harold	<u>AYE</u>
Netchert, William, Chair	<u>AYE</u>

10 Aye 0 Nay
*****RESOLUTION ADOPTED*****

Jennifer Oakley September 14, 2021
Signature of Recorder Date

ATTACHMENT A
ITEM VI - Minutes of Previous Meeting
 Minutes
 Regular Meeting
 8-10-21

HUDSON COUNTY COMMUNITY COLLEGE
Board of Trustees Meeting
Remote Participation via Zoom
5:00 P.M.

REGULAR MEETING – BOARD OF TRUSTEES
August 10, 2021

MINUTES

PRESENT: Koral Booth, Student Alumni Representative (ex officio); Joseph Doria; Karen Fahrenholz; Adamarys Galvin; Pamela Gardner; Roberta Kenny; Bakari Lee; William Netchert; Jeanette Peña; Christopher Reber (ex officio); Silvia Rodriguez; and Harold Stahl

Counsel to the Board: David Blank, Esq. for Scarinci & Hollenbeck

ABSENT: Roberta Kenny

I. CALL TO ORDER - FLAG SALUTE

II. ROLL CALL

III. COMMENTS FROM THE PUBLIC – *There were no comments from the public.*

IV. CLOSED SESSION

Introduced by: Jeanette Peña

Seconded by: Adamarys Galvin

9 Ayes.....0 Nays

Resolution Adopted

V. REPORTS

1. All College Council President's Report

All College Council President Dr. Peter Cronrath offered the following report.

Good evening Board of Trustees, Dr. Reber, Dr. Jones, Faculty, Staff, Administrators, and the Hudson community.

I am pleased to offer my first All College Council Report as newly elected Chair of the All College Council.

First, I would like to introduce the new Executive Committee:

Chair: Peter Cronrath, Assistant Professor of Business

Vice Chair: Sharon Daughtry, College Lecturer of Business

Secretary: Karen Galli, Instructor of English

And I'd like to acknowledge the standing committee chairs:

Jose Lowe and Kyle Woolley, Co-Chairs, College Life Committee

Eric Adamson and Faiza Fayyaz, Co-Chairs, Space and Facilities Committee

Shannonine Caruana, Chair, Development and Planning Committee

Jing Yang, Chair, Technology Committee

Heather Connors, Chair, Student Affairs Committee

The newly formed Academic Senate, comprised of elected faculty from each division and other College representatives, will hold elections for a chair or co-chair at their first meeting in September.

The ACC Executive Committee will hold the Annual ACC Summer Retreat next Wednesday to discuss plans and goals for the upcoming academic year. I welcome the Board to email me, the Executive Committee, or the standing committee chairs with ideas or suggestions.

In setting higher standards of excellence and raising the bar on achievement, I want to acknowledge Lauren Drew's efforts last year with a list of some accomplishments:

- Amending the ACC Charter to create the Academic Senate to replace the Academic Affairs Committee;
- Revising the Children on Campus Policy;
- Incorporating a new DEI Statement into the Syllabus;
- Updating the Accessibilities Statement in the Syllabus;
- Utilizing a COVID19 Statement for all in-person classes;
- Updating the Fresh Start Policy and a Work Life Portfolio Credit Increase;
- Implementing online proctoring and recommending that all faculty post their syllabi on Canvas for all courses; and,
- Changes to the College Hour, just to name a few.

The current Executive Committee hopes to continue in this path of "making changes to promote excellence."

I look forward to providing in-depth and transparent updates on the All College Council's work and their progress throughout the academic year.

Thank you.

2. *President's Report*

President Reber offered the following remarks.

Good evening, everyone!

It's great seeing all of you today as we prepare for the beginning of the fall semester and our new academic year.

Dr. Cronrath, welcome to your new role as President of the All College Council. Thank you for your first report to the Board this evening. We greatly appreciate your leadership on behalf of our College and mission.

I thank all of you who participated in our Board and Presidential Retreat two weeks ago. Our discussion about the last year and beyond, the future, and our nearly completed strategic plan was exceedingly helpful and invigorating.

Since we didn't hold a regular Board of Trustees meeting in July, this evening's meeting agenda contains many items. We thank our Board Personnel, Finance, Academic and Student Affairs, and Capital Projects committees for their due diligence in our recent committee meetings, and always.

Our College-wide focus on student success, including degree completion, transfer to four-year colleges and universities, and gainful employment – and, specifically, our work with *Achieving the Dream* – were prominent in our Board Retreat discussion. As you are aware, student success is an overarching, College-wide priority and a central theme in our new strategic plan that will be presented for your review and approval at the September meeting of the Board of Trustees.

Dr. Heather DeVries, Dean of Academic Affairs and Assessment, and Dr. Sheila Dynan, Associate Dean for Student and Academic Success, co-chair our Student Success *Dream Team*. They have led this work with skill, passion, and dedication. I have invited Sheila and Heather to discuss the work of our various *Dream Team* committees, some student success metrics, and our upcoming work to scale elements of our highly successful Educational Opportunity Fund to benefit more HCCC students. After their report, I'll return with very brief concluding remarks. Heather and Sheila, thank you for your leadership and for joining us this evening.

Heather DeVries and Sheila Dynan discussed Student Success during their PowerPoint presentation provided under the following link: [An Update on HCCC's Student Success Action Plan](#).

Sheila Dynan offered the following remarks.

Heather and I are proud of the work that has been accomplished this year; not individually, but College-wide. In an earlier conversation with *ATD* Coaches Drs. Mary Fifield and Rene Garcia, they shared with us that not all colleges in the *ATD* program were able to make such substantial progress during the pandemic. Some even paused their student success work completely. Heather and I really considered it a testament to HCCC's laser focus on student success and overall commitment to the students. We may have paused for two weeks, but we jumped right back into the work as an incredible and dedicated group of colleagues and employees.

At this point in time, Heather and I would be happy to answer any questions you may have.

Trustee Netchert asked following question.

What happens to those students in the first semester who earn no credits?

Heather DeVries offered the following response.

The goal is to have interventions that promote more students earning credits, especially during their first semester. But for those students who do not, we need to take a closer look at that data point and devise interventions to meet them where they are before they get to that point. We are trying initiatives such as the Student Success Academy that Sheila mentioned in order to devise strategies to engage students before they are reaching the suspension, probation and dismissal lists. We want to intervene before they even get to that point. So that will be an ongoing focus of our work.

Trustee Pena offered the following remarks.

I am on a child-study team and testing is my area. I applaud what you all have done. I think this is a wonderful conversation to have going forward. Any support that I can provide in terms of guidance, navigating, etc., please let me know. Thank you.

Trustee Netchert offered the following remarks.

This is obviously a subject matter that has peaked some interest and so maybe we'll have Sheila and Heather back for more conversation. Thank you, Dr. Dynan and Dr. DeVries.

President Reber resumed his remarks.

Thank you, Heather and Sheila, for your stellar leadership of our student success initiatives.

Trustees, this concludes my report.

As always, I would be happy to entertain any questions or comments you might have.

VI. REGULAR MONTHLY REPORTS AND RECOMMENDATIONS

1. *Minutes of the Regular Meeting of June 8, 2021*
2. *Gifts, Grants, and Contracts Report*

The College has received the following grant award:

TITLE: Opportunity Meets Innovation Challenge – Safe and Inclusive Learning Environments Grant

AGENCY: Office of the Secretary of Higher Education (OSHE)

PURPOSE OF GRANT: New Jersey has the opportunity to transform higher education by prioritizing student needs for postsecondary education and ensuring its workforce will be ready to meet the challenges of tomorrow's post-pandemic economy. This is an innovative, competitive grant program designed to encourage institutions of higher education to implement sustainable best practices that boost student success and lead to a measurable impact on college completion.

COLLEGE ADMINISTRATOR: Yeurys Pujols

COLLEGE CONTRIBUTION: \$0

AWARD AMOUNT: \$499,983.00

Introduced by: Bakari Lee

Seconded by: Pamela Gardner

9 Ayes.....0 Nays

Resolution Adopted

VII. FISCAL, ADMINISTRATIVE, LEASE, AND CAPITAL RECOMMENDATIONS 1-13

1. *Resolution Approving Architectural and Engineering Services On-Call List*
2. *Resolution Authorizing Technical Operations and Project Management Support Services Extension*

3. *Resolution Authorizing Purchase of Workspace Furniture for Culinary Conference Center*
4. *Resolution Authorizing Purchase of Furniture for Office of Advancement and Communications*
5. *Resolution to Approve Installation of Data Ports in the Culinary Conference Center*
6. *Resolution Awarding Contract for Professional Architectural and Engineering Services to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
7. *Resolution Authorizing Purchase of Review and Testing Course for Nursing Program to be Funded by the Carl D. Perkins Grant*
8. *Resolution Authorizing Purchase of Capstone RN for the Nursing Program to be Funded by the Carl D. Perkins Grant*
9. *Resolution Authorizing Purchase of EHR Tutor for the Nursing Program to be Funded by the Carl D. Perkins Grant*
10. *Resolution Approving Acceptance of Securing Our Children's Future Bond Act Funding (SOCFBA)*
11. *Resolution of the Board of Trustees of Hudson County Community College Ratifying Purchase and Installation of Camera Kits Necessary for the Technology Upgrades to be Funded by the Securing Our Children's Future Bond Act (SOCFBA)*
12. *Resolution Authorizing Video Classroom Upgrades to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
13. *Resolution Authorizing Networking Equipment Upgrades Throughout the North Hudson Campus to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
14. *Resolution Authorizing Networking Equipment Upgrades Throughout 870 Bergen Avenue to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
15. *Resolution Authorizing Purchase of Desktops and Monitors to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
16. *Resolution Authorizing Wireless Internet Upgrades to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
17. *Resolution Authorizing Purchase of Cohesity System to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
18. *Resolution Authorizing ITV Technical Support to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
19. *Resolution Authorizing Interactive Projector Upgrades to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
20. *Resolution Authorizing Advanced Email Security Protection Software to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
21. *Resolution Authorizing Purchase of Portable WebEx Boards to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
22. *Resolution Authorizing Purchase of Intelligent Learning Platform to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
23. *Resolution Authorizing Dark Web Vulnerability Scan Software to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*
24. *Resolution Authorizing Purchase of Computers for ITV Rooms to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant*

25. Resolution Authorizing Renewal of Personal Hot Spots to be Funded by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Grant
26. Resolution Authorizing Renewal of Fiber Maintenance Agreement
27. Resolution Authorizing Renewal of College Campus-Wide Software License Agreement
28. Resolution Authorizing Renewal of SmartNet Technical Support and Hardware Coverage
29. Resolution Authorizing Renewal of Equipment Maintenance in Culinary Arts Institute
30. Resolution Authorizing Renewal of Contract with WW Grainger for Facilities Department Supplies and Equipment
31. Resolution Authorizing Renewal of Public Relations Support
32. Resolution Authorizing Renewal of Consultation Services for Latino Outreach
33. Resolution Authorizing Renewal of a Subscription Service for Gabert Library
34. Resolution Authorizing Purchasing Bid Threshold for Fiscal Year 2022
35. Resolution Authorizing the Sale of Property Located at 68-74 Sip Avenue and 164-168 Sip Avenue, Jersey City, New Jersey to the Jersey City Redevelopment Agency

Introduced by: Bakari Lee

Seconded by: Joseph Doria

9 Ayes.....0 Nays

Resolution Adopted

VIII. PERSONNEL RECOMMENDATIONS 1-9

1. RETIREMENTS

First Name	Last Name	Title	Effective Date
Anthony	Choo-Yick	Head Tutor, English, Humanities and Social Sciences	September 15, 2021
Paul	Dillon	Associate Dean, Business, Culinary Arts, and Hospitality Management	August 1, 2021
Lidia	Fernandez	Counselor	September 1, 2021
Siroun	Meguerditchian	Associate Professor	September 1, 2021
Jennifer	Oakley	Executive Administrative Assistant to the President	January 17, 2022
Katherine	Vargo	Coordinator, Testing, Nursing and Health Sciences	August 1, 2021
Marcella	Williams	Executive Secretary, Office of the President	January 1, 2022

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Retirements above as Personnel Recommendation Item No. 1.

2. RESIGNATIONS

First Name	Last Name	Title	Effective Date
Angelina	Bouret	Secretary, ESL	July 15, 2021
Christopher	Chavarria	Library Associate	June 24, 2021
Tera	McGee	Program Assistant	June 25, 2021
Jennie	Pu	Dean of College Libraries	August 8, 2021

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Resignations above as Personnel Recommendation Item No. 2.

3. APPOINTMENT OF STAFF

First Name	Last Name	Title	Effective Date	Annual Salary
Anita	Belle	Grant Project Director (Grant-funded)	August 11, 2021	\$80,000
Nicole	Bouknight Johnson	Vice President for Advancement and Communications	September 20, 2021	\$185,000
John S.	Chisholm	Safety and Security Associate, Transportation	August 11, 2021	\$38,000
Molly	Delaney	Student Success Coordinator, Operating Engineers (Grant-funded)	August 11, 2021	\$40,000
Keirsten	Gordon	Coordinator, Continuing Education and Workforce Development	August 11, 2021	\$40,000
Omar	Hamza	Student Services Assistant	August 24, 2021	\$38,000
Geraldine	Kiefer-Necklen	Director, Practical Nursing	August 11, 2021	\$78,000
Matthew	LaBrake	Executive Director, Center for Online Learning	August 30, 2021	\$120,000
Brian	Ribas	PC Technician	August 11, 2021	\$32,000
Ashley	Shaw	Student Success Coordinator, Prison and Reentry Students (Grant-funded)	August 11, 2021	\$40,000
Imane	Zehaf	Financial Counselor (Grant-funded)	August 11, 2021	\$40,000

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Appointment of Staff above as Personnel Recommendation Item No. 3.

4. APPOINTMENT OF TEMPORARY FULL-TIME STAFF

First Name	Last Name	Title	Effective Date	Anticipated End Date	Annual Salary
James	Cox	Interim Dean of College Libraries	August 11, 2021	December 31, 2021	\$95,000
Ara	Karakashian	Interim Associate Dean of Business, Culinary Arts, and Hospitality Management	September 1, 2021	December 31, 2021	\$98,800
Rodrigo	Romea	Coordinator, Writing and Tutoring Center	August 11, 2021	December 31, 2021	\$40,000
Ridhdhi	Shah	TFT COVID Coordinator (Grant-funded)	July 12, 2021	December 31, 2021	\$40,000
Erika	Teran	TFT COVID Coordinator (Grant-funded)	July 12, 2021	December 31, 2021	\$40,000

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Appointment of Temporary Full-Time Staff above as Personnel Recommendation Item No. 4.

5. APPOINTMENT OF TEMPORARY FULL-TIME FACULTY, FALL 2021

First Name	Last Name	Title	Effective Date	Annual Salary
Jonathan	Cabrera	Instructor, Criminal Justice (Non-tenured)	August 16, 2021	\$55,434.92
Christopher	Cody	Instructor, History (Non-tenured)	August 16, 2021	\$55,434.92
Yusuf	Dag	Instructor, Physics (Non-tenured)	August 16, 2021	\$55,434.92
Raffi M.	Manjkian	Instructor, Chemistry (Non-tenured)	August 16, 2021	\$55,434.92
Victor	Moruzzi	Instructor, Culinary Arts (Non-tenured)	August 16, 2021	\$55,434.92

Gabriel	Okafor	Instructor, Sociology (Non-tenured)	August 16, 2021	\$55,434.92
Daniel	Ondieki	Instructor, Mathematics (Non-tenured)	August 16, 2021	\$55,434.92
Nicole	Quinones	Instructor, ESL (Non-tenured)	August 16, 2021	\$55,434.92
Wendy	Trach	Instructor, ESL (Non-tenured)	August 16, 2021	\$55,434.92

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Appointment of Temporary Full-Time Faculty for Fall 2021, as listed above, as Personnel Recommendation Item No. 5.

6. AUTHORIZATION OF PART-TIME STAFF THROUGH AUGUST 2022, AS NEEDED

First Name	Last Name	Department	Title	Position ID	Supervisor
Lin	Finnegan	Accessibility Services	Note Taker/Reader	READER-150525	Karine Davis
Erika	Andal	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Rimsha	Bazaid	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Angel	Beebe	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Erin Kathryn	Carmody	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Omnia A.	Daoud	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Elissa	D'Aries	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Nadia	Dob	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Maryam	Edris	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Briana	Espinosa	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Tyler	Finley	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Rahma	Gado	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Hydia	Hunter	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Spencer	Jovellanos	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Farhan	Khan	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Stev	Lewis	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Joseph	Marmol	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Matthew	McClintock	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
James	Pereira Shorey	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Samikshya	Poudel	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Manesha	Singh	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay

Kim	Speights	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Diego	Villatoro	ADJ Academic Support Services Department	Tutor	PT Tutor-150505	Pamela Bandyopadhyay
Jean	Ruiz	Business, Culinary Arts, and Hospitality Management	Receiving Clerk	RECLERK-101030	Ara Karakashian
Jamary	Bobbe	College Libraries	PT Library Associate	150510	James Cox
Elliot	Erhunmwosere	College Libraries	Library Associate Technology	PTLRTEC-150510	Jing Yang
Joshua	Higley	College Libraries	PT Library Associate Technology	150510	Jing Yang
Allyson M.	Neurohr	College Libraries	PT Librarian	150510	Alexandra Plante
Wesley	Pena	College Libraries	PT Library Associate-Technology	150510	Jing Yang
Priyanka	Mistry	Communications	Office Assistant	OFFFAST-254055	Jennifer Christopher
Neyal	Torres	Communications	Office Assistant	OFFFAST-254055	Jennifer Christopher
Melanie	Alberto	Continuing Education and Workforce Development	PT Instructor	PTINST-102010, 103005, 603090, 605020	Catherina Mirasol
Monteria	Bass	Continuing Education and Workforce Development	Evening, Weekend, and Off-site Administrator	252010	Alexis Muniz
Alison	Blumenfeld	Continuing Education and Workforce Development	PT Instructor	PTINST-102010, 103005, 603090, 605020	Catherina Mirasol
Tracy	Clark	Continuing Education and Workforce Development	PT Instructor	PTINST-102010	
Cherise	Dawson	Continuing Education and Workforce Development	PT Instructor	PTINST-102010, 103005, 603090, 605020	Catherina Mirasol
Carmen	Diaz	Continuing Education and Workforce Development	PT Instructor	PTINST-102010, 103005, 603090, 605020	Catherina Mirasol
Marissa	Lontoc	Continuing Education and Workforce Development	PT Instructor	PTINST-102010	Chastity Farrell
Faizan	Aslam	Enrollment Services	Enrollment Support Assistant	200525	Sabrina Bullock
Kristofer	Fontanez	Information Technology Services	Web Developer	PTWBDEV-253025	Omar Williams

Christopher	Lopez	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Jairo	Lopez	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Shiv	Patel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Miten	Patel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Ayush	Patel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Christian	Santiago	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Jeffrey	Suriel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Chawaria	Urimala	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Ryan	Orbach	Humanities and Social Sciences	Office Assistant	OFFFAST-101021	Jacquelyn Delemos
Tyquan	Grant	Humanities and Social Sciences	Office Assistant	OFFFAST-101021	Jacquelyn Delemos
Eileen	D'Alessio	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Cheryl	De Dios	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Roslyn	Gourdine	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Fabiola	Josaphat	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Susan	Lipyanka	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Stanley	Parrales	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Cynthia	Perez	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Jaymee	Quintal-Brual	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Patricia	Sciaretta	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Rubi	Soriano	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Stella	Wangai	Nursing and Health Sciences	Skills Lab Tutors	PTSLT-101017	Carol Fasano
Jennifer	Ramirez	Student Affairs	PT COVID Coordinator	601505	Carol Fasano
Yaritza	Martinez	Student Affairs, Nursing and Health Sciences	PT COVID Coordinator	601510	Carol Fasano
Ahmed	Abdelkader	Student Life and Leadership	Peer Leader	PEERLEA-701000	Veronica Gerosimo
Keiry	Hernandez	Student Life and Leadership	Student Center Assistant	STUCENT-701000	Veronica Gerosimo

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Authorization of Part-Time Staff listed above, as needed, as Personnel Recommendation Item No. 6.

7. APPOINTMENT OF NEW HIRE ADJUNCT INSTRUCTORS

First Name	Last Name	Department
Amany	Aikhayat	English and ESL
Dawn E.	Gottlieb	English and ESL
Sarah Lee	Chic	Humanities and Social Sciences
Carmen	Cusido	Humanities and Social Sciences
Cheryl	De Dios	Nursing and Health Sciences
Dorante	Richards	Nursing and Health Sciences
Mostafa	Ali	STEM
Yusuf	Dag	STEM
Robert	Newby	STEM

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve New Hire Adjunct Instructors listed above as Personnel Recommendation Item No. 7.*

8. MODIFICATIONS TO STAFFING TABLE

Academic Support Services Staff Restructuring Proposal, July 2021

Elimination of vacant positions and redistribution of responsibilities in Division of Academic Development and Support Services, and support for the Office of Diversity, Equity and Inclusion.

Background:

As a result of recent attrition, the Division of Academic Development and Support Services currently has two vacant positions: 1) College Lecturer, Honors Program; and 2) Head Tutor (English and ESL). We have chosen not to refill the positions. Instead, we propose reassigning and optimizing responsibilities for current staff in a way that better aligns with the evolving needs of the Writing Center, Tutoring Center, Honors Program, and Transitional Programs, while also providing personnel support for the launch of the new Office of Diversity, Equity and Inclusion, and achieving a net savings of approximately \$50,000 in total salaries and benefits.

Current Approved Title	New Title/ Deleted Title (if applicable)	Incumbent (If applicable)	Salary Adjustment (If applicable)	Effective Date
College Lecturer, Honors Program	Delete Title	Vacant	Salary savings: \$60,000	August 11, 2021
Head Tutor (English and ESL)	Delete Title	Vacant as of 9/15/21	Salary savings: \$45,894	September 15, 2021
Assistant Director, Writing Center and Retention Services	Director, Writing and Tutoring Center	Kenny Fabara	Current Salary: \$54,080.00 New salary: \$65,000	August 11, 2021
College Lecturer, Transitional Programs	Associate Director, Writing and Tutoring Center	Patrizia Barroero	No Salary Change	August 11, 2021
Head Tutor, STEM and Business	Associate Director, Honors Program	Kyle Woolley	Current Salary: \$44,994.56 New salary: \$60,000	August 11, 2021
Head Tutor, North Hudson Campus	Associate Director, Diversity, Equity and Inclusion	Natalia Vazquez-Bodkin	Current Salary: \$45,894.45 New salary: \$60,000	August 11, 2021
Director of Cultural Affairs	Director of Diversity, Equity and Inclusion for Cultural Affairs	Michelle Vitale	No Salary Change	August 11, 2021
Director, Accessibility Services	Director of Diversity, Equity and Inclusion for Accessibility Services	Jacqueline Safont	No Salary Change	August 11, 2021

New Title	Coordinator, Writing and Tutoring Center	New Title	New Title	August 11, 2021
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Grant-funded Positions, Continuing Education and Workforce Development

Current Approved Title	New Temporary Title/ Deleted Title (if applicable)	Incumbent (if applicable)	Salary Adjustment (If applicable)	Effective Date	Anticipated End Date
N/A	Student Success Coach/Coordinator for Incarcerated and Reentry Students	N/A	N/A	August 11, 2021	December 31, 2021
N/A	Student Success Coach/Coordinator for Operating Engineer Apprentices	N/A	N/A	August 11, 2021	December 31, 2021
N/A	Student Success Coach; Coordinator Reentry Program	N/A	N/A	August 11, 2021	December 31, 2021

Other Staffing Table Changes, Nursing and Health Sciences

Current Approved Title	New Temporary Title/ Deleted Title (if applicable)	Incumbent (if applicable)	Salary Adjustment (If applicable)	Effective Date	Anticipated End Date
College Lecturer, Nursing	Instructor, Practical Nursing (Tenure-track)	N/A	N/A	August 11, 2021	N/A
College Lecturer, Radiography	Instructor, Radiography (Tenure-track)	N/A	N/A	August 11, 2021	N/A
Coordinator of Testing	Coordinator, Instructional Technology and Testing	N/A	N/A	August 11, 2021	N/A

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Modifications to the Staffing Table listed above as Personnel Recommendation Item No 8.*

9. RESOLUTION TO APPROVE CHILDREN ON CAMPUS POLICY

WHEREAS, *the Board of Trustees (“Board”) is committed to ensuring regular review and updates of the College’s policies; and,*

WHEREAS, *the President, Administration and Personnel Committee recommend implementation of the Children on Campus Policy; and,*

WHEREAS, *the Board will delegate to the President the responsibility to develop procedures and guidelines for the implementation of the policy;*

NOW, THEREFORE, BE IT RESOLVED *that the Board of Trustees approve the attached Children on Campus Policy.*

BE IT FURTHER RESOLVED *that the Board of Trustees authorize the College’s Administration to take all steps necessary to effectuate the terms of this resolution.*

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approve the recommendations of the President, Administration, and Personnel Committee as outlined above in **Item VIII., Personnel Recommendations 1-9:**

1) Retirement; 2) Resignations; 3) Appointment of Staff; 4) Appointment of Temporary Full-time Staff; 5) Appointment of Temporary Full-time Faculty; 6) Authorization of Part-time Staff; 7) Appointment of New Hire Adjunct Instructors; 8) Modifications to Staffing Table; 9) Resolution to Approve Children on Campus Policy.

Introduced by: Karen Fahrenholz

Seconded by: Harold Stahl

9 Ayes.....0 Nays

Resolution Adopted

**Attachment for Item VIII., Personnel Recommendation #9:
Resolution to Approve Children on Campus Policy**

CHILDREN ON CAMPUS POLICY

Purpose

Hudson County Community College (“College”) and its Board of Trustees (“Board”) recognize that our students, faculty, and staff shoulder many responsibilities in their lives, including, for some, the responsibility of caring for children. We work to foster a positive relationship with families by hosting family friendly events throughout the school year.

When an extenuating circumstance occurs that would require parents or guardians to stay home to attend to their child(ren), they may be confronted with the difficult decision of whether to come to campus in the absence of a policy that provides discretion to instructors and/or supervisors to permit them to bring their child(ren) to campus. In adopting the below policy, the College is attempting to meet the needs of parents or guardians, while at the same time assuring that there will be little to no disruption to other members of the College community.

Policy

This policy applies to all actively enrolled College students, as well as College faculty and staff. The term “Child(ren)”, or any other variation of that term as used herein, is defined as a person under the age of eighteen (18). Children, along with their parent or guardian, may visit college offices and facilities, other than classrooms, for limited periods of time when their parent or guardian is conducting routine business at the college (e.g., registering for classes, etc.). In no event will children be permitted in or around areas where potential hazards exist, including, but not limited to, food, biological, and chemical laboratories. It is required that children are always under the supervision of their parent or guardian, and it is the sole responsibility of the parent or guardian to ensure that their child(ren) are properly supervised at all times. This requirement stems from concerns for the safety and well-being of the child(ren). The College does not assume any responsibility for the caregiving or supervision of children on campus.

Students, faculty, and staff who are parents or guardians with emergency childcare needs requiring their child(ren) to accompany them to class or work, must first request, and receive permission, from their instructor or supervisor within a reasonable timeframe. The instructor or supervisor should exercise discretion in granting this permission by considering the following

factors: frequency of requests; age and/or behavior of the child; duration of the visit; nature of the classroom/work environment; and whether the environment offers a quiet and safe area in which the parent or guardian can supervise the child without interrupting or impeding on others' workspace, attention, or time.

The instructor/supervisor is not obligated to grant permission and their decision is final. If the instructor/supervisor approves the parent or guardian's request, the request must first be discussed with the Office of Public Safety and Security to inform them of this approval as provided in the procedures offered by the appropriate offices and/or departments.

In matters related to College employees, the supervisor may work with the employee, when deemed appropriate, to offer an alternative working arrangement if the child is not permitted to be in the work environment, such as working alternative hours or remotely.

The College is committed to working with students who are parents or guardians of children who may be faced with challenges that could impact their ability to achieve their educational goals. Students with ongoing childcare concerns are encouraged to utilize the supports provided by the College, such as Hudson Helps Resource Center or the Single Stop Center. If students are unable to attend class because their child is not permitted to be in the classroom, they are encouraged to schedule a meeting with their applicable instructor during office hours, either in-person or virtually, to discuss their present situation. Students should be proactive in reaching out to their instructor to minimize any disruptions to their education, such as missed classroom work or assignments.

The Board delegates to the President the responsibility to develop procedures and guidelines for the implementation of this policy. The Office of Human Resources, in consultation with the Office of Student Affairs and Enrollment, will ensure compliance with this policy in all student and personnel matters.

Approved: August 2021

Approved by: Board of Trustees

Category: Children on Campus

Subcategory: Children on Campus

Scheduled for Review: August 2024

Responsible Department(s): Student Affairs and Enrollment, Human Resources

IX. ACADEMIC AND STUDENT AFFAIRS RECOMMENDATIONS 1-10

1. *Resolution Authorizing Agreement Between Hudson County Community College and Walgreen Company for a Pharmacy Technician Program*
2. *Resolution Authorizing Agreement Between Hudson County Community College and West New York Board of Education*
3. *Resolution Authorizing Memorandum of Understanding Between Hudson County Community College and New Jersey Reentry Corporation*
4. *Resolution to Approve New and On-going Partnerships with Hudson County High Schools for the Delivery of Credit Course Instruction for Academic Year 2021-22*

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

VII. FISCAL, ADMINISTRATIVE, LEASE, AND CAPITAL RECOMMENDATIONS

1. Resolution Authorizing ITV Upgrades to be Funded by the American Rescue Plan (ARP) Grant

WHEREAS, Hudson County Community College ("College") needs to retro-fit and upgrade Conference Room B06 including integration of the Cisco Room Kit VTC system to support remote work and instruction during the pandemic; and,

WHEREAS, pursuant to N.J.S.A 18A:64A:25.19, the College may, without public advertisement, purchase goods and/or services through State contracts; and,

WHEREAS, Aspire Technology Partners (State Contract # A87720) has submitted a proposal for upgrades at a cost not to exceed \$21,162; and,

WHEREAS, the cost of these services will be funded from the American Rescue Plan (ARP) Grant; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to Aspire Technology Partners of Eatontown, New Jersey, to provide interactive projector upgrades as described herein at a cost not to exceed \$21,162.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

2. Resolution Authorizing Purchase of Laptops and Carts to be Funded by the American Rescue Plan (ARP) Grant

WHEREAS, Hudson County Community College ("College") needs to purchase twenty (20) laptops and two (2) portable carts for short-term loans for student, faculty, and staff use throughout the Gabert Library for remote and hybrid learning; and,

WHEREAS, pursuant to N.J.S.A. 18A:64A-25.9, the College may, without public advertisement, purchase goods and/or services through State Contracts; and,

WHEREAS, Dell (New Jersey State Contract # 89967) has quoted a price for twenty (20) laptops and two (2) portable carts at a cost not to exceed \$31,773; and,

WHEREAS, the cost of these services will be funded from the American Rescue Plan (ARP) Grant; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to Dell of Round Rock, Texas, to provide laptops and portable carts as described herein at a cost not to exceed \$31,773.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

3. Resolution Authorizing Retention Activities Consultation to be Partially Funded by the American Rescue Plan (ARP) Grant

WHEREAS, Hudson County Community College (“College”), on the advice of HCCC’s Achieving the Dream (“ATD”) coaches, is seeking consulting services for data readiness and Fit Gap analysis in connection with the goal of achieving greater student retention rates; and,

WHEREAS, pursuant to N.J.S.A. 18A:64A-25.5 (a) (15), professional consulting services are exempt from public bidding; and,

WHEREAS, the College solicited proposals through a Fair-and-Open Process by posting a Request for Proposal for the services on the College’s website; and,

WHEREAS, CampusWorks submitted a proposal to provide consulting services for a total cost of \$162,430; and,

WHEREAS, the term of this contract is one (1) year; and,

WHEREAS, \$131,350 will be funded from the operating budget, and \$31,080 will be funded from the American Rescue Plan (ARP) Grant; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to CampusWorks of Bradenton, Florida, to provide student retention consulting services as described herein at a cost not to exceed \$162,430, subject to review and approval of a contract for the services.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

4. Resolution Authorizing Purchase of Network Support Software

WHEREAS, Hudson County Community (“College”) needs to purchase LogicMonitor (“LM”), which provides real-time data on College services, servers, and networks; and,

WHEREAS, LM allows technical staff to address issues in network hardware, servers, Wi-Fi, and hosted services before these services become unavailable, which is critical while College business and instruction are conducted in a remote and in-person hybrid model; and,

WHEREAS, monitoring these services allows the College’s ITS department to correct problems before they lead to student support services or instruction unavailability; and,

WHEREAS, pursuant to N.J.S.A. 18A:64A-25.9, the College may, without public advertisement, purchase goods and/or services through State Contracts; and,

WHEREAS, CDW Government (NJ State Contract T3121 #30-TELE-01511) submitted a proposal for the software at a total cost not to exceed \$14,461; and,

WHEREAS, the anticipated term is one (1) year; and,

WHEREAS, the cost of these services will be funded from the operating budget; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to CDW Government of Vernon Hills, Illinois, for LogicMonitor as described herein at a cost not to exceed \$14,461.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

5. Resolution Authorizing Renewal of Security Software

WHEREAS, Hudson County Community (“College”) needs to renew the MOBILEIRON (“MI”) cloud subscription license for advanced mobile asset security and data theft prevention; and,

WHEREAS, MI is used for device activation; enrollment; provisioning; remote data wipes; tracking and maintaining an inventory of Windows 10 devices; constructing and implementing device policies; and,

WHEREAS, pursuant to N.J.S.A. 18A:64A-25.9, the College may, without public advertisement, purchase goods and/or services through State Contracts; and,

WHEREAS, CDW Government (NJ State Contract T3121 #30-TELE-01511) submitted a proposal for software licenses at a total cost not to exceed \$23,544, which represents a 6% increase from the prior year; and,

WHEREAS, the anticipated term is one (1) year; and,

WHEREAS, the cost of these services will be funded from the operating budget; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to CDW Government of Vernon Hills, Illinois, for MOBILEIRON renewal as described herein at a cost not to exceed \$23,544.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

6. Resolution Authorizing Renewal of Association of College and University Educators (ACUE) Partnership

WHEREAS, Hudson County Community (“College”) needs to renew the partnership with the Association of College and University Educators (“ACUE”); and,

WHEREAS, ACUE will provide educational software and related services to meet the goals for student success through scalable programs of faculty development and credentialing; and,

WHEREAS, pursuant to N.J.S.A. 18A:64A-25.5 (a) (3), the College may, without public advertising for bids or bidding therefore, make, negotiate or award a contract for materials or supplies that are not available from more than one potential bidder, including without limitation materials or supplies that are copyrighted; and,

WHEREAS, ACUE submitted a proposal for the software and services at a total cost not to exceed \$45,000, which represents no increase from the prior year; and,

WHEREAS, the anticipated term is one (1) year; and,

WHEREAS, the cost of these services will be funded from the operating budget; and,

WHEREAS, the Administration and Finance Committee recommend this award;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College award a contract to the Association of College and University Educators of New York, New York, for educational software and related services as described herein at a cost not to exceed \$45,000.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approve the recommendations of the President, Administration, and Finance Committee as outlined above in **Item VII. Fiscal, Administrative, Lease and Capital Recommendations 1-6:**

1) Resolution Authorizing ITV Upgrades to be Funded by the American Rescue Plan (ARP) Grant; 2) Resolution Authorizing Purchase of Laptops and Carts to be Funded by the American Rescue Plan (ARP) Grant; 3) Resolution Authorizing Retention Activities Consultation to be Partially Funded by the American Rescue Plan (ARP) Grant; 4) Resolution Authorizing Purchase of Network Support Software; 5) Resolution Authorizing Renewal of Security Software; and 6) Resolution Authorizing Renewal of Association of College and University Educators (ACUE) Partnership.

INTRODUCED BY: Bakari Lee

SECONDED BY: Pamela Gardner

DATE: September 14, 2021

Doria, Joseph	<u>AYE</u>
Fahrenheit, Karen	<u>AYE</u>
Galvin, Adamarys	<u>AYE</u>
Gardner, Pamela	<u>AYE</u>
Kenny, Roberta	<u>AYE</u>
Lee, Bakari	<u>AYE</u>
Peña, Jeanette	<u>AYE</u>
Rodriguez, Silvia	<u>AYE</u>
Stahl, Harold	<u>AYE</u>
Netchert, William, Chair	<u>AYE</u>

10 Aye 0 Nay
*****RESOLUTION ADOPTED*****

Jennifer Oakley September 14, 2021
 Signature of Recorder Date

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

VIII. PERSONNEL RECOMMENDATIONS

1. RETIREMENTS

First Name	Last Name	Title	Effective Date
Gilda	Darias-Hershberger	Customer Service Coordinator	December 31, 2021
Rosie	Soy	Associate Professor, English	September 1, 2021

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Retirements above as Personnel Recommendation Item No. 1.*

2. RESIGNATIONS

First Name	Last Name	Title	Effective Date
Eduardo	Calderon	PC Technician	August 13, 2021
Devlyn	Courtier	PC Technician	September 10, 2021
Kathleen	Meehan-Hart	College Lecturer, Nursing	August 26, 2021

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Resignations above as Personnel Recommendation Item No. 2.*

3. APPOINTMENT OF STAFF

First Name	Last Name	Title	Effective Date	Annual Salary
Deliana	Acosta	Social Worker (Grant-funded)	September 20, 2021	\$50,000
Joseph	Caniglia	Executive Director of the North Hudson Campus	September 15, 2021	\$120,000
Angel	Cardenas	PC Technician	September 15, 2021	\$32,000
Angy	Estrada	CTE Career Coach (Grant-funded)	September 15, 2021	\$48,000
Delfin	Ganapin III	Program Assistant	September 15, 2021	\$40,000
Mackenzie	Johnson	Academic Counselor (Grant-funded)	August 23, 2021	\$48,000
Richard	Remoura	Academic Counselor (Grant-funded)	August 23, 2021	\$48,000
Alyssa	Rupnarain	Academic Counselor (Grant-funded)	August 23, 2021	\$48,000
Elizabeth	Ryan	Academic Counselor (Grant-funded)	August 23, 2021	\$48,000
Jennifer	Valcarcel	Director, Transfer Pathways	September 20, 2021	\$70,000

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Appointment of Staff above as Personnel Recommendation Item No. 3.*

4. APPOINTMENT OF TEMPORARY FULL-TIME FACULTY, FALL 2021

First Name	Last Name	Title	Effective Date	Annual Salary
Judith	Flinch	Instructor, Nursing (Non-tenured)	August 16, 2021	\$55,434.92

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Appointment of Temporary Full-Time Faculty above as Personnel Recommendation Item No. 4.

5. AUTHORIZATION OF PART-TIME STAFF THROUGH SEPTEMBER 2022, AS NEEDED

<i>First Name</i>	<i>Last Name</i>	<i>Department</i>	<i>Title</i>	<i>Position ID</i>	<i>Supervisor</i>
Joseph	Colicchio	ADJ Academic Support Services Department	Tutor	TUTOR-150505	Pamela Bandyopadhyay
Sarah	Nesheiwat	ADJ Academic Support Services Department	Office Assistant	OFFFAST-150505	Pamela Bandyopadhyay
Erika	Ramirez	ADJ Academic Support Services Department	Tutor	TUTOR-150505	Pamela Bandyopadhyay
Prachi	Patel	Business, Culinary Arts, and Hospitality Management	Office Assistant	OFFFAST-101030	Ara Karakashian
Soamwattie	Singh	Business, Culinary Arts, and Hospitality Management	BCH Custodial	101030	Ara Karakashian
Emily	Arowosaye	Continuing Education and Workforce Development	PT instructor	PTINST 605020 &103005	Catherina Mirasol
Arlene	Ganess	Continuing Education and Workforce Development	PT instructor	PTINST-102010	Catherina Mirasol
Michael	Hanna	Continuing Education and Workforce Development	PT instructor	PTINST-103005	Catherina Mirasol
Rihdhi	Shah	Continuing Education and Workforce Development	PT instructor	PTINST-102010	Catherina Mirasol
Joseph	Cummins	English and ESL	Ad-Hoc Scorer	SCORER-101040	Jenny Bobea
Gianny	Suero	English and ESL	Office Assistant	OFFFAST-101035	Jenny Bobea
Rishmitha	Talusani	English and ESL	Office Assistant	OFFFAST-101035	Jenny Bobea
Hena	Arshad	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Ebram	Mekhail	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Aaron T	Patel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Romil	Patel	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Raj	Shah	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Bhaumit	Viradiya	Information Technology Services	Instructional Lab Assistant	ISTLAB-253025	Diana Perez
Sharon	Sigona	Nursing and Health Sciences	Skills Lab Tutor	PTSLT-101017	Carol Fasano
Tytianna	Jackson	Student Affairs/EOF	Office Assistant	OFFFAST-150515	Jose Lowe

Rawan	Moustafa	Student Affairs/Student Life and Leadership	Event Assistant	PTEVAST-701000	Veronica Gerosimo
Natalie	Betancourt	Student Life and Leadership	Event Assistant	PTEVAST-701000	Veronica Gerosimo

RECOMMENDATION: The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Authorization of Part-Time Staff listed above, as needed, as Personnel Recommendation Item No. 5.

6. APPOINTMENT OF NEW HIRE ADJUNCT INSTRUCTORS

<i>First Name</i>	<i>Last Name</i>	<i>Department</i>
Shripad	Kulkarni	Academic Affairs, Academic Foundations, Mathematics
Denise	Spooner	Academic Affairs, Business, Culinary Arts, and Hospitality Management
Regina	Espino	Academic Affairs, Business, Culinary Arts, and Hospitality Management
Jonathan A.	Brantley	Academic Affairs, English and ESL
Ievgeniia	Lavrenishyna	Academic Affairs, English and ESL
Jonathan	Lehtonen	Academic Affairs, English and ESL
Nan	Silver	Academic Affairs, English and ESL
David	Quiñones-Colón	Academic Affairs, English and ESL
Lishma	Anikow	Academic Affairs, English and ESL
Tristan	Tennery	Academic Affairs, English and ESL
Dennis	Graham	Academic Affairs, English and ESL
Helga	Hauksdottir	Academic Affairs, English and ESL
Geovanni	Castillo	Academic Affairs, English and ESL
Hamideh	Garagyaraghi	Academic Affairs, English and ESL
Betul	Tarhan	Academic Affairs, English and ESL
Lukas	Murphy	Academic Affairs, English and ESL
Rafina	Ibragimova	Academic Affairs, English and ESL
Catherine	Alvarez	Academic Affairs, Humanities and Social Sciences
Katelyn	Whelan	Academic Affairs, Humanities and Social Sciences
Maria A.	Daniel	Academic Affairs, Humanities and Social Sciences
Rebeca	Herrero Saenz	Academic Affairs, Humanities and Social Sciences
Carlos	Franco	Academic Affairs, Humanities and Social Sciences
Furen	Dai	Academic Affairs, Humanities and Social Sciences
Armyl	Marquez	Academic Affairs, Nursing and Health Sciences
Derar	Hamoudehd	Academic Affairs, Nursing and Health Sciences
Christina	Sanchez	Academic Affairs, Nursing and Health Sciences
Betty	Merveil-Ceneus	Academic Affairs, Nursing and Health Sciences
Paul	Sorace	Academic Affairs, Nursing and Health Sciences
Crystle	Carter	Academic Affairs, Nursing and Health Sciences
Melissa	Marut	Academic Affairs, Nursing and Health Sciences
Katie	Hemmerlin	Academic Affairs, STEM
Amjed	Hedhli	Academic Affairs, STEM
Swati	Karamcheti	Academic Affairs, STEM
Komla	Harlley	Academic Affairs, STEM
Tahar	Dob	Academic Affairs, STEM
Alain	Chahine	Continuing Education and Workforce Development

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve New Hire Adjunct Instructors listed above as Personnel Recommendation Item No. 6.*

7. MODIFICATIONS TO STAFFING TABLE

Current Approved Title	New Title/ Deleted Title (if applicable)	Incumbent (If applicable)	Salary Adjustment (If applicable)	Effective Date
N/A	Administrative Assistant, Office of Diversity Equity and Inclusion	N/A	N/A	September 15, 2021
CTE Career Coach (Grant-funded)	Perkins Equity Coordinator (Grant-funded)	Connie Silletti-Cafaro	N/A	September 15, 2021
College Lecturer, Nursing	Instructor, Nursing (Tenure-track)	N/A	N/A	September 15, 2021
Customer Service Coordinator	Customer Service Manager	Gilda Darias-Hershberger (anticipated retirement December 2021)	N/A	September 15, 2021
Executive Administrative Assistant	Senior Executive Assistant to the President and Board of Trustees	Alexa Riano	From: \$71,114 To: \$87,000	January 1, 2022
Executive Administrative Assistant	Executive Assistant	Jennifer Oakley (anticipated retirement January 2022)	N/A	January 17, 2022
Executive Secretary	Executive Administrative Assistant	Marcella Williams (anticipated retirement January 2022)	N/A	January 1, 2022

RECOMMENDATION: *The President, Administration, and Personnel Committee recommend that the Board of Trustees approve the Modifications to the Staffing Table listed above as Personnel Recommendation Item No 7.*

8. RESOLUTION TO APPROVE STUDENT AFFAIRS POLICIES

WHEREAS, the Board of Trustees (“Board”) is committed to ensuring regular review and updates of the College’s policies; and,

WHEREAS, the President, Administration and Personnel Committee recommend implementation of the Student Life and Leadership Policy, and Career Services Policy; and,

WHEREAS, the Board will delegate to the President the responsibility to develop procedures and guidelines for the implementation of these policies;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approve the attached Student Affairs Policies.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the College's Administration to take all steps necessary to effectuate the terms of this resolution.

9. RESOLUTION TO APPROVE THIRD AMENDED AND RESTATED PRESIDENTIAL EMPLOYMENT AGREEMENT

WHEREAS, the Board of Trustees of Hudson County Community College ("Board of Trustees") and Dr. Christopher M. Reber ("President") are parties to a Second Amended and Restated Employment Agreement ("Seconded Amended Agreement") whereby the Board employs the President to serve as the executive officer of the College for the term of July 1, 2020 through June 30, 2023; and,

WHEREAS, pursuant to paragraph 20 of the Second Amended Agreement, the terms and conditions of the President's employment may be amended as indicated by mutual agreement of the Board of Trustees and the President; and,

WHEREAS, the parties wish to amend the terms of the President's employment to increase his salary for the 2021-22 year and add an additional year to his contract so that the contract runs through June 30, 2024; and,

WHEREAS, the parties memorialized the revisions in a Third Amended and Restated Employment Agreement;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College hereby approve the Third Amended and Restated Employment Agreement in the form annexed hereto.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approve the recommendations of the President, Administration, and Personnel Committee as outlined above in **Item VIII., Personnel Recommendations 1-9.**

1) Retirement; 2) Resignations; 3) Appointment of Staff; 4) Authorization of Part-time Staff; 5) Appointment of Temporary Full-Time Faculty; 6) Appointment of New Hire Adjunct Instructors; 7) Modifications to Staffing Table; 8) Resolution to Approve Student Affairs Policies; and 9) Resolution to Approve Third Amended and Restated Presidential Employment Agreement.

INTRODUCED BY: Karen Fahrenholz

SECONDED BY: Harold Stahl

DATE: September 14, 2021

Doria, Joseph AYE

Fahrenholz, Karen AYE

Galvin, Adamarys AYE

Gardner, Pamela AYE

Kenny, Roberta AYE

Lee, Bakari AYE

Peña, Jeanette AYE Abstain from #3

Rodriguez, Silvia AYE

Stahl, Harold AYE

Netchert, William, Chair AYE

10 Aye 0 Nay
*****RESOLUTION ADOPTED*****

Jennifer Oakley September 14, 2021
 Signature of Recorder Date

**Attachment for Item VIII., Personnel Recommendation #8:
RESOLUTION TO APPROVE STUDENT AFFAIRS POLICIES**

STUDENT AFFAIRS

POLICY ON STUDENT LIFE AND LEADERSHIP

Purpose

The purpose of this Policy on Student Life and Leadership is to ensure that Hudson County Community College (“College”) supports the College’s commitment to the social, cultural, and educational enrichment of the “whole student.”

Policy

The College and its Board of Trustees (“Board”) are committed to providing students with activities and programs, supported by the Student Life Fee, that complement students’ academic activities and development. These activities and programs promote learning through a wide array of organizations, programs, and leadership training.

The College will provide leadership opportunities, promote healthy decision-making, and facilitate life skill development while encouraging students to maximize opportunities through interaction and collaboration. The Board delegates to the President the responsibility to develop procedures and guidelines for implementing this policy. The Office of Student Life and Leadership is responsible for implementing the procedures and guidelines developed for this policy.

Approved: September 2021

Approved by: Board of Trustees

Category: Student Affairs

Subcategory: Student Life and Leadership

Scheduled for Review: October 2023

Responsible Department: Student Life and Leadership

STUDENT AFFAIRS

POLICY ON CAREER SERVICES

Purpose

The purpose of this policy on Career Services is to provide Hudson County Community College (“College”) students and alumni opportunities to gain self-awareness, knowledge, and skills that are essential for professional development in order to be competitive candidates in the job market.

Policy

The College and its Board of Trustees (“Board”) are committed to the career development of students and alumni that advance social equity, economic success, and meaningful careers. The College seeks to contribute to Hudson County and surrounding communities through partnerships with employers that increase access to experiential learning opportunities and jobs. The College will provide programs and services for HCCC students and alumni to support their career development and success.

The Board delegates to the President the responsibility to develop procedures and guidelines for the implementation of this policy. The Center for Academic and Student Success is responsible for implementing the procedures and guidelines developed for this policy.

Approved: September 2021

Approved by: Board of Trustees

Category: Center for Academic and Student Success

Subcategory: Career Services

Scheduled for Review: October 2023

Responsible Department: Center for Academic and Student Success

**Attachment for Item VIII., Personnel Recommendation #9:
RESOLUTION TO APPROVE THIRD AMENDED AND RESTATED PRESIDENTIAL
EMPLOYMENT AGREEMENT**

THIRD AMENDED AND RESTATED EMPLOYMENT AGREEMENT

THIS AGREEMENT, made as of July 1, 2021 by and between the BOARD OF TRUSTEES OF HUDSON COUNTY COMMUNITY COLLEGE, a corporation of the State of New Jersey, organized pursuant to N.J.S.A. 18A:64A-1, et seq., having its principal office at 70 Sip Avenue, Jersey City, New Jersey (hereinafter referred to as “HCCC”), and CHRISTOPHER M. REBER (hereinafter referred to as “President”), is for the term of three (3) years, commencing July 1, 2021 and ending June 30, 2024.

In consideration of the promises and covenants herein the parties hereto agree as follows:

1. HCCC shall employ the President as the executive officer of HCCC and the President accepts such employment with HCCC subject to the terms and conditions of this Agreement.
2. Except as provided in paragraph 17 herein, this Agreement shall be for an extended term of (3) years, and shall commence on July 1, 2021 and ending June 30, 2024. An additional year will be added to the Agreement period every June 30th unless the Board provides at least 30 days of notice of its intent not to extend the contract period by an additional year.
3. The President shall be compensated at the rate of \$278,143.94 for the year beginning July 1, 2021 and ending June 30, 2022. The financial terms for the years 2022-2023 and 2023-2024 shall be determined by the Board of Trustees of the College, upon recommendation by the Executive Committee. The Board of Trustees shall consider a base salary increase, but such determination shall be in the absolute sole discretion of the Board of Trustees. The preliminary annual review of the President’s performance will be conducted every June. The final review, including the financials

and previous year's audit materials, presidential goal outcomes, and contract, will be acted upon each year at the July meeting. In no event shall the President's salary, compensation and fringe benefits be less than the current year's salary, compensation and benefits. The Board of Trustees may, in its discretion, provide the President with a bonus for any year hereof. The providing of any such bonus in any one or more year(s) shall not require the Board of Trustees to provide any bonus in any subsequent year or years. Whether or not to provide such bonus and the amount of such bonus, if any, shall be in the sole and complete discretion of the Board of Trustees.

4. The President has been provided with a full-size automobile for use with respect to the performance of his functions as President of HCCC and for his personal use. The repair and maintenance of such HCCC owned automobile together with reasonable gasoline purchases shall be paid for by HCCC. Other reasonable and necessary HCCC business or travel expenses of the President will be provided if such funds are available in the HCCC budget. All expense vouchers submitted must be reviewed/approved by the Chair of the Board of Trustees, or, if unavailable, the Vice Chair.

5. The President shall be eligible to participate in the health and dental insurance benefit plans of HCCC as offered to other employees of HCCC. He shall also be required to contribute 1.5% of the health care costs at the same time as all of the confidential employees of HCCC are required to contribute for health care costs.

6. HCCC agrees to reimburse the President for the cost of an annual physical examination with a stress management component.

7. There shall be provided to the President personal life insurance and disability benefits through TIAA/CREF as are provided to all senior staff employees of HCCC. Payments of

any proceeds with respect to such plans as a result of the death of the President shall be to the President's designated beneficiary.

8. There shall be provided to the President TIAA/CREF annual retirement contributions of eight percent (8%) of the President's salary (payable by the State of New Jersey) to a maximum salary of \$175,000.00 or whatever cap is set by law, and a retirement supplement contribution of ten percent (10%) of base salary (paid by HCCC) plus an annual Five Thousand Dollar (\$5,000.00) annuity supplement (paid by HCCC) in September, which shall be continued for the term of the contract. In addition, the College shall provide a second annuity (paid by HCCC) in the amount of Five Thousand Dollars (\$5,000.00) in March as an additional supplement to his annuity, which shall be continued for the term of the contract. If at any time during the term of this contract any of the contributions toward pension or tax sheltered annuities are determined to be in conflict with tax laws, those contributions shall then be considered as salary earned and all other provisions of the contract shall remain unchanged.

9. All other benefits provided to employees of HCCC for the Vice President or Dean levels will be provided to the President during the term hereof.

10. The President shall receive five (5) weeks' vacation leave. The President shall be reimbursed for up to five (5) unused vacation days per year on or about June 30th of every year of the contract.

11. During the term of this Agreement, the President shall not accept payment in any form for providing external consulting without the prior written approval of the Chair of the Board of Trustees.

12. Except where the President is alleged to have breached this Agreement, HCCC will provide and pay for legal counsel to defend the President with respect to litigation brought by any

person or persons regarding official conduct of his duties/responsibilities while serving as President of HCCC.

13. The President shall be required to provide a ninety (90) day written Notice of Resignation which shall be provided to the Chair of the Board of Trustees and a copy provided to the other members of the Board of Trustees.

14. (a) General Duties. The President is employed and shall perform the duties as prescribed by the laws of the State of New Jersey. The President shall be the executive officer of HCCC. The President shall have primary responsibility for execution of Board policy and responsibility for the duties prescribed to the President pursuant to the provisions of the New Jersey Statutes Annotated and the New Jersey Administrative Code.

(b) Personnel Matters. The President shall have primary responsibility for all personnel matters including selection, assignment and transfer of employees subject to the approval of the Board of Trustees.

(c) Administrative Functions. The President shall:

- (1) Review all policies adopted by the Board of Trustees and make appropriate recommendations to the Board of Trustees;
- (2) Conduct annual periodic evaluations of all HCCC employees as provided by Board of Trustee policy;
- (3) Identify and advise the Board of Trustees of possible sources of funds that might be available to implement present or contemplated programs;
- (4) Maintain and improve his professional competence by all appropriate means;
- (5) Build community relations partnerships between HCCC and the community to foster and further develop such relationships;

(6) Serve as liaison between the Board of Trustees and the representative of the Board of Trustees with respect to all employer-employee matters and make recommendations to the Board of Trustees concerning such matters;

(7) Recommend to the Board of Trustees HCCC's goals and objectives for the ensuing school year; and

(8) Unless unavoidably detained, attend all regular, special and closed session meetings of the Board of Trustees.

15. The President shall serve HCCC faithfully and to the best of his ability under the direction of the Board of Trustees. The President shall devote his full employment time, energy and skills to such services, and act in such executive capacity and perform such functions as the Board of Trustees from time to time shall direct. The President shall provide the Board of Trustees with a self-evaluation and goals regarding his position for the ensuing year as of August 1 of each year. The Board of Trustees will thereupon list goals for the ensuing year for the President from those provided by the President and any other goals the Board of Trustees wishes to consider. The performance with respect to such goals by the President will be evaluated by the Board of Trustees on an annual basis and reviewed with the President. Such evaluation of the President by the Board of Trustees shall be conducted every June, subject to financials and review of the previous year's audit materials. The final review, including the audit, presidential goal outcomes, and contract, will be acted upon each year at the July meeting (see item #3).

16. The Board of Trustees may discharge the President during the term of this Agreement for cause. Cause for removal of the President shall mean (a) immoral or disreputable conduct, (b) insubordination, or (c) the failure or refusal to correct a deficiency in the performance of specified duties of his office as required by law after receipt by the President of five (5) days

written notification of such deficiency or failure or refusal to correct a deficiency in the performance of specified duties as required by this Agreement after receipt by the President of fifteen (15) days written notice of such performance deficiency. The President shall be entitled to a hearing before the Board of Trustees in which procedure and substantive due process will be observed. The hearing shall be conducted in an executive session. If the President elects to appeal the decision of the Board of Trustees, the President shall be entitled to receive a transcript of the hearing at no charge.

17. This Agreement also shall be terminated under the following events and conditions:

(a) Upon permanent incapacitating disability, retirement or death of the President. Permanent incapacitating disability as used herein shall mean the President's inability to perform the duties under this Agreement and the inability of the President to be physically present in his office at HCCC for 180 continuous and uninterrupted days (inclusive of all sick leave, vacation leave and personal leave). Termination of this Agreement for permanent incapacitating disability also shall only occur if the President has become qualified for permanent and total disability under New Jersey Laws and Social Security Law;

(b) By agreement of both parties; or

(c) By voluntary termination by the President with not less than ninety (90) days written notice; or

(d) For cause as provided in paragraph 17 above.

18. In the event the President's employment is terminated without cause by the Board, the President shall be entitled to receive an amount to total the values of salary and benefits for a one-year period. If less than one year remains from the termination date to the expiry of the Agreement, the President shall be entitled to the value of the remainder of salary and benefits due under the Agreement.

19. Upon retirement from the College the President shall be granted the title President Emeritus subject to confirmation at that time of retirement by the Board of Trustees.

20. The terms and conditions of the President’s appointment set forth herein may be amended as indicated by mutual agreement of the Board of Trustees and the President. Such modification shall be made by Resolution, duly passed by the Board of Trustees and by a revised Contract. The execution of this contract hereby rescinds/supersedes all previous employment contracts executed by the parties.

WITNESS:

BOARD OF TRUSTEES
HUDSON COUNTY COMMUNITY COLLEGE

By: _____
WILLIAM J. NETCHERT, CHAIR

By: _____
DR. CHRISTOPHER M. REBER,
PRESIDENT

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

IX. ACADEMIC AND STUDENT AFFAIRS

1. Resolution to Approve the 2021-24 Strategic Plan

WHEREAS, Hudson County Community College (“College”), as one of the nation’s leading and most diverse urban community colleges, aspires to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County; and,

WHEREAS, the College is committed to providing its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility; and,

WHEREAS, a strategic plan has been developed with the goal of positioning the College to reach new levels of excellence; and,

WHEREAS, the 2021-24 Strategic Plan was developed through a collaborative and inclusive process that incorporated feedback from internal and external College stakeholders; and,

WHEREAS, the 2021-24 Strategic Plan contains five strategic directions that will guide the College’s work over the next three years and will be regularly assessed in service of the College’s commitment to continuous improvement; and,

WHEREAS, the 2021-24 Strategic Plan aligns with other strategic initiatives at the College including the 2020-23 Academic Master Plan; the Goals and Action Plan developed by the President’s Advisory Council on Diversity, Equity, and Inclusion; the updated Mission, Vision, and Values Statements; and, the Student Success Action Plan developed by the Achieving the Dream Student Success Dream Team; and,

WHEREAS, the Administration, and Academic and Student Affairs Committee, recommend the approval of the 2021-24 Strategic Plan;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College hereby approve the 2021-24 Strategic Plan;

BE IT FURTHER RESOLVED that the Board of Trustees authorize the College’s Administration to take all steps necessary to effectuate the terms of this resolution.

2. Resolution Authorizing Renewal of Agreement Between Hudson County Community College and West New York Board of Education

WHEREAS, Hudson County Community College (“College”) desires to renew its Agreement (“Agreement”) with the West New York Board of Education (“WNYBOE”) for the delivery of dual credit instruction; and,

WHEREAS, the College agrees to provide dual credit instruction in selected college courses for high school students enrolled in Memorial High School; and,

WHEREAS, the term of the Agreement is September 1, 2021 through June 30, 2022; and,

WHEREAS, WNYBOE will be billed for tuition costs directly by the College for the students participating in dual credit instruction; and,

WHEREAS, the Administration, and the Academic and Student Affairs Committee, recommend this Agreement;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College approve the renewal of the Agreement between Hudson County Community College and West New York Board of Education of West New York, New Jersey, retroactive to September 1, 2021.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the Administration to take all steps necessary to effectuate the terms of this resolution.

3. Resolution Authorizing Affiliation Agreement Between Hudson County Community College and The New Jersey Imaging Network for Clinical Experiences in Radiography

WHEREAS, Hudson County Community College (“College”) offers a Radiography Program (“Program”) through its Division of Nursing and Health Sciences; and,

WHEREAS, the Program includes a clinical experience component; and,

WHEREAS, the Program requires additional sites at which its students can fulfill the requisite clinical experiences; and,

WHEREAS, The New Jersey Imaging Network (“TNJIN”) has the capacity to meet the needs of the Program; and,

WHEREAS, Hudson County Community College seeks to enter into an Affiliation Agreement (“Agreement”) with TNJIN whereby students enrolled in the Program will be able to complete clinical experiences, effective upon approval; and,

WHEREAS, this Agreement will remain in effect for the term established in the Agreement unless otherwise terminated by either party in accordance with the parameters established in the Agreement; and,

WHEREAS, the Administration, and Academic and Student Affairs Committee, recommend the Agreement between Hudson County Community College and the TNJIN;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College approve the Agreement between Hudson County Community College and The New Jersey Imaging Network, effective upon approval.

BE IT FURTHER RESOLVED that the Board of Trustees authorize the College’s Administration to take all steps necessary to effectuate the terms of this resolution.

4. Resolution Authorizing the Suspension of Enrollment in Two Academic Programs

WHEREAS, Hudson County Community College (“College”) aims to provide high-quality educational opportunities that promote student success and meet the needs of the College’s community; and,

WHEREAS, the College periodically reviews its inventory of programs in order to optimize its resources; and,

WHEREAS, external factors have negatively affected our ability to help students most effectively meet their academic and professional goals in two academic programs: Proficiency Certificate in EMT, and Academic Certificate in Paramedic Science (“Academic Programs”); and,

WHEREAS, the College proposes suspending new enrollment in these programs, effective as of the Spring 2022 Academic Term; and,

WHEREAS, the Administration, and Academic and Student Affairs Committee, recommend the suspension of enrollment in these academic programs, effective as of the Spring 2022 Academic Term;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Hudson County Community College hereby approve the suspension of enrollment in these academic programs;

BE IT FURTHER RESOLVED that the Board of Trustees authorize the College’s Administration to take all steps necessary to effectuate the terms of this resolution.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees approve the recommendations of the President, the Administration, and the Academic and Student Affairs Committee as outlined above in **Item IX. Academic and Student Affairs Recommendations 1-4:**

(1) Resolution to Approve the 2021-24 Strategic Plan; (2) Resolution Authorizing Renewal of Agreement Between Hudson County Community College and West New York Board of Education; (3) Resolution Authorizing Affiliation Agreement Between Hudson County Community College and The New Jersey Imaging Network for Clinical Experiences in Radiography; and, (4) Resolution Authorizing the Suspension of Enrollment in Two Academic Programs.

INTRODUCED BY: Pamela Gardner

SECONDED BY: Silvia Rodriguez

DATE: September 14, 2021

Doria, Joseph	<u>AYE</u>
Fahrenheit, Karen	<u>AYE</u>
Galvin, Adamarys	<u>AYE</u>
Gardner, Pamela	<u>AYE</u>
Kenny, Roberta	<u>AYE</u>
Lee, Bakari	<u>AYE</u>
Peña, Jeanette	<u>AYE</u>
Rodriguez, Silvia	<u>AYE</u>
Stahl, Harold	<u>AYE</u>
Netchert, William, Chair	<u>AYE</u>

10 Aye 0 Nay
*****RESOLUTION ADOPTED*****

Jennifer Oakley September 14, 2021
 Signature of Recorder Date



HUDSON
COUNTY
COMMUNITY COLLEGE

HUDSON IS HOME!

2021-24 Strategic Plan





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Hudson is Home! is dedicated to our students
— past, present and future.



Letter from the President



Dear Hudson County Community College Students, Faculty, Staff, Trustees, Partners, and Friends,

Hudson County Community College's 2021-24 Strategic Plan, *Hudson is Home!*, is inspired by, and dedicated to, our students. The phrase *Hudson is Home!* embodies the collective voice of our students as they regularly use these words to describe their feelings about the College. To students, Hudson County Community College is not only a place where they grow intellectually, but also a place where they feel cared for, develop confidence, dream about their futures, make friends, lead their peers, celebrate life's peaks, and support one another through life's valleys. *Hudson is Home!* embodies the College's commitment to growing and sustaining that sense of compassion and belonging students feel.

Facilitating this culture of care is central to the realization of the Mission, Vision, and Values of Hudson County Community College. Ensuring the personal, academic, and professional success of our students, faculty, and staff is the driving force behind the thinking of this Strategic Plan and the actions catalyzed by those thoughts.

Hudson is Home! speaks to the palpable sense of engagement and care that our students and members of the College community feel at HCCC. The unifying thread binding the thoughts and actions of the 2021-24 Strategic Plan is *Passion*: passion for the comprehensive community college mission, passion for our students' success, passion for the diversity comprising the fabric of our community, passion for teaching, passion for learning, and *compassion* for one another.

Never has this compassion been more pronounced than during the "twin pandemics" of COVID-19 and racial and social violence and injustice. In response to both, students, faculty, staff, and trustees came together as one community in which all members of the HCCC Family supported one another.

The effects of the COVID-19 pandemic and protests against racial and social violence and injustice are interwoven throughout *Hudson is Home!* Like the College community itself, the 2021-24 Hudson County Community College Strategic Plan encourages the HCCC community to unite and multiply our collective strengths, and mitigate our shared challenges. The HCCC 2021-24 Strategic Plan reflects lessons learned and our resilience as a community.

I am proud to serve Hudson County Community College as your President, and to call HCCC my home!

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris", written over a light blue horizontal line.

Christopher M. Reber
President

Introduction



Hudson County Community College's 2016-21 Strategic Plan, *An Institution of First Choice*, was developed under the leadership of HCCC's long-serving President, Dr. Glen Gabert, and included three areas of priority: Learning Effectiveness and Student Success, Organizational Development and Accountability, and Community Engagement. In support of these three priorities, seven goals were established: Academic Excellence, Student-Centered Services, Performance-Based Culture, Employee Development, Institution Building and Resources, Community Partnerships, and Communication.

Guided by the goals of the 2016-21 Strategic Plan, Hudson County Community College developed new academic programs and revised existing programs in accordance with student interest and labor market demand; established the HCCC School of Nursing and HCCC School of Radiography; positioned the Library as a full partner in the teaching mission of the College; enhanced customer service and communication for students; increased students' financial literacy; implemented assessment activities for operational units and academic programs; increased professional development opportunities for employees; expanded employee recognition programs; continued to build the physical campus and maintained a facilities master plan; promoted community involvement through Cultural Affairs activities; expanded the number of transfer pathways available to students; advanced alumni relations efforts; and facilitated the efficient dissemination of information College-wide using technology, among many other outcomes and accomplishments.

In December 2017, after 25 years leading Hudson County Community College, President Glen Gabert announced his retirement, effective June 30, 2018. Dr. Gabert's exemplary record of leadership and service to Hudson County Community College created a legacy and lasting foundation for the College's continued excellence and growth in service to our students and College Mission.

Under the leadership of Trustee Kevin Callahan, an external recruitment firm was engaged and a Presidential Search Committee consisting of trustees, students, faculty, and staff was formed.

The College and its Board of Trustees sought a leader who could bring Hudson County Community College to new levels of excellence in achieving its Mission. Specifically, the College and its Board were seeking an experienced and distinguished leader who was passionate about the mission of community colleges; understood the unique needs of and opportunities afforded by a community college situated in a deeply urban area; embraced the College's students and their stories; advocated the principles of diversity, equity and inclusion; championed community colleges shifting from prioritizing access to prioritizing equity; recognized the interconnection between students' performance inside the classroom and their basic needs being met outside of the classroom; and positioned Hudson County Community College for growth in the years and decades to come.

The next President of Hudson County Community College would be a leader who could bring people along and build a true community of students, faculty, and staff. The next President of Hudson County Community College would be someone who could anchor the future growth of the College in its history and existing strengths while advancing opportunities to achieve recognition as a leader in the community college sector. The College found this leader in Dr. Christopher M. Reber.

Dr. Reber began his tenure as Hudson County Community College's sixth president in July 2018. In the three years President Reber has been leading HCCC, two overarching priorities have emerged: student success, and diversity, equity and inclusion. These priorities provide a shared vision for the future direction of the College as well as an organizing framework for all of the College's goals and initiatives.

The overarching priority of student success addresses the College's commitment to moving the proverbial needle on key student success metrics such as engagement, persistence, completion, and transfer in order to ensure equitable outcomes for all students.

The overarching priority of diversity, equity and inclusion encompasses the College's commitment to ensuring all members of the College community feel heard, seen, and valued. *Hudson is Home!* represents the culmination of more than two years of work centered on strategic planning.

In 2019, the College's accreditation was fully reaffirmed by its institutional accreditor, the Middle States Commission on Higher Education (MSCHE). In its report, the MSCHE visiting team commended HCCC for its strategic planning efforts, its commitment to transparent communication and fostering a climate of respect, its development of academic programs and courses designed to meet students' needs, its use of high-impact practices designed to help address students' financial needs, its advancement of a culture of assessment, and its collaborative approach to budget development. Middle States also offered suggestions regarding how those strengths could be leveraged further.

In 2019, the Division of Academic Affairs developed HCCC's 2020-23 Academic Master Plan. The Academic Master Plan contains three strategic directions framed around advancing a culture of care, with a strong focus on equity and student success through faculty engagement, collaborative pathways, and partnerships.

Much of the strategic work that has occurred over the past two years focused on the goals established by HCCC's Board of Trustees: student success; diversity, equity and inclusion; equity in employee compensation and professional development; and capital projects for future success and sustainability.

In 2020, the College community engaged in a review and update of the College's Mission, Vision, and Values Statements. The updated Mission, Vision, and Values articulate themes that permeate this strategic plan, including a commitment to delivering a high-quality educational experience, celebrating diversity, ensuring students' success, and fostering a culture of care. The new Vision Statement was organized specifically around the phrase "HUDSON CARES."

While the Academic Master Plan was in development and the Mission, Vision, and Values Statements were being updated, two other vital strategic planning processes were underway.

In 2019, under President Reber's leadership, HCCC joined *Achieving the Dream*, a national reform network of high-achieving community colleges focused on improving equitable outcomes for students that are informed by data and best practices. In joining *Achieving the Dream*, HCCC sought to adopt a laser-like focus on student success and continuous improvement around key student success metrics such as engagement, persistence, and completion.

HCCC's *Achieving the Dream* "Student Success Dream Team," comprised of students, faculty, and staff, developed a Student Success Action Plan with two overarching goals. Both Student Success goals focus on improving the persistence and completion rates of all students by identifying and closing equity gaps. The first goal is specifically focused on closing equity gaps experienced by students enrolled in English as a Second Language (ESL) and Academic Foundations coursework. The second goal focuses on addressing all students' academic and non-academic needs through increasing students' access to programs and services.



The President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) was also formed in 2019. Comprised of approximately 40 students, faculty, staff, alumni, trustees, and external community members, PACDEI administered a College-wide climate survey to students, faculty, staff, and trustees in Fall 2019. The results of the survey were shared with all members of the College community. Three goals emerged from College-wide roundtable discussions about the survey results, and a fourth goal was later added to connect the work of PACDEI to the work of the Student Success Dream Team more explicitly.

PACDEI's goals center on creating DEI infrastructure and developing training, programs, and initiatives across the College; weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotion considerations, and succession planning; creating clear

and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality; and building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation. Throughout 2020-21, PACDEI developed a comprehensive Diversity, Equity, and Inclusion (DEI) Action Plan around each of these goals.

The themes that permeate each of the strategic planning efforts described above are echoed throughout the 2021-24 Strategic Plan. By design, the 2021-24 Strategic Plan reflects core priorities of the institution that have been developed and refined over the past two years. The various synergies among the 2021-24 Strategic Plan and the Academic Master Plan; Board of Trustee Goals; updated Mission, Vision, and Values Statements; PACDEI Goals; DEI Action Plan; and Student Success Action Plan are represented in *Appendix A*.

Strategic Planning Process



In early 2021, Hudson County Community College began the process to develop the College's 2021-24 Strategic Plan. To facilitate the development of the Strategic Plan, the College retained the services of Dr. James Davy, Director of the Center for Applied Appreciative Inquiry at Rutgers University–Newark. Dr. Davy's approach is aspirational and results-driven and yielded a plan imbued with the same attributes.

As a guiding framework, appreciative inquiry leverages strengths to drive future growth and success. The College and Dr. Davy's philosophies aligned insofar as both philosophies espouse that people are more likely to find value in, and commit to, what they help create. Dr. Davy's approach complemented HCCC's desire for broad stakeholder engagement and President Reber's inclusive style of servant leadership.

A "Kickoff Meeting" with President Reber, the Cabinet, Executive Director of Institutional Planning and Research, John Scanlon, and Dean of Academic Affairs and Assessment, Dr. Heather DeVries, was held in March 2021. The Kickoff Meeting reviewed the tenets

of appreciative inquiry and the iterative nature of the development process. At the Kickoff Meeting, membership for a Core Planning Team was identified. The Core Planning Team would include wide-ranging representation from across the internal and external College community. The Core Planning Team included HCCC students, alumni, senior leadership, faculty, staff, representatives from each of the College's four Collective Bargaining Units, and partners from school districts. The voices and perspectives of students and alumni were especially vital to the development of the 2021-24 Strategic Plan. In total, the Core Planning Team consisted of approximately 50 members.

The Core Planning Team was charged with shepherding the development process at every step, garnering participation from the College community in the open forum and summit activities; reviewing data; determining the overarching strategic directions of the Plan; clarifying the scope of the strategic directions; and identifying specific strategic initiatives that supported the realization of the strategic directions.



The Core Planning Team was also tasked with developing action plans for each strategic initiative and ensuring alignment among the strategic directions and other strategic planning documents developed over the past two years (i.e., the Board of Trustee Goals; Academic Master Plan; Goals of the President’s Advisory Council on Diversity, Equity and Inclusion; DEI Action Plan; updated Mission, Vision, and Values Statements; and Student Success Action Plan).

To engage the College community, the Core Planning Team scheduled three open fora in April and May 2021, and served as a test group for the interview questions that would be used at the open fora. The open fora focused on the College community’s identification of Strengths, Opportunities, Aspirations, and Results (SOAR).

At these SOAR fora, participants were asked to identify the College’s strengths and opportunities for growth, and then describe their own aspirations for the College’s future and their desired results. In total, over 100 individuals from HCCC’s internal and external communities participated in the SOAR fora. A fourth SOAR forum was held specifically for the College’s trustees. Following the completion of the SOAR fora, the data were compiled and shared with the Core Planning Team for analysis.

At the end of May 2021, the Core Planning Team held its second meeting. At this meeting, the members combed through the data and devised five strategic directions centered on themes of leveraging data-informed student success practices; celebrating and advancing diversity, equity and inclusion principles in all forms; aligning academic programs and workforce credentials

with labor market and community demand; providing robust professional development for faculty and staff; and implementing facilities and technology that meet the needs of the College and the community. These five strategic directions would provide the basis of the plan’s remaining elements.

Following the development of the five strategic directions, a College-wide Strategic Planning Summit was held in early June 2021. Approximately 50 members of the College community participated. The objective of the Summit was to identify potential College-wide initiatives that would support the realization of each strategic direction.

A comprehensive list of more than 30 proposed strategic initiatives resulted from the Summit. Initiatives were grouped by strategic direction, and members of the Core Planning Team eventually arrived at consensus around those proposed strategic initiatives that would be included in the final 2021-24 Strategic Plan.

During two half-day sessions comprising its third meeting, the Core Planning Team refined the strategic initiatives, developed an action plan that would bring each strategic initiative to fruition, and identified timelines and metrics for assessment. The final document containing the strategic directions, strategic initiatives, and action plans for each strategic initiative was reviewed by the President and members of the Cabinet. The final draft of the 2021-24 Strategic Directions was shared with the College’s trustees during their annual Board of Trustees and Presidential Retreat in July 2021. The 2021-24 Strategic Plan was adopted and approved by the Board of Trustees in September 2021.

Timeline of Strategic Plan Development

February 16, 2021	Dr. James Davy approved by HCCC Board of Trustees as consultant for the development of HCCC's 2021-24 Strategic Plan
March 22, 2021	Kickoff Meeting with President Reber, Cabinet, and Others
April 5, 2021	Core Planning Team Meeting #1
April 6, 2021	SOAR Forum #1
April 9, 2021	SOAR Forum #2
April 13, 2021	SOAR Forum for Trustees
May 4, 2021	SOAR Forum #3
May 19, 2021	Core Planning Team Meeting #2
June 3, 2021	Strategic Planning Summit
July 8, 2021	Core Planning Team Meeting #3 (Part 1)
July 12, 2021	Core Planning Team Meeting #3 (Part 2)
July 19, 2021	Final Editing Session by Cabinet
July 29, 2021	Draft of 2021-24 Strategic Directions shared with HCCC Trustees at 2021 Board of Trustees and Presidential Retreat
September 14, 2021	2021-24 Strategic Plan adopted and approved by HCCC Board of Trustees

Members of the Core Planning Team

AREA REPRESENTED/ FUNCTIONAL AREA	REPRESENTATIVE	TITLE
Academic Affairs	Dr. Heather DeVries	Dean of Academic Affairs and Assessment
Academic Affairs	Dr. Burl Yearwood	Associate Dean of STEM
Achieving the Dream	Dr. Mary Fifield	Leadership Coach
Achieving the Dream	Dr. Rene Garcia	Data Coach
Admissions/Enrollment	Wajia Zahur	Assistant Director, Admissions
All College Council (ACC)	Dr. Shannonine Caruana	Chair, All College Council Development and Planning Standing Committee
Alumni Representative	Betsy Apena	Alumna
Alumni Representative	Mary Mercado	Alumna
Alumni Representative	Bladimir Quito	Alumnus
Alumni Representative	LaTrenda Ross	Alumna
Cabinet Member	Dr. Chris Reber	President
Cabinet Member	Dr. Nicholas Chiaravalloti	Vice President for External Affairs and Senior Counsel to the President
Cabinet Member	Lisa Dougherty	Vice President for Student Affairs and Enrollment
Cabinet Member	Dr. Darryl Jones	Vice President for Academic Affairs
Cabinet Member	Anna Krupitskiy	Vice President for Human Resources
Cabinet Member	Yeury Pujols	Executive Director of the North Hudson Campus; Vice President for Diversity, Equity and Inclusion (as of 7/1/21)
Cabinet Member	Veronica D'Alessandro Zeichner	Vice President for Business and Finance and Chief Financial Officer
Center for Academic and Student Success	Jonathan Bowman	Academic Advisor
Center for Online Learning	Dr. Robert Kahn	Interim Executive Director, Center for Online Learning
Center for Teaching, Learning, and Innovation	Dr. Paula Roberson	Director, Center for Teaching, Learning, and Innovation
Collective Bargaining Unit - Academic Administrators Association	Jose Lowe	President, Academic Administrators Association and Director of Educational Opportunity Fund
Collective Bargaining Unit - Adjunct Faculty Federation	Raffi Manjikian	Member, Adjunct Faculty Federation and Adjunct Instructor, STEM
Collective Bargaining Unit - Faculty Professional Association	Dr. Jeanne Baptiste	Member, Faculty Professional Association and Instructor, English
Collective Bargaining Unit - Support Staff Federation	Dorothea Graham-King	President, Support Staff Federation and Administrative Assistant, Research and Planning
Communications	Jennifer Christopher	Director of Communications

Members of the Core Planning Team

AREA REPRESENTED/ FUNCTIONAL AREA	REPRESENTATIVE	TITLE
Continuing Education and Workforce Development	Lori Margolin	Associate Vice President for Continuing Education and Workforce Development
Early College Program	Jennifer Rodriguez	Coordinator of Early College Programs
Educational Opportunity Fund	Knight Ambubuyog	Assistant Director, Educational Opportunity Fund
External Partner (K-12) – Hudson County Schools of Technology	Dr. Joseph Sirangelo	Director of Planning, Research, and Evaluation, Hudson County Schools of Technology
External Partner (K-12) – Jersey City Board of Education	Jaime Morales	Secondary Division Director, Jersey City Board of Education
Facilities	Ilya Ashmyan	Executive Director of Engineering and Operations
Faculty	Kathryn Buckley	Assistant Professor, Academic Foundations English
Faculty	Lester McRae	Assistant Professor, Accounting
Finance	Geoffrey Sims	Controller
Financial Aid	Maribel Bozoglu	Student Financial Assistance Specialist
Grants	Sean Kerwick	Grants Officer
Human Resources	Anshuma Jain	Human Resources Administrator
Information Technology Services	Patricia Clay	Chief Information Officer
Institutional Research and Planning	John Scanlon	Executive Director of Institutional Research and Planning
Library	Jennie Pu Jing Yang	Dean of Libraries Director of Technology
Public Safety and Security	Jack Quigley	Executive Director of Public Safety and Security
President's Advisory Council on Diversity, Equity and Inclusion	Veronica Gerosimo	Assistant Dean of Student Life and Leadership
Student	Angel Beebe	Student Government Association, President
Student	Jasmine Ngin	Student Government Association, Alumni Advisor
Student Affairs/Hudson Helps	Dr. David Clark	Associate Dean of Student Affairs
Student Life and Leadership	Angela Tuzzo	Associate Director of Student Life and Leadership
Student Success "Dream Team"	Dr. Sheila Dynan	Co-Chair, HCCC "Dream Team" and Associate Dean of Academic and Student Success
Testing and Assessment	Darlery Franco	Assistant Dean of Testing and Assessment and Coordinator, Multiple Measures
Tutorial and Academic Support Services	Natalia Vazquez-Bodkin	Head Tutor, North Hudson Campus; Associate Director, Diversity, Equity and Inclusion (as of 8/11/21)

Executive Summary of 2021-24 Strategic Plan



Hudson County Community College's 2021-24 Strategic Plan, *Hudson is Home!*, encompasses the shared vision of the College community. As its guiding principle, it adopts an aspiration to reach new levels of excellence in realizing the College's Mission to provide its diverse communities with inclusive, high quality educational programs and services that promote student success and upward social and economic mobility.

In support of that Mission, the 2021-24 Strategic Plan includes five strategic directions to guide the College into its next phase of excellence:

- Strategic Direction 1: A Culture of Student Success and Completion Grounded in Data and Best Practices
- Strategic Direction 2: A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms
- Strategic Direction 3: Innovative Programming for Students Aligned with Workforce and Community Needs
- Strategic Direction 4: Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices
- Strategic Direction 5: Facilities and Technology that Serve the College and Community

The 2021-24 Strategic Plan was developed through a collaborative process that engaged internal and external stakeholders. Each strategic direction is supported by multiple strategic initiatives that will bring the strategic direction to fruition. An Action Plan that contains specific action steps, timelines for implementation, and associated outcomes and metrics accompanies each strategic initiative.

The 2021-24 Strategic Plan aligns with the extensive strategic planning work that has been completed to date for the College's *Achieving the Dream* and President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) initiatives, integrated with planning in the Division of Academic Affairs, and the College-wide review and update of the HCCC Mission, Vision, and Values Statements.



Mission

Hudson County Community College provides its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility.

Vision

As one of the nation's leading and most diverse urban community colleges, we aspire to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County.

Values

Hudson County Community College is committed to these values:

Holistic Services

Understanding through Data

Diversity, Equity and Inclusion

Student Success

Open to All

National Distinction

Collaboration and Engagement

Academic Excellence

Responsible Stewardship of Resources

Ethical Behavior, Integrity, and Transparency

Support of Innovation and Leadership

Hudson County Community College Strategic Directions

Strategic Direction 1: A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Hudson County Community College's commitment to student success is inherently and inextricably linked to its success as an institution; our students' success is our success.

In 2019, Hudson County Community College joined *Achieving the Dream*, a national reform network whose mission is to help community colleges adopt data-informed best practices that will improve student engagement, retention, and completion metrics. Joining *Achieving the Dream* signified the College's adoption of a laser-like focus on student success and "moving the needle" on its engagement, retention, and completion metrics. Part of *Achieving the Dream's* data-informed approach involves the disaggregation of data. Disaggregating data, or analyzing one metric,

such as retention rate, by different characteristics (e.g., student age, race/ethnicity, Pell Grant eligibility, full- or part-time attendance), is vital to the identification and resolution of equity gaps.

As part and parcel of its focus on student success, Hudson County Community College recognizes that students' performance inside of the classroom is strongly linked to their ability to satisfy their basic needs, including food, shelter, and a sense of safety.

In response to the COVID-19 pandemic, HCCC implemented a laptop loaner program that, to date, has made over 1,100 devices available to students. In collaboration with the Culinary Arts Institute, HCCC's food pantries distributed over 5,500 re-heatable meals

since September 2020. HCCC expanded its capacity to deliver mental health counseling services through partnerships with *TalkCampus* and graduate-level Social Work programs. While these actions were taken in response to the COVID-19 pandemic, they have become an integral part of the College's culture of compassion and regular operations.

Strategic Direction 1 builds on this foundation. Through its strategic initiatives, Strategic Direction 1 focuses on promoting equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations; making data more accessible to faculty and staff; developing and enhancing sustainable resources for continuous improvement of student support programs and practices; and implementing a holistic support program for greater student success.





Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Central to Hudson County Community College's shared vision for excellence is a commitment to exercising the principles of diversity, equity and inclusion. HCCC's commitment to diversity, equity and inclusion through its policies and practices is another dimension of the College's culture of care and compassion.

There is perhaps no more salient example of this culture of compassion than the College's commitment to keeping students and employees whole during the pandemic. HCCC did not furlough or lay off employees. HCCC forgave \$4.8 million in outstanding student balances between the Spring 2020 and Spring 2021 semesters. Students, faculty, and staff were held harmless throughout the pandemic if they needed to take care of themselves or their loved ones.

In response to the "twin pandemics" of COVID-19 and racial and social violence and injustice, the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) organized programming and offered safe spaces where members of the HCCC community could be heard and heal. In essence, PACDEI ensured members of the College community felt cared for and secure. Through its Return to Campus Task Force, Hudson County Community College provided access

to COVID-19 vaccine appointments for eligible students, faculty, staff, trustees, and members of the general community at its North Hudson Campus in partnership with the North Hudson Community Action Corporation (NHCAC). In total, the NHCAC administered approximately 50,000 doses of the COVID-19 vaccine, mostly at the North Hudson Campus.

Strategic Direction 2 builds on this foundation. Through its strategic initiatives, Strategic Direction 2 focuses on assessing and revising course curricula to ensure a diversity of voices and perspectives; developing a workforce that reflects the diversity of Hudson County Community College's students by leveraging diverse, equitable, and inclusive hiring and promotion practices; and assessing and implementing opportunities and recommendations for employee classification, compensation, and equity.



Strategic Direction 3: Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

As a comprehensive, urban institution, Hudson County Community College provides high-quality educational experiences that lead to robust transfer opportunities and gainful employment for its students. Promoting upward social and economic mobility is at the core of the College's mission. The attainment of a credential, and the academic and employment opportunities it provides, is a powerful force. It represents the actualization of an individual's, and often an entire community's, hopes, dreams, and goals, and sets a profound example for others of the transformative power of education. Programs that facilitate transfer and gainful employment have the power to improve students' lives.

The transformative power of programs, whether academic or workforce-oriented, is realized most fully through partnerships between functional areas at the

College, between the College and local industry, and between the College and public and private entities.

In 2019, Hudson County Community College launched its first apprenticeship program in partnership with Eastern Millwork, Inc. The program allows students to pursue an Associate of Applied Science degree in Advanced Manufacturing while simultaneously maintaining full-time employment, with full salary and benefits, as an apprentice at Eastern Millwork, Inc.

Partnerships are also crucial for other forms of service learning such as internships, externships, and the articulation of credit for prior learning.

The College has partnered with local labor unions – the International Brotherhood of Electrical Workers Local 164, and the International Union

of Operating Engineers Local 825 – to provide credit for prior learning in the HCCC associate degrees in Construction Management and Technical Studies, respectively. Most recently, the College has established two additional partnerships focused on providing academic and workforce pathways for individuals who are currently or were previously incarcerated.

In response to the unemployment crisis induced by the COVID-19 pandemic, the College developed a project proposal, *Gateway to Innovation*, aimed at revitalizing the Hudson County workforce ecosystem. The College's proposal was funded by JPMorgan Chase through a grant of \$850,000, which is the single largest corporate grant the College has ever received.

The COVID-19 pandemic had particularly devastating effects on the culinary and hospitality management industries. In response, the College developed a Certificate in Culinary Business Innovation with the purpose of providing support to individuals in these industries who wanted to enhance or refresh their skill sets.

Strategic Direction 3 builds on this foundation. Through its strategic initiatives, Strategic Direction 3 focuses on assessing and revising course curricula, and degree and certificate programs to address workforce and community needs; developing and expanding the number of articulation agreements that align non-credit and credit programs, and pathways from high schools, to HCCC, and on to four-year colleges and universities; establishing flexible, short-term credential programs; and increasing opportunities for service learning.





Strategic Direction 4: Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Students' success is at the core of the College's success as an institution. In order to best serve students, fulfill the College's mission, and live the College's values, faculty and staff must feel supported personally and professionally. Professional development, in all of its forms, is a key component to achieving new levels of excellence as an institution.

At this historical moment, professional development, centered on topics related to mental health and wellness, is critical. Throughout the "twin pandemics" of COVID-19 and racial and social violence and injustice, students, faculty, and staff were encouraged to make their own mental health and wellness a priority. The College continues to make resources available to faculty and staff and access to mental health and wellness support. First Aid, CPR, and mental health first aid training are also important so students, faculty, and staff can better support others.

Hudson County Community College has two offices dedicated to professional development: the Office of Faculty and Staff Development in the Office of Human Resources, and the Center for Teaching, Learning, and Innovation in the Division of Academic Affairs. Together, these two offices provide trainings, including implicit bias workshops, and programs across a variety of topics such as "Multicultural Education and Equity Pedagogies," "Utilizing Support Services to Boost Student Performance," and "Leveling the Playing Field through Universal Design."

The College also supports faculty and staff participation in regional and national conferences as attendees and presenters. In 2020, the College supported the attendance of 27 students, faculty, and staff at the annual *Achieving the Dream* international conference. The College has also championed robust attendance by students, faculty, and staff at conferences hosted

by the Association of Community College Trustees, the American Association of Community Colleges, and the Hispanic Association of Colleges and Universities, among others.

Strategic Direction 4 builds on this foundation. Through its strategic initiatives, Strategic Direction 4 focuses on professional development opportunities that enhance

the individual skill and growth needs of faculty and staff to promote student success; comprehensive professional development for faculty and staff in interventions to promote the College's culture of care; and creating and supporting opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.





Strategic Direction 5: Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College's technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Facilities, and how they are furnished and maintained, are a physical manifestation of the College's mission to provide a high-quality experience for students and community members. The College's physical and now virtual spaces have the power to communicate a sense of belonging for all members of the College community.

During the COVID-19 pandemic, HCCC's faculty found innovative ways to deliver a high-quality educational experience in order to ensure students were able to make progress toward their academic goals. New technology that facilitated robust teaching and learning was installed throughout HCCC's campuses. This included immersive telepresence video systems, microphones, document cameras, special whiteboards, and virtual desktop infrastructure to provide seamless

access to software. Support services and business operations were also enhanced by new technology as all support services and business operations were delivered remotely during the pandemic.

Strategic Direction 5 builds on this foundation. Through its strategic initiatives, Strategic Direction 5 focuses on instituting technological best practices for improved teaching, learning, business operations, and services; expanding high-quality and diverse remote, online and hybrid learning modalities; improving remote learning support and services to enhance student experiences and outcomes; and constructing and occupying the Academic Tower, which has been designed to promote current and new opportunities for College growth and excellence.

Strategic Initiatives and Action Plans



Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Strategic Initiative 1:

Promote equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that the Hudson County Community College experience provides students with tools, strategies, and inspiration that will promote successful outcomes for professional and personal achievements and satisfaction.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Department of Cultural Affairs
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Division of Continuing Education and Workforce Development
- Division of Student Affairs and Enrollment
- Hudson Helps Resource Center
- Libraries
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Institutional Research and Planning
- Office of International Student Services
- Office of Student Life and Leadership
- Office of Veterans Services
- President’s Advisory Council on Diversity, Equity and Inclusion
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- African American Outreach Committee
- Child Care Facilities
- Hudson County Department of Corrections
- Hudson County Department of Housing and Community Development
- Hudson County Office of Veterans Affairs
- Hudson County Economic Development Corporation
- Hudson County Municipalities
- Hudson Helps Partner Agencies
- Jersey City Housing Authority
- Jersey City Office of Diversity and Inclusion
- Labor Unions
- Latino Advisory Council
- New Jersey Reentry Corporation
- New Jersey Statewide Hispanic Chamber of Commerce

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS
1. Disaggregate and assess data to identify equity gaps for improving student success and completion.	Underway	Ongoing	Identification of equity gaps.
2. Develop strategic recruitment, retention, and completion roadmaps that are data-informed and focused on specific student populations.	Spring 2022	Summer 2023	Development of roadmaps. Determination of baselines and establishment of goals. Identification of owners for each roadmap.
3. Execute plans for each student population.	Fall 2023	Ongoing	Narrowing of equity gaps.

Strategic Initiative 2:

Develop, refine, and continuously improve a user-friendly system and platform for making data more accessible to faculty and staff.

Purpose of the Strategic Initiative:

The purpose of this initiative is to make it easier for the College's stakeholders to access data for decision-making and assessment.

Organizational Unit Responsible for Implementation:

- Office of Institutional Research and Planning

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Business and Finance
- Division of Student Affairs and Enrollment
- Office of Diversity, Equity and Inclusion
- Office of Enrollment Services
- Office of Human Resources
- Office of Information Technology Services

Partnering External Agencies/Organizations:

- Achieving the Dream
- Anthology/Involved
- Campus Works
- Community College Research Center
- Ellucian Enterprise Systems
- National Student Clearinghouse
- New Jersey Council of County Colleges
- Institutional Research Affinity Group

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS
1. Assess the current systems and processes for housing, accessing, and governing data.	Fall 2021	Spring 2022	Assessment report.
2. Research, evaluate, and recommend technologies and process improvements to make data more accessible, useful, and accurate.	Spring 2022	Summer 2022	Identification of optimal technology and process improvements. Engagement of faculty and staff in process.
3. Implement a user-friendly solution for accessible data.	Fall 2022	Spring 2023	Number of users and frequency of access. Comprehensive data dictionary and glossary. Reduction in ad-hoc data requests. User satisfaction surveys. Ongoing user training.

Strategic Initiative 3:

Develop and enhance sustainable resources for continuous improvement of student support programs and practices.

Purpose of the Strategic Initiative:

The purpose of this initiative is to increase external investments in order to sustain a culture of care and inclusivity.

Organizational Unit Responsible for Implementation:

- Office of Advancement and Communications

Partnering Organizational Units/ Parties for Implementation:

- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Division of Student Affairs and Enrollment
- Hudson County Community College Alumni Association
- Hudson Helps Resource Center
- Office of Accessibility Services
- Office of Career Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Human Resources
- Office of Mental Health Counseling and Wellness
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- Hudson County Community College Foundation
- Hudson County Department of Family Services

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Empower the Office of Advancement and Communications to lead continuous improvement of external resource development.	Underway	Fall 2024	Increased funding from gifts and grants. Preparation for launch of the College's first comprehensive capital campaign.
2. Develop, implement, and continuously improve marketing and communication to internal and external audiences in order to achieve increased investment and support.	Underway	Ongoing	Enhanced market penetration, institutional profile, and community awareness of student success initiatives. Increased external funding.

Strategic Initiative 4:

Implement a holistic support program for greater student success.

Purpose of the Strategic Initiative:

The purpose of this initiative is to support and improve student success outcomes by scaling the Educational Opportunity Fund holistic support model to benefit all students. This model seeks to remove barriers to student success by employing student mentoring and high-impact, high-touch supports.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- CARE Team
- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Educational Opportunity Fund
- Enrollment Management Council
- Hudson Helps Resource Center
- Office of Accessibility Services
- Office of the Bursar
- Office of Career Services
- Office of Early College Programs
- Office of Enrollment Services
- Office of External Affairs
- Office of Financial Aid
- Office of Human Resources
- Office of Information Technology Services
- Office of Institutional Research and Planning
- Office of Mental Health Counseling and Wellness
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- Campus Works
- Community Networking Association
- Hudson County K-12 Partners
- Hudson Helps Partner Agencies

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Reduce advisor-to-student ratio through grant-supported additional academic advisors and coaches.	Underway	Fall 2022	Improved fall-to-spring and fall-to-fall retention rates. Improved course and term level outcomes.
2. Recruit additional mental health counselors and case managers.	Underway	Ongoing	Improved ratio of mental health counselors and case managers to students.
3. Collaborate with consultants and partners to reimagine and redesign the advising process and identify a platform for case management.	Underway	Spring 2022	Improved student outcomes. Survey of student advising experiences.

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Strategic Initiative 5:

Assess and revise course curricula to ensure a diversity of voices and perspectives.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that Hudson County Community College’s courses and programs include diverse, equitable, and inclusive content and perspectives that create well-rounded and ethical citizens.

Organizational Unit Responsible for Implementation:

- Center for Teaching, Learning, and Innovation

Partnering Organizational Units/ Parties for Implementation:

- Adjunct Faculty Federation
- All College Council Academic Senate
- Curriculum and Instruction Committee
- Division of Academic Affairs
- Division of Continuing Education and Workforce Development
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Human Resources
- President’s Advisory Council on Diversity, Equity and Inclusion
- Professional Association

Partnering External Agencies/Organizations:

- Association of College and University Educators
- Center for Teaching, Learning, and Innovation External Advisory Board
- College and University Partners
- Hudson County K-12 Partners

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify and implement a framework that is consistent with the Hudson County Community College Mission and provides guidance for evaluating course and program content.	Fall 2021	Summer 2024	Increased Diversity, Equity and Inclusion perspectives in course and program content.
2. Identify a Diversity, Equity and Inclusion curriculum consultant to assist with the review of Hudson County Community College course offerings.	Fall 2021	Fall 2022	Successful completion of consultant engagement.

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
3. Engage faculty in a series of professional development workshops to promote the adoption of best practices for Diverse, Equitable, and Inclusive course content.	Fall 2021	Ongoing	Workshop evaluations.



Strategic Initiative 6:

Employ diverse, equitable, and inclusive hiring and promotion practices for the development of a workforce that reflects the diversity of Hudson County Community College students.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that Hudson County Community College students see themselves reflected in the Faculty and College leadership. Students are more successful when they have faculty, role models, and mentors who reflect their identity and lived experiences.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council
- Division of Academic Affairs
- Division of Business and Finance
- Division of Student Affairs and Enrollment
- Office of Accessibility Services
- Office of Career Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Faculty and Staff Development
- President’s Advisory Council on Diversity, Equity and Inclusion
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- College and University Professional Association for Human Resources
- Evergreen Consultants
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop and enhance practices for succession planning and internal employee advancement through a Diversity, Equity and Inclusion lens.	Underway	Ongoing	Development of succession and internal employee advancement plans. Development of a methodology to assess internal employee succession and advancement.
2. Develop a mechanism for collecting accurate job applicant demographics.	Fall 2021	Spring 2022	Implementation of mechanism.
3. Continuously improve external recruitment and hiring outcomes through a Diversity, Equity and Inclusion lens.	Underway	Ongoing	Evaluation of outcomes associated with new recruitment and hiring policy and procedures.
4. Ensure that position postings include the shared language of Diversity, Equity and Inclusion and promote the recruitment of diverse pools of qualified candidates.	Underway	Ongoing	Increased diversity of qualified candidate pools.

Strategic Initiative 7:

Assess and implement opportunities and recommendations for employee classification, compensation, and equity.

Purpose of the Strategic Initiative:

The purpose of this initiative is to evaluate opportunities and recommendations for Hudson County Community College employee classification, compensation, and internal equity for short-term and long-term viability; implement recommendations as appropriate.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council
- Division of Business and Finance
- Office of Diversity, Equity and Inclusion
- Office of Faculty and Staff Development
- President’s Advisory Council on Diversity, Equity and Inclusion
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- College and University Professional Association for Human Resources
- Evergreen Consultants
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Complete employee classification and compensation study.	Underway	Fall 2021	Delivery of consultant’s report.
2. Review and evaluate Evergreen report and recommendations.	Spring 2022	Fall 2022	Completed review of report and recommendations.
3. Implement action plan jointly with stakeholders.	Fall 2022	Ongoing	<p>Ongoing College-wide discussion (Town Hall meetings; Focus Groups; Collective Bargaining Units; All College Council).</p> <p>Adoption of a meaningful and sustainable action plan.</p> <p>Ongoing outcome and satisfaction assessments.</p>

Strategic Direction 3:

Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

Strategic Initiative 8:

Assess and revise course curricula, degree and certificate programs to address workforce and community needs.

Purpose of the Strategic Initiative:

The purpose of this initiative is to better align the career goals of students and academic pathways in order to promote career success.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

Partnering Organizational Units/ Parties for Implementation:

- Center for Academic and Student Success
- Division of Academic Development and Support Services
- Division of Continuing Education and Workforce Development
- Office of Career Services
- Office of Early College Programs
- Office of External Affairs
- Office of Financial Aid
- Office of Institutional Research and Planning
- Office of Student Life and Leadership

Partnering External Agencies/Organizations:

- External Workforce Partners
- Hudson County Economic Development Corporation
- Hudson County One Stop Career Center
- Hudson County/Jersey City Workforce Development Board
- Jersey City Employment and Training Program
- JPMorgan Chase
- New Jersey Community College Consortium for Workforce and Economic Development
- New Jersey Reentry Corporation
- New Jersey State Employment and Training Commission



ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Conduct an annual degree and certificate program audit.	Fall 2021	Ongoing	Alignment of programs and workforce/community needs.
2. Expand and further develop externship opportunities.	Fall 2021	Ongoing	Survey externship partners and students.
3. Schedule ongoing student meetings with career coaches and advisors.	Fall 2021	Ongoing	Student, career coach, and advisor focus groups.
4. Conduct periodic program reviews for continuous curricular and program improvement.	Fall 2022	Fall 2024	Analysis of program revisions and outcomes.



Strategic Initiative 9:

Develop and expand the number of articulation agreements that link and align non-credit and credit programs, and pathways to four-year colleges and universities.

Purpose of the Strategic Initiative:

The purpose of this initiative is to formalize the articulation process and increase pathways from non-credit to credit programs. This alignment will provide more opportunities for students’ educational progression, enabling them to develop and achieve long-term goals. Through this initiative, non-credit programs can be used as gateways to associate degrees and beyond.

Organizational Unit Responsible for Implementation:

- Division of Continuing Education and Workforce Development

Partnering Organizational Units/ Parties for Implementation:

- Division of Academic Affairs
- Division of Student Affairs and Enrollment
- Office of External Affairs

Partnering External Agencies/Organizations:

- Academic Program Advisory Groups
- College and University Partners
- Eastern Millwork, Inc.
- Goldman Sachs
- Hudson County K-12 Partners
- Hudson County Municipalities
- Hudson County Public Safety Training Center
- JPMorgan Chase
- New Jersey Community College Consortium for Workforce and Economic Development
- New Jersey Reentry Corporation
- Statewide Hispanic Chamber of Commerce
- Year Up New York New Jersey

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Review current articulation agreements.	Fall 2021	Ongoing	Assessment of current agreements. Identification of opportunities for additional agreements.
2. Survey best practices of other community colleges.	Fall 2021	Spring 2022	Completion of final report that identifies best practices and areas for improvement.
3. Assess current practices in Culinary Arts, Health Sciences, Education, and English as a Second Language.	Fall 2021	Ongoing	Pre- and post-analysis of current practices and future opportunities.
4. Develop new articulation agreements.	Fall 2021	Ongoing	Transfer rates to partnering educational institutions.

Strategic Initiative 10:

Establish flexible, short-term credential programs.

Purpose of the Strategic Initiative:

The purpose of this initiative is to address immediate workforce needs and to encourage students to pursue additional academic credentials at two- and four-year colleges and universities. This initiative will also include the growth and development of certificate programs, stackable credentials, and badges.

Organizational Unit Responsible for Implementation:

- Division of Continuing Education and Workforce Development

**Partnering Organizational Units/
Parties for Implementation:**

- Adjunct Faculty Federation
- All College Council
- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Office of Engineering and Operations
- Office of External Affairs
- Office of Information Technology Services
- Office of Marketing and Communications
- Office of Public Safety and Security
- Office of the Registrar
- Professional Association

Partnering External Agencies/Organizations:

- Credentialing Agencies
- Industry Experts and Corporate Partners
- JPMorgan Chase
- New Jersey Council of County Colleges
- New Jersey Division of Consumer Affairs

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify opportunities and make recommendations for new course content.	Fall 2021	Ongoing	Program alignment with industry standards.
2. Develop coursework and receive appropriate approvals.	Spring 2022	Ongoing	Completed course mapping.
3. Develop and execute a marketing plan.	Fall 2022	Ongoing	Increased enrollment in short-term credential programs.



Strategic Initiative 11:

Increase opportunities for service learning through apprenticeships, internships, externships, other high-impact experiences, and for the utilization of prior learning assessment.

Purpose of the Strategic Initiative:

The purpose of this initiative is to promote student engagement, retention, and completion through different forms of experiential learning, and to promote the recognition of experiential learning through various methods of Prior Learning Assessment.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Continuing Education and Workforce Development
- Hudson County Community College Alumni Association
- Office of Accessibility Services
- Office of Career Services
- Office of External Affairs
- Office of Human Resources
- Office of Institutional Research and Planning
- Office of the Registrar
- Office of Student Life and Leadership

Partnering External Agencies/Organizations:

- Achieving the Dream
- College and University Partners
- Council for Adult and Experiential Learning
- Hudson County Chamber of Commerce
- Hudson County Community College Foundation
- Year Up New York New Jersey

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Increase opportunities for, and awareness of, Prior Learning Assessment; incorporate opportunities into onboarding and advisement procedures.	Fall 2021	Ongoing	Marketing of Prior Learning Assessment opportunities. Revised onboarding and advisement procedure. Improved outcomes for students in relevant programs and courses.
2. Identify apprenticeship, internship, and externship opportunities.	Underway	Ongoing	Programs incorporating apprenticeships, internships, and externships. Community partnerships that result in apprenticeship, internship, and externship opportunities. Improved outcomes for students in relevant programs and courses. Impact of apprenticeships, internships, and externships on students' upward social and economic mobility.

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
3. Develop a comprehensive database of internship opportunities.	Underway	Ongoing	Database of internship opportunities and successful placements.
4. Expand programs and courses to include more internship and externship opportunities.	Fall 2021	Ongoing	Improved outcomes for students in relevant programs and courses. Increased opportunities for students to access and transfer to competitive programs.



Strategic Direction 4:

Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Strategic Initiative 12:

Provide professional development opportunities that enhance the individual skill and growth needs of faculty and staff to promote student success.

Purpose of the Strategic Initiative:

The purpose of this strategic initiative is to provide broad internal and external professional growth opportunities focusing on student success best practices, pedagogy, leadership, and skills training for employee career growth and succession planning.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council College Life Committee
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Division of Continuing Education and Workforce Development
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of Faculty and Staff Development
- Office of Information Technology Services
- Office of Institutional Research and Planning
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- Achieving the Dream
- Association of College and University Educators
- College and University Professional Association for Human Resources
- External Consultants and Trainers
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management



ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Create certificate and badge incentives and programs.	Underway	Ongoing	<p>Evaluation of program effectiveness in improving skills and knowledge.</p> <p>Program and certificate completions.</p>
2. Appoint a committee to identify and recommend staff and faculty professional development needs.	Fall 2021	Ongoing	<p>Recommendations to the Office of Human Resources.</p>
3. Enhance and create mentorship and leadership training programs for staff and faculty.	Fall 2021	Ongoing	<p>Increased successful tenure applications.</p> <p>Increased faculty and staff promotions.</p> <p>Improved employee retention and satisfaction.</p> <p>Increased sense of employee inclusivity, empowerment, and belonging.</p>



Strategic Initiative 13:

Provide comprehensive professional development for faculty and staff in First Aid, CPR, mental health support, and interventions to promote the College’s culture of care.

Purpose of the Strategic Initiative:

The purpose of this initiative is to train and equip faculty and staff for effective intervention in emergencies and moments of crisis or distress.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- CARE Team
- Division of Continuing Education and Workforce Development
- Division of Nursing and Health Sciences
- Hudson Helps Resource Center
- Office of Mental Health Counseling and Wellness
- Office of Public Safety and Security

Partnering External Agencies/Organizations:

- American Red Cross
- CPR and First Aid Training LLC
- Local Hospitals

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop a College-wide training plan and curricula.	Fall 2021	Spring 2022	Development of the plan and curricula.
2. Develop a schedule for training of Mental Health Support, First Aid, and CPR.	Fall 2021	Ongoing	Initiation of training program.
3. Support certification of key personnel.	Fall 2021	Ongoing	Number of certified personnel.



Strategic Initiative 14:

Create and support opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.

Purpose of the Strategic Initiative:

The purpose of this initiative is to improve teaching and learning by showcasing Hudson County Community College best practices at state, regional, and national professional meetings and conferences.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Faculty and Staff Development
- President’s Advisory Council on Diversity, Equity and Inclusion

Partnering External Agencies/Organizations:

- Achieving the Dream
- American Association of Community Colleges
- Association of College and University Educators
- Association of Community College Trustees
- EDUCAUSE
- Instructional Technology Council
- National Institute for Staff and Organizational Development

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify innovative faculty and staff practices.	Fall 2021	Ongoing	Completed list of innovative faculty and staff practices.
2. Provide venues for showcasing innovative faculty and staff practices.	Spring 2022	Ongoing	Identification of venues for showcasing innovative practices.



Strategic Direction 5:

Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College’s technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Strategic Initiative 15:

Institute technological best practices for improved teaching, learning, business operations and services.

Purpose of the Strategic Initiative:

The purpose of this initiative is to develop the College’s 21st century technology with a focus on best practices and data-informed decision-making for teaching, business operations, and support services. This initiative focuses on the application of the most appropriate technology hardware and software tools to facilitate improved teaching, learning, business operations and services.

Organizational Unit Responsible for Implementation:

- Office of Information Technology Services

Partnering Organizational Units/ Parties for Implementation:

- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Office of Accessibility Services
- Office of Engineering and Operations
- Office of Human Resources
- Office of Institutional Research and Planning

Partnering External Agencies/Organizations:

- Center for Teaching, Learning, and Innovation External Advisory Board
- New Jersey Council of County Colleges Information Technology Affinity Group

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Assess faculty and staff knowledge and use of existing technology.	Spring 2022	Fall 2022	Completed assessment.
2. Identify and implement technology that meets student, faculty, and staff needs and improves College operations.	Fall 2022	Ongoing	Improvements to existing solutions. Implementation of new solutions. Assessment of usability and effectiveness of technology solutions.

Strategic Initiative 16:

Expand high-quality and diverse remote, online and hybrid learning modalities.

Purpose of the Strategic Initiative:

The purpose of this strategic initiative is to expand the scope of learning opportunities and modalities to address and support the diverse needs of students.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Development and Support Services
- Division of Student Affairs and Enrollment
- Libraries
- Office of Accessibility Services
- Office of External Affairs
- Office of Human Resources
- Office of Information Technology Services
- Open Educational Resources Steering Committee

Partnering External Agencies/Organizations:

- Campus Works
- Canvas Learning Management System
- Ellucian Enterprise Systems
- Publishing Companies
- Technology Vendors

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop additional online courses and fully online programs in alignment with market and student needs.	Fall 2021	Ongoing	Increased online course and program offerings.
2. Expand and improve online and remote student support services.	Fall 2021	Ongoing	Expanded and improved student support services.
3. Expand and enhance professional development opportunities for online and remote teaching and learning.	Fall 2021	Ongoing	Increased professional development opportunities. Increased faculty and staff participation in professional development opportunities. Assessment of professional development opportunities.
4. Evaluate and improve technology, including classroom and Open Educational Resources.	Fall 2021	Ongoing	Increased number of courses utilizing Open Educational Resources. Increased number of courses and programs utilizing cost-free textbooks. Increased number of instructional spaces equipped with enhanced technology.

Strategic Initiative 17:

Continually improve remote learning support and services to enhance student experiences and outcomes.

Purpose of the Strategic Initiative:

The purpose of this initiative is to provide current and prospective students with more flexible options for remote instruction through support services and practices that improve the likelihood of their success and completion.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Division of Business and Finance
- Enrollment Management Council
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Information Technology Services
- Office of Marketing and Communications

Partnering External Agencies/Organizations:

- Achieving the Dream
- Association of College and University Educators
- Campus Works
- National Academic Advising Association
- New Jersey Council of County Colleges
- Student Affairs Administrators in Higher Education

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Employ best practices for remote learning support and services.	Fall 2021	Ongoing	Implementation of best practices.
2. Assess student experiences and outcomes for continuous improvement.	Fall 2021	Ongoing	Student satisfaction surveys and focus groups.
3. Create opportunities to share faculty and staff best practices.	Fall 2021	Ongoing	Increased opportunities to share best practices.

Strategic Initiative 18:

Construct and occupy the Academic Tower.

Purpose of the Strategic Initiative:

The purpose of this initiative is to complete planning and construct the proposed Academic Tower, which will allow Hudson County Community College to expand its academic, workforce, and student life facilities and programs for the College and community.

Organizational Unit Responsible for Implementation:

- Division of Business and Finance

Partnering Organizational Units/ Parties for Implementation:

- Board of Trustees Capital Projects Advisory Committee
- Office of Engineering and Operations
- Office of External Affairs
- Office of Information Technology Services
- Office of Public Safety and Security

Partnering External Agencies/Organizations:

- Hudson County Economic Development Corporation
- Hudson County Improvement Authority
- Jersey City Redevelopment Agency
- New Jersey Economic Development Authority

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Secure funding required to complete project.	Underway	Fall 2022	Adequate funding secured.
2. Construct and occupy Academic Tower.	Spring 2023	Fall 2024	Completed construction and occupancy.



Appendices



Appendix A: Alignment Among Plans

Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Strategic Direction 1 Alignment			
Board of Trustee Goals	Goal #1	Review data, initiatives, activities and outcomes related to the College’s Student Success Action Plan, including student retention, completion, transfer, and gainful employment. Create and/or revise policies and structures as appropriate to ensure accountability and support for the continuous improvement of student success outcomes.	
2020-23 Academic Master Plan	Strategic Direction A (All Initiatives)	Advancing a Culture of Care through a Strong Focus on Equity.	
	Strategic Direction B	Advancing a Culture of Student Success and Completion through Faculty Engagement.	
		B.1	Fully launch the Center for Teaching, Learning, and Innovation (CTLI).
		B.3	Support the development of new faculty from onboarding through tenure review and beyond.
Strategic Direction C (All Initiatives)	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.		
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC: creating DEI infrastructure and developing training, programs, and initiatives across the College.	
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.	
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.	

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Strategic Direction 2 Alignment

Board of Trustee Goals	Goal #2	Review, provide guidance and support for the College’s diversity, equity and inclusion initiatives. Create and/or revise policies to ensure accountability and support for the President’s and College’s DEI goals and outcomes. Review and provide input into the work of the President’s Advisory Council on Diversity, Equity and Inclusion, including climate, programming, equity, student success, minority/Hudson County vendor outreach, and related areas.
	Goal #3	Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Review and support initiatives to update employee position descriptions, develop an employee position classification system, and conduct market analyses to identify and address potential salary and equity gaps.
2020-23 Academic Master Plan	Strategic Direction A (All Initiatives)	Advancing a Culture of Care through a Strong Focus on Equity.
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.
	Goal #2	Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotion considerations, and succession planning.
	Goal #3	Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.

Strategic Direction 3:

Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

Strategic Direction 3 Alignment

Board of Trustee Goals	Goal #1	Review data, initiatives, activities and outcomes related to the College’s Student Success Action Plan, including student retention, completion, transfer, and gainful employment. Create and/or revise policies and structures as appropriate to ensure accountability and support for the continuous improvement of student success outcomes.	
2020-23 Academic Master Plan	Strategic Direction A	Advancing a Culture of Care through a Strong Focus on Equity.	
		A.1	Redesign English as a Second Language (ESL) and developmental education programs.
		A.3	Institute College-wide mentoring program.
	Strategic Direction C	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.	
		C.1	Define the University Center and enhance four-year transfer pathways.
		C.2	Elevate the availability of academic service learning, internships, apprenticeships, and partnerships.
PACDEI Goals	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	
Student Success Action Plan	Priority 1	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.	
		1.1	Address equity gaps and minimize attrition for ESL students.
	Priority 2	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.	
		2.5	Address barriers and minimize attrition rates for students in the Pre-Nursing cohort.

Strategic Direction 4:

Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Strategic Direction 4 Alignment

Board of Trustee Goals	Goal #3	Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Review and support initiatives to update employee position descriptions, develop an employee position classification system, and conduct market analyses to identify and address potential salary and equity gaps.
2020-23 Academic Master Plan	Strategic Direction B (All Initiatives)	Advancing a Culture of Student Success through Faculty Engagement.
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.

Strategic Direction 5:

Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College’s technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Strategic Direction 5 Alignment

Board of Trustee Goals	Goal #4	Review and update the Facilities Master Plan, including planning for the Academic Tower, sale of current HCCC facilities, parking considerations, development of a campus signage and wayfinding project, and onboarding of the new Student Center.	
2020-23 Academic Master Plan	Strategic Direction A	Advancing a Culture of Care through a Strong Focus on Equity.	
		A.2	Improve inclusivity and accessibility for students.
	Strategic Direction C	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.	
		C.3	Create a comprehensive strategic plan for Hudson Online.
PACDEI Goals	Goal #3	Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.	
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	
Student Success Action Plan	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.	



Appendix B: Summary of Strategic Directions and Initiatives

Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Strategic Initiatives 1 - 4:

- Promote equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations.
- Develop, refine, and continuously improve a user-friendly system and platform for making data more accessible to faculty and staff.
- Develop and enhance sustainable resources for continuous improvement of student support programs and practices.
- Implement a holistic support program for greater student success.

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Strategic Initiatives 5 - 7:

- Assess and revise course curricula to ensure a diversity of voices and perspectives.
- Employ diverse, equitable, and inclusive hiring and promotion practices for the development of a workforce that reflects the diversity of Hudson County Community College students.
- Assess and implement opportunities and recommendations for employee classification, compensation, and equity.

Strategic Direction 3:**Innovative Programming for Students Aligned with Workforce and Community Needs****Strategic Initiatives 8 - 11:**

- Assess and revise course curricula, degree and certificate programs to address workforce and community needs.
- Develop and expand the number of articulation agreements that link and align non-credit and credit programs, and pathways to four-year colleges and universities.
- Establish flexible, short-term credential programs.
- Increase opportunities for service learning through apprenticeships, internships, externships, other high-impact experiences, and for the utilization of prior learning assessment.

Strategic Direction 4:**Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices****Strategic Initiatives 12 - 14:**

- Provide professional development opportunities that enhance the individual skill and growth needs of faculty and staff to promote student success.
- Provide comprehensive professional development for faculty and staff in First Aid, CPR, mental health support, and interventions to promote the College's culture of care.
- Create and support opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.

Strategic Direction 5:**Facilities and Technology that Serve the College and Community****Strategic Initiatives 15 – 18:**

- Institute technological best practices for improved teaching, learning, business operations and services.
- Expand high-quality and diverse remote, online and hybrid learning modalities.
- Continually improve remote learning support and services to enhance student experiences and outcomes.
- Construct and occupy the Academic Tower.



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**AGREEMENT BETWEEN
HUDSON COUNTY COMMUNITY COLLEGE
AND
WEST NEW YORK BOARD OF EDUCATION
FOR
THE DELIVERY OF DUAL CREDIT INSTRUCTION
FOR
ACADEMIC YEAR 2021-2022**

This Agreement between the Hudson County Community College (HCCC) and the West New York Board of Education (WNYBOE) is for the purposes of HCCC providing dual credit instruction in selected courses for high school students enrolled in Memorial High School (MHS). MHS students enrolled in HCCC classes will have the opportunity to earn HCCC credits for selected college courses taught either (1) by their HCCC approved high school instructors during or after school as part of their regular teaching responsibilities, or (2) by HCCC faculty either on-campus or through a remote modality.

Faculty Qualifications and Responsibilities

1. High school instructors teaching HCCC courses as part of the high school curriculum are required to meet the minimum educational requirements in the subject area(s) being taught or in a closely related discipline and must receive approval from the HCCC faculty coordinator or Associate Dean responsible for that subject area, and shall be subject to approval by HCCC.
2. High school instructors teaching HCCC courses must follow the HCCC curricula, utilize required texts, maintain required minimum instructional hours (i.e., 750 minutes per credit), administer HCCC exams and submit both grades and attendance reports to HCCC by specified dates.
3. Class observation(s) will be conducted by the appropriate HCCC supervisor(s). HCCC reserves the right to remove approvals of MHS instructors who do not meet HCCC standards of instruction.

Provision for Alternate Scheduling and Registration

Instruction for each approved course on MHS campuses may follow the high school schedule as it relates to start-and-end dates and frequency, as long as the required minimum instructional hours and all course outcomes are met.

Student Enrollment

1. Selection for participation in the courses covered under this agreement will initially be determined by MHS, provided that all selected students meet all course pre-and-co-requisites of MHS and HCCC. MHS will select students who demonstrate a proficiency for college-level work and a reasonable chance for successful completion.
2. HCCC will arrange with MHS for the administration of the College Placement Test for

selected students and students must meet the minimum scores required by each applicable HCCC academic department to qualify to take specific HCCC courses. Students who do not meet the minimum requirements in both items 1 and 2 shall not be permitted to participate in the courses covered under this agreement. However, such students will be permitted to take required developmental and/or pre-requisite courses for the below listed course at the same tuition rates listed below.

3. Participating students must complete the HCCC Early College online application and student agreement form within the time frames established by HCCC. MHS will submit completed student agreement forms, signed by the participating student's school counselor and each student's parent or guardian, to the HCCC Coordinator for Early College Programs. Participating students shall comply with and be subject to all HCCC policies applicable to HCCC students.
4. HCCC and WNYBOE are authorized to exchange pertinent student information. Such information shall be considered confidential and shall not be disclosed except to the extent required by law or for a party to fulfill its obligations under this Agreement. HCCC will forward final grades for participating students to the high school administration upon completion of the semester and payment of all fees and tuition required by this agreement.

Courses for AY (2021-2022)

Selected students may enroll in the following courses to be offered during the 2021-22 academic year.

- English Composition – ENG-101 (3 Credits)
- Calculus – MAT-111 (4 Credits)

Fiscal Arrangement

- A. HCCC shall directly invoice WNYBOE for participating student tuition in accordance with the following charges and terms for the 2021-22 academic year:
 1. For courses taught by high school instructors during the school day as part of their regular teaching responsibilities, WNYBOE will be required to pay HCCC tuition of \$37.25 per credit.
 2. For courses taught by HCCC faculty during or after the school day, WNYBOE will be required to pay HCCC tuition of \$74.50 per credit.
- B. WNYBOE shall make full payment to HCCC no later than sixty (60) days of WNYBOE's receipt of the bill from HCCC. Non-payment or late payment of all or part of an invoice may result in students being prohibited from registering for future classes, holds on grades and transcripts and the possible referral of the bill for collections. WNYBOE agrees to be responsible for all collection fees and costs incurred by HCCC, including, without limitation, court fees and attorneys' fees, in the event that full payment is not received from WNYBOE within sixty (60) days of WNYBOE's receipt of an invoice from HCCC. Invoices shall reflect enrollment through the posted withdrawal dates based on the Student Refund and Academic Calendar. HCCC shall not

be obligated to make any adjustments in the per credit price charged to WNYBOE if the discontinuation of a student’s participation in the program is not communicated to HCCC prior to the appropriate withdrawal dates.

- C. HCCC will waive non-tuition fees (e.g., admission, registration, technology, student activity) for the courses covered under this agreement.
- D. WNYBOE shall be responsible for making arrangements directly with the HCCC Bookstore for the purchase by WNYBOE of required textbooks prior to the start of classes. The cost of textbooks is not included in the tuition rates set forth herein.

Terms of Contract

This Agreement shall be effective as of September 1, 2021 and shall run through June 30, 2022 and maybe renewed annually by the parties by executing a separate agreement. It is understood and agreed that the parties to this Agreement may modify or revise this Agreement only by written amendment executed by both parties.

Choice of Law/Venue

This Agreement shall be subject to and interpreted in accordance with the laws of the State of New Jersey regardless of New Jersey’s conflict of laws provisions or principles. Any and all disputes between the parties arising out of or relating to this Agreement or the services provided thereunder shall be subject to the exclusive jurisdiction of the Superior Court of New Jersey located in Hudson County, New Jersey.

SIGNED:

President or Designee
Hudson County Community College

Date

Superintendent or Designee
West New York Board of Education

Date

HUDSON COUNTY COMMUNITY COLLEGE
 AND THE NEW JERSEY IMAGING NETWORK
 AFFILIATION AGREEMENT

This agreement (the "Agreement") is made this _____, between The New Jersey Imaging Network, (the "Imaging Center") and Hudson County Community College, (the "School") for the provision of clinical experience for Students ("Students") enrolled at School.

1. TERM

This Agreement covers the period from _____, to _____, and may be renewed thereafter upon the execution of a new agreement or written amendment to this Agreement. Each Party will undertake an annual review of this Agreement.

2. SCHOOL RESPONSIBILITIES

1. The School will assume the responsibility for planning, directing and implementing the educational Program of the Students, including clinical assignments and the general supervision and instruction of the educational Program.
2. The School will respect the autonomy of the Imaging Center to set its own program as a service delivery system.
3. A Program Faculty member will be assigned and will communicate the objectives of the clinical experience and the responsibilities of the Students directly to the appropriate Imaging Center liaison and/or clinical personnel.
4. The School will work cooperatively with the Imaging Center Staff in selecting and assigning clinical experiences to Students.
5. School Faculty ("Faculty") and Students will observe the rules, regulations, policies and procedures in effect at the Imaging Center.
6. The School will provide the Imaging Center with the names, days and times for the Students' clinical rotation at least one week prior to the beginning of the clinical rotation.
7. The School will provide an in-service training session at a mutually agreed upon day and time for Imaging Center staff to outline the clinical competency aspects of the Program.
8. The School will work with the Imaging Center to assign staff sonographers/radiographers as clinical instructors and provide necessary continuing education for Imaging Center staff on mutually agreed upon days and times.
9. All Faculty and Students will be made aware that all patient information including

patient medical records are to be kept strictly confidential.

10. School assures that all Faculty and Students participating in any clinical activities at Imaging Center will be covered by general liability insurance coverage in the amount of two million (2,000,000) per occurrence and four (\$4,000,000) million dollars in the aggregate, as well as malpractice insurance as required in Section E. below, and that proof of such insurance will be carried by each Student and Faculty member, with copies of the applicable Certificates of insurance provided to Imaging Center.
11. Prior to beginning the clinical experience, Faculty and Students will meet the following health requirements:
 - a. P.P.D. Intermediate Skin Test (within the last year) except for those Students who have received BCG.
 - b. Chest X-ray for those with a positive P.P.D. or at the option of the examining physician and documentation of evaluation by a physician on an annual basis. Or T-spot/or Quantiferon Gold Test. If negative, it is ok. If positive, a chest x-ray is required.
 - c. Rubella: Must have documentation of having received live vaccine on or after their first birthday or laboratory evidence of immunity. Adults born before 1957, except women who can become pregnant, can be considered immune.

3. IMAGING CENTER RESPONSIBILITIES

1. Imaging Center will designate a liaison to coordinate with Faculty.
2. Imaging Center will remain ultimately responsible for patient care at Imaging Center.
3. Imaging Center will cooperate with Faculty in planning for the clinical experience and evaluating it in order to provide Students with the maximum opportunities to develop diagnostic medical imaging skills and enhance professional growth.
4. Imaging Center will assume responsibility for the continuity of care of all patients assigned to the Students and will allow use of its facilities for direct contact and care of patients during their clinical rotation period.
5. Imaging Center will provide the Program with copies of the Imaging Center's policies and procedures and will advise the Program of policy and/or service charges which may have an impact on Student education.

6. In case of accident or illness incurred by Students while they are engaged in a clinical experience at the Imaging Center, the School shall be notified immediately. The Imaging Center may provide for emergency care within its clinical capabilities or shall otherwise arrange for emergency care to be provided.
7. An orientation will be provided by Imaging Center for Faculty and Students prior to commencement of the clinical experience.
8. Imaging Center will observe the Program's calendar with respect to school holiday, school closures, and vacation periods.
9. School will be advised of possible Student/Faculty exposure to contagious diseases that become known following the clinical experience.
10. Imaging Center will provide space for Student record maintenance, including JCERT required program documentation.
11. Imaging Center will provide parking and access to the staff lounge and locker facilities for Students and Faculty.
12. Forms required by the appropriate professional accrediting association(s) will be completed and exchanged between the parties as necessary, and such information as is reasonably requested by either party for such purpose will be supplied by the other.
13. Imaging Center will provide information and/or reports which may be needed by the School for compliance with accreditation.
14. Imaging Center will notify the School immediately in the event of any emergency or problem which may threaten the Student's successful completion of the clinical education program.
15. Imaging Center will provide release time to staff radiographers designated as clinical instructors.
16. Imaging Center shall provide adequate staffing at the Imaging Center so that Students are never used as Imaging Center staff replacements.

4. MUTUAL RESPONSIBILITIES

1. A schedule of hours and days for clinical experience and number of Students will be mutually agreed upon in writing by the School and the Imaging Center at least one week before the beginning of each semester.
2. Either Party may withdraw any Students whose performance does not comply with School's standards, or fails to comply with the policies, standards, and procedures of Imaging Center. Prior to requesting withdrawal of a Student, an Imaging Center representative will meet with a Faculty member to see if performance issues can be

addressed by corrective action other than withdrawal.

3. The Parties will ensure that any services provided pursuant to this Agreement comply with all pertinent provisions of Federal, State and Local statutes, rules and regulations.
4. Imaging Center retains the right to have a Student or Faculty excluded from Imaging Center. Imaging Center maintains the right to immediately remove a Student from Imaging Center if a Student's behavior is unsafe, disruptive, detrimental to patient care, or violate of existing rules and regulations of Imaging Center in such matters as procedures, policies, conduct, manner of dress, patient contact, and in such other respects as Imaging Center may require to prevent interference with its proper operation. Imaging Center will use its best efforts to meet with a Faculty member to see if performance issues can be addressed by corrective action prior to removing a Student from Imaging Center. Both Imaging Center and School should determine jointly when and if a Student who has been removed from the Imaging Center should be permitted to return to the Imaging Center.
5. The Imaging Center and School will not discriminate against any employee, applicant, or Student enrolled in their respective programs because of age, handicap, color, national origin, race, religion, sex, sexual orientation, veteran status, or marital status. Both parties are equal opportunity employers.
6. Both parties shall inform one another of the following: changes in academic curriculum, changes in the availability of learning opportunities, and staff changes affecting either academic preparation or clinical teaching of Students. In the event that such changes will affect the number of Students accepted in any one time period, the Imaging Center will make every effort to inform the School of such changes at least one week in advance of that time period.

5. INSURANCE

1. School will require each Faculty member and Student to provide proof that the Faculty member and Student is covered by a policy of professional liability and malpractice insurance, with single limits of at least \$2,000,000 per occurrence and \$4,000,000 aggregate per year.
2. School shall provide Workmen's Compensation and disability Insurance coverage for all its employees pursuant to the laws of the State of New Jersey.
3. The Imaging Center warrants that it will ensure that its employees and staff performing under this Agreement carry professional liability insurance, with single limits of at least \$2,000,000.00 per occurrence, \$4,000,000.00 in the annual aggregate, to protect itself and its participating employee and staff members, from the consequences of bodily injury arising out of negligence, malpractice, error, or mistake in the rendering or failure to render of any professional service by said employee or staff members, with respect to this educational clinical experience program in the Imaging Center. Such professional liability insurance shall be either the type commonly known as "occurrence" or the type commonly known as "claims made plus tail." If it is

"claimsmade plus tail," the tail shall be for a period of time acceptable to School. Imaging Center shall obtain commercial general liability insurance with coverage not less than \$2,000,000.00 per occurrence and \$4,000,000.00 annual aggregate for employees and staff participating in the program covering the entire educational period. The general liability coverage shall continuously remain in effect at all times that this Agreement is in effect. Such commercial general liability insurance shall name the School as an additional insured to the extent of Imaging Center's sole negligence and shall not be cancelable except upon thirty (30) days prior written notice to the School. Proof of insurance to be provided upon execution of this Agreement and from time to time upon request of the School.

Imaging Center shall provide immediate notice to School of any material change in any of the insurance coverages requested to be carried pursuant to this Agreement. Insurance coverage(s) provided under this Agreement shall not limit or restrict in any way liability arising under or in connection with this Agreement. The School agrees to indemnify and hold harmless the Imaging Center, its affiliates, subsidiaries, and parent and their directors, trustees, officers, agents, servants and employees from and against any and all claims and liabilities (including reasonable attorney's fees and expenses incurred in the defense thereof) relating to personal injury or property damage to the extent arising out of the negligent acts or omissions of the School's Students, faculty members, employees, servants, trustees, officers, directors, or agents. The Imaging Center agrees to indemnify and hold harmless the School and its trustees, officers, agents, servants and employees from and against any and all claims and liabilities (including reasonable attorney's fees and expenses incurred in the defenses thereof) relating to personal injury or property damage to the extent arising out of the negligent acts or omissions of the Imaging Center's employees or agents in connection with their duties at the Imaging Center. Each party agrees that it shall give the other party prompt notice of any claim, threatened or made, or suit instituted against it which could result in a claim for indemnification above; provided however, that delay in giving or failure to give such notice shall not be a waiver of the party's right to indemnification from the other, unless such delay or failure materially prejudices the indemnifying party in its defense of such claim.

6. TERMINATION

1. Either Party may terminate this Agreement by providing at least one hundred and eighty (180) days prior written notice to the other Party. This paragraph shall not apply if this Agreement is cancelled by mutual consent of the Parties. This termination shall not take effect with respect to Students already enrolled in the Program until such Students shall have completed their clinical experience.
2. Either Party shall have the right to immediately terminate the Agreement if the other Party has breached terms, covenants or conditions of the Agreement in any substantial manner and fails to cure within thirty (30) days of notice. This Agreement may also be terminated immediately and without notice by either Party upon revocation of any required accreditation, license or registration, or the notice or threat thereof by the Department of Health or any other applicable federal, state, local agency or course of competent jurisdiction, which prohibits or adversely

affects in whole or in part the performance of the Agreement by the parties hereto.

3. Either Party shall have the right to terminate this Agreement for "cause." In general, "cause" is any material and substantial violation of this Agreement by either of the Parties. If either Party desires to terminate this Agreement for cause, such Party shall give written notice of default to the other Party of the specific grounds for termination. The Party receiving any such written notice shall have thirty (30) days to cure the default stated in said notice. If the Party receiving notice of termination fails to cure the default within thirty (30) days, the Party who gave the original notice shall, thereafter, have the right to terminate this Agreement by giving written notice of termination to the defaulting Party in which event this Agreement shall terminate as of the giving of such notice of termination.
4. Either Party also may terminate this Agreement by giving thirty (30) days prior written notice to the other Party in the event that the other Party becomes an "Ineligible Entity," and requires the immediate removal of any Student who has become an "Ineligible Person" where that term is defined as follows:

"An entity or person that:

- i. is currently excluded, debarred, suspended, or otherwise ineligible to participate in the Federal health care programs or in the Federal procurement or nonprocurement programs; or
- ii. Has been convicted of a criminal offense that falls within the ambit of 42 U.S.C. §1320a-7(a), but has not yet been excluded, debarred, suspended, or otherwise declared ineligible."

5. Termination for Lack of Legal Compliance. This Agreement is intended to comply with all Federal and state laws, rules and regulations. Either Party may terminate this Agreement at any time upon thirty (30) days written notice to the other if any modification or interpretation of any Federal, state or local government law, regulation, or policy impairs in any substantial manner the continuing legal validity and/or effectiveness of any material provision of this Agreement, or places the tax-exempt status of either Party or any of its component parts at risk. Prior to the end of such notice period, the Parties shall use their best efforts to agree on a modification of this Agreement that, in the opinion of the Parties and their respective legal counsel, satisfactorily addresses and removes the impairment. This Agreement shall continue in full force and effect if, prior to the end of such notice period, the parties agree on such a modification of this Agreement; otherwise this Agreement shall terminate as set forth herein.
6. Involuntary Termination. This Agreement shall be terminated immediately in the event that either Party loses its license, accreditation, or certification.

7. MISCELLANEOUS

1. In accordance with Federal Law, the parties do not discriminate on the basis of sex, sexual orientation, race, color, creed, marital status, national and ethnic origin or age (subject to State and Federal requirements) in the administration of their program and policies and are equal opportunity employers.
2. Security and Privacy. The Parties acknowledge that Imaging Center is a covered entity

as defined in the privacy regulations promulgated pursuant to the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"). To the extent that the Students and Faculty have access to protected health information by virtue of their participation in the clinical placement program at Imaging Center, the Parties agree that said Students and Faculty are deemed to be part of Imaging Center's workforce for HIPAA compliance purposes and subject to the Imaging Center's policies and procedures governing the use and disclosure of protected health information, as defined in HIPAA, by School and School's staff. Students will be required to sign a "Student/Intern/Agency/Temporary Staff" confidentiality agreement. The Parties agree that the sponsorship of a clinical placement program as contemplated by this affiliation agreement does not constitute a business associate agreement under HIPAA.

3. Confidentiality.

- a. Both School and Imaging Center shall at all times comply with standards of documentation and confidentiality mandated by state and federal regulatory agencies and accrediting agencies, as same may be modified and amended from time to time, including medical record policies and guidelines established and approved by Imaging Center, which shall be made available to Students.
- b. The Parties recognize that from time to time, either of them and/or their respective employees and agents, and Students, may learn or come into contact with confidential patient or proprietary information of the other Party (hereinafter, "Confidential Information"). Each Party agrees and acknowledges that it, Faculty and Students shall, except to the extent that disclosure of the information is required by law, not disclose the Confidential Information and, further:
 - i. Take all reasonable steps to hold Confidential Information in confidence
 - ii. Instruct its employees and agents, and Students to exercise the highest degree of care to preserve from disclosure the Confidential Information, and not to copy or otherwise duplicate same for any Purpose, without the other Party's prior written permission;
 - iii. Give at least five business days prior written notice to the other Party before making any disclosure of the Confidential Information purportedly required by law.
- c. Excluded from "Confidential Information" shall be any information or data which (i) the other Party was lawfully in possession of prior to the negotiation and execution of this Agreement; (ii) is lawfully acquired by the other Party in a manner not resulting from, or from a source not derived from or related to, the negotiation, execution, or performance of this Agreement; or (iii) becomes part of the public domain in any manner other than the unlawful publication thereof by the other Party.
- d. Upon the termination of the Agreement for any reason (including, but not limited to, the expiration of the stated term hereof), each Party shall promptly return to the other Party or destroy, with confirmation to the other Party of satisfactory

evidence of such destruction, all records, documents, and other materials containing information or data which shall be proprietary to the other Party, unless such destruction is impracticable.

4. Independent Contractor. Both Imaging Center and School are independent contractors. It is not intended that an employer/employee, joint venture, or partnership agreement be established, hereby expressly or by implication, between Imaging Center and School. Rather, in discharging all duties and obligation hereunder, Imaging Center shall at all times be in and remain an independent contractor relationship with School

Neither Imaging Center nor School is authorized or permitted to act as an agent or employee of the other. Nothing in this Agreement shall in any way alter the freedom enjoyed by either Imaging Center or School, nor shall it in any way alter the control of the management, operation, and affairs of either Imaging Center or School; it being the intent of this Agreement that Imaging Center and School shall maintain separate and independent management, and each has full, unrestricted authority and responsibility regarding its organization and structure.

5. Notices. All notices which either Party is required or may desire to give to the other under or in conjunction with this Agreement shall be in writing and shall be given by addressing the same to such other party at the address set forth below, and by depositing the same addressed, certified mail, postage prepaid, return receipt requested, or by overnight mail or by reputable courier service, or by delivering the same personally to such other party:

As to Imaging Center:
The New Jersey Imaging Network

Attention:

As to School:
Cheryl Cashell, MS, R.T. (R)(M)(QM)
Hudson County Community College
Director, Radiography Program
Hudson County Community College
870 Bergen Avenue- 2nd floor
Jersey City, NJ 07306

6. It is the intent and understanding of the Parties to this Agreement that each and every provision required by Law be inserted herein. Furthermore, it is hereby stipulated that every such provision is deemed to be inserted herein, and if through a mistake or otherwise, any such provision is not inserted or is not inserted in correct form then this Agreement shall forthwith upon the application by either Party be amended by such insertion so as to comply strictly with the law, without prejudice to the rights of either Party; provided however, that if the insertion of such provision is contrary to the underlying intent of the Parties, then either Party may terminate immediately on written notice to the other.
7. Advertising. No Party shall use the other's name or logo in any descriptive or

promotional literature, newspaper, news release or communication of any kind without the other's prior written approval.

8. No Fee. It is agreed and understood that Imaging Center and School as a public service enter into this Agreement. Accordingly, there will be not charge or fee by either party to the other.
9. In the event any term or provision of this Agreement is rendered invalid or unenforceable by any valid act of Congress or the state legislature, or by any regulation duly promulgated by offices of the United States of the State of New Jersey acting in accordance with law, or declared null and void by any court of competent jurisdiction, the remaining provisions of the Agreement shall remain in full force and effect.
10. Waiver. Failure by either Party to enforce at any time any provision of this Agreement shall not be construed to be a waiver of such provisions nor of the right of that Party to enforce each and every provision.
11. Severability. In the event that any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision, and this Agreement shall be construed as if such invalid, illegal or unenforceable provisions had never been contained in it. To this end, the provisions of this contract are declared to be severable.
12. Entire Agreement. Both Parties agree that this Agreement represents the entire understanding of the Parties with respect to the subject matter covered and supersedes and nullifies any previous agreements regarding the subject matter covered between the Parties.
13. Amendments. Any additional responsibilities, obligations, or duties undertaken by either party in connection with the performance of this Agreement shall be detailed in writing, must be signed by authorized representatives of both Parties, and attached as an addendum to this Agreement.
14. Captions. The captions to the sections in this Agreement are included for convenience only and are not intended to and shall not be deemed to modify or explain any of the terms of this Agreement.
15. Recitals. The recitals set forth at the beginning of this Agreement are incorporated into this Agreement as though repeated at length herein.
16. Governing Law. This Agreement shall be governed and construed in accordance with the laws of the State of New Jersey without regard to New Jersey's conflict of laws principles.
17. Assignment. The Parties recognize that this Agreement is based upon the skill and expertise of the Parties and therefore agree that the Agreement and obligations thereunder may not be assigned or delegated without the written consent of the other party, which shall not be unreasonably withheld, except as expressly allowed by this Agreement.
18. Authority. The persons signing below on behalf of the Parties warrant that they have the authority to execute this Agreement according to its terms on behalf of Imaging Center and School.

19. Successors. All of the agreements, obligations, terms, provisions and conditions herein shall apply to and bind to the benefit of the heirs, administrators, executors, legal representatives, trustees and successors of the Parties hereto.
20. Non-Exclusive. This Agreement is not exclusive. Each party shall have the right to enter into agreements with other facilities relating to matters covered by this Agreement.
21. Venue. To the extent any litigation should be brought or arise out of, in connection with, or by reason of this Agreement, the parties agree that such controversy shall be submitted to a court of competent jurisdiction in Hudson County, New Jersey, and each party consents to the jurisdiction and venue of such court. This section shall survive termination or expiration of this Agreement.

Agreed to as of the date set forth above.

HUDSON COUNTY COMMUNITY COLLEGE

THE NEW JERSEY IMAGING NETWORK

By: _____

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

X. NEW BUSINESS

**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES MEETING
September 14, 2021**

XI. ADJOURNMENT

RESOLUTION:

NOW, THEREFORE, BE IT RESOLVED THAT the September 14, 2021 meeting of the Hudson County Community College Board of Trustees be adjourned at 5:50 P.M.

INTRODUCED BY: Joseph Doria

SECONDED BY: Bakari Lee

DATE: September 14, 2021

Doria, Joseph	<u>AYE</u>
Fahrenheit, Karen	<u>AYE</u>
Galvin, Adamarys	<u>AYE</u>
Gardner, Pamela	<u>AYE</u>
Kenny, Roberta	<u>AYE</u>
Lee, Bakari	<u>AYE</u>
Peña, Jeanette	<u>AYE</u>
Rodriguez, Silvia	<u>AYE</u>
Stahl, Harold	<u>AYE</u>
Netchert, William, Chair	<u>AYE</u>

10 Aye 0 Nay
*****RESOLUTION ADOPTED*****

Jennifer Oakley September 14, 2021
Signature of Recorder Date