

Donald A. Borden, President, called the **August 24, 2020** meeting of the Board of Trustees of Camden County College to order at **8:48 AM** via telephone conference.

Mr. Borden read the required opening statement in accordance with the Open Public Meetings Act indicating that adequate notice of this meeting had been provided via letter transmitted to the *Courier Post* and the *Retrospect* on August 17, 2020. A copy had also been filed with the Clerk of the County of Camden.

Board Members Present: Mavis Amegah-Dorr, Annette Castiglione, Susan R. Croll, Karen S. Halpern, John T. Hanson, Anthony J. Maressa, S. Jay Mirmanesh, Lovell Pugh-Bassett, Jessica R. Stewart, Helen Albright Troxell, Judith J. Ward Christine Williams, and Brett Wiltsey.

Board Members Absent: None.

Also Present: Helen Antonakakis, Executive Director of Finance and Planning; Donald Borden, President; Orlando Cuevas, Executive Director of Public Safety Education & Training/Police Academy/RETC; Anne Daly-Eimer, Acting Executive Dean of Student Affairs/Title IX Coordinator; David Edwards, Vice President for Academic and Student Affairs; Jacqueline Galbiati, Vice President for Institutional Effectiveness, Advancement and Strategic Initiatives; Kathleen Kane, Executive Director of Human Resources; Maris Kukainis, Executive Director of Financial Administrative Services; Karl McConnell, General Counsel; Jack Post, Chief Information Officer; Leeann Rinaldi, Administrative Assistant to the President; Ronald Tomasello, Director of Communications; and Margo Venable, Executive Dean of School, Community and Workforce Training Programs.

Public Comment

None.

Campus Culture

Diversity and Inclusion – Ms. Kane provided a brief overview of the Diversity and Inclusion Committee, which serves as a resource to the College Community by providing information, referrals, advocacy, coordination and support for diversity-related events, activities, initiatives and discussions. Ms. Kane then presented brief highlights of some of the initiatives undertaken by the committee in recent months. Ms. Kane further noted that the Diversity and Inclusion Committee has a landing page on the College’s website and a dedicated email address has been established for related comments, questions, and suggestions. Ms. Kane also informed the Board that the Human Resources department has instituted procedures to enhance recruitment and retention of employees from underrepresented groups through diverse search committees and that HR staff have received professional development training related to unconscious bias and laws regarding ADA compliance in the workplace.

Academic Affairs & Diversity Across the Curriculum – Dr. Edwards discussed the following initiatives underway with respect to equity, diversity and social justice in the Academic and Student Affairs division:

- an associate's degree is under development that will speak to diversity and social justice;
- curriculum included in the current criminal justice degree program will be examined in an effort to incorporate issues of equity, justice and diversity;
- existing general education courses will have equity, diversity and social justice embedded within that will contain content that is useful and needed going forward (in some cases, new courses may be developed); and
- The Teaching and Learning Center and The Center will implement related topics/education for members of the college community and the community at large.

Strategic Goal Highlights

Members of the executive staff presented a report-out of initiatives undertaken in their area during the 2019-2020 academic year to support the College's four Strategic Plan Goals (2017-2020) as follows:

Goal 1 – Provide Accessible and Affordable, High-Quality Educational Opportunities

- Finalized partnership with Rutgers University-Camden with a third year scholarship
- Established an eLearning Division
- Maintained the lowest community college tuition in New Jersey
- The Dual Credit program ended with a 20% increase compared to last year
- The 3-year completion rate for the 2015 cohort was 19% and increased 1% for the 2016 cohort to 20%
- Over \$10 million in grant support was awarded in FY2020

Goal 2 – Foster Student Success through High-Quality Learning Experiences and Support Services

- Portals for students, faculty and staff were implemented as well as AdvisorTrac
- Convert RETC student processing to the Colleague® student information system streamlining operations and improving security of student data
- CCOG funding supported expansion in student services positions such as navigators, success coaches, and a financial aid success coach

Goal 3 – Respond to the Needs of Labor Force, Collaborative Partners, and Community Members

- Institutional Research conducted several surveys to assess satisfaction and productivity of departments on campus including financial aid, facilities and public safety
- Online format was created for the CNC Manufacturing program to increase opportunities for incumbent workers
- Job placement rates increased to 71% which is an increase of 17%

Goal 4 – Develop and Manage Institutional Resources Focused on Supporting Student Success and Organizational Effectiveness

- Operational efficiency and effectiveness was increased within the Public Safety and the Purchasing departments

- Renegotiated contracts to increase revenue and maximize space
- Established a new local regional high school district partner to occupy space on the Blackwood Campus
- Progress has been made in the cross training of staff in the Office of Information Technology department
- Implemented a new firewall at the Philadelphia data center saving the College over \$250,000 over five years by consolidated firewall technology for all campuses while improving security
- The admissions portal went live offering a new online application to increase applications, therefore increasing student yield
- Conducted successful partnerships with the County for:
 - COVID testing and follow-up
 - Food service
 - Security for the Joint Health Sciences Center in Camden
 - Consolidated the print shop
- Diversity and Inclusion Committee established a page on the website and celebrates different cultures and monthly holidays

COVID-19/Fall Semester Plans

Dr. Edwards presented a timeline related to the COVID-19 pandemic, including how it has impacted operations over the past several months as well as how the College has collectively responded. Dr. Edwards further outlined efforts related to restart/recovery initiatives undertaken in response to the Governor's announcement of transitioning to Stage II in mid-June as well as the Office of the Secretary of Higher Education's preliminary guidelines for re-entry.

President Borden provided background on the efforts undertaken to ensure instruction and support services continue for our students with little disruption, as well as measures taken to ensure faculty and staff are equipped with the necessary tools and equipment needed to conduct their jobs in a virtual environment.

Mr. Cuevas and Mr. Kukainis presented general safeguarding steps put in place to ensure a safe and healthy environment for the limited number of faculty, staff and students who will be on campus for work-related and/or hybrid course activities.

Dr. Edwards provided background on Stage 2 operations, specifically, that the majority of fall classes will be delivered online, and that certain lab science, studio art, allied health, advanced manufacturing, fire science, police academy and automotive technology courses will be conducted using a hybrid modality with limited face-to-face instruction. Dr. Edwards noted that strict safety protocols for social distancing will be enforced for hybrid courses. Dr. Edwards further noted that training will be held for faculty who are not adept in the online environment and that contingency protocols will be instituted if pandemic conditions worsen and the College must suspend campus access.

Mr. Tomasello presented the numerous methods of communication utilized throughout the pandemic in order to keep students and members of the college community apprised of important updates, etc.

Mr. Hanson commented on a recent article in the *Washington Post* entitled, “How Our Brains Numb Us to Covid-19 Risks,” which discusses the way people are seemingly becoming desensitized to the risks associated with the virus. Mr. Hanson commented on the importance of sustained vigilance on the part of the workplace in ensuring proper sanitation and social distancing guidelines are maintained.

Budget Update

Ms. Antonakakis provided information on updated enrollment projections explaining that, for the FY2021 budget, the College initially projected a 15% decline in enrollment for the fall semester. However, this decline is now projected to be approximately 25% which equates to a \$3 million loss of revenue. Ms. Antonakakis then outlined the total new revenue/savings numbers that will make up this difference:

- Revenue - \$915,468 in State aid (this is additional money from what was originally projected)
- Savings:
 - \$400,000 savings in overloads/adjuncts due to enrollment decline
 - \$134,763 savings for salary/fringe benefits due to the retirement of one faculty member
 - \$453,774 savings from layoffs (five full-time positions and one part-time position)
 - \$403,567 in savings of part-time and full-time salaries that can be paid from the \$1,006,150 in GEERF Grant funding received by the College
 - \$100,000 savings under the Sodexo contract as the cafeteria will remain closed for the fall semester
 - \$200,000 savings in utilities as buildings remain closed
 - \$392,428 savings in other expenses

Fall 2020 Technology Initiatives

Mr. Post discussed technology initiatives that are being explored for implementation during the fall semester including: the offering of Mifi internet access units to our students that do not have access to the internet; a Live Chat resource that will allow the College to provide after-hours assistance to those in need; and the use of telecom agents.

Mr. Post also discussed the virtual desktop infrastructure (VDI) at the College which allows users to access their Camden County College virtual computer using personal computers, laptops, iPads, smartphones, etc. no matter where the user is. Mr. Post noted that the VDI is easier to manage, provides for improved security, and costs almost half of what it does for the traditional desktop infrastructure.

Mr. Post further discussed the institution of a One Card System which will allow faculty, staff and students to upload photos via a portal to create a campus ID; assign money via the portal to allow for purchases for services and products (dining, bookstore purchases, etc.); allow door access permission; and allow tracking for events and attendance which will be particularly helpful as this supports contact tracing for Covid-19 purposes.

Strategic Plan 2020-2023

Dr. Galbiati provided a brief overview on the process for development of the 2020-2023 Strategic Plan. Dr. Galbiati then reviewed the updated vision and mission statements included in the plan as follows:

Vision Statement – Camden County College will be the regional leader in the provision of innovative academic and workforce training pathways to best serve our community.

Mission Statement – Camden County College is a learning community committed to the success of our diverse student population in achieving their full academic, career, and personal potential while delivering a high-quality, inclusive, affordable and accessible education.

Dr. Galbiati further presented the following strategic directions and goals contained in the plan:

DIRECTION 1: STUDENT SUCCESS

Build academic pathways to increase equitable outcomes in recruitment, retention, and credential/degree completion for transfer and employment opportunities.

Goal 1: Equitably implement Guided Pathways to Success model across campuses and modalities.

Goal 2: Recruit more students into and increase yield from pre-enrollment programs.

DIRECTION 2: ADAPTIVE INNOVATION

Promote a culture of innovation, cooperation, and receptiveness to adapt quickly to the changing landscape in higher education.

Goal 1: Expand access to professional development experiences and resources college wide.

Goal 2: Develop and sustain partnerships with higher education institutions, private and public sector industries, and community organizations.

Goal 3: Expand and improve our eLearning division with ongoing professional development on effective teaching/learning strategies and additional fully online programs.

DIRECTION 3: LEADERS IN WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT

Become a regional leader in workforce development and community engagement through strategic partnerships with business, industry, and premier institutions to deliver a career-ready education to students.

Goal 1: Promote the College as an industry-driven partner responsive to the needs of the surrounding community and employer pool by offering educational programs and preparation for high demand occupations.

Goal 2: Offer exploratory opportunities to promote career knowledge and develop industry focused programs that reflect the needs of the region.

DIRECTION 4: ORGANIZATIONAL SUSTAINABILITY

Position the College for long-term sustainability with a focus on financial stability, human capital, resource allocation, and succession planning.

Goal 1: Commit to a sustainable future by improving social, economic, and environmental health for both the College and surrounding community.

Goal 2: Develop operational plans to maintain financial sustainability and leverage technology to drive operational efficiencies.

Goal 3: Sustain an inclusive culture by establishing a framework for a collaborative decision-making process to enhance the long-term viability of the College and the surrounding community while upholding its core values.

DIRECTION 5: SOCIAL JUSTICE

Create and support a culture that demonstrates an ongoing commitment to Social Justice that strengthens our institution and community.

Goal 1: Create a Social Justice framework to guide/recommend changes to our campus, policies, and practices to embrace diversity, inclusion, fairness, and equity.

Goal 2: Develop programming for our faculty, staff, students, and community to address and combat racism.

Dr. Galbiati noted that the 2020-2023 Strategic Plan will be brought to the September 8, 2020 Board meeting for action.

President Borden encouraged members of the Board to reach out to him with any concerns or to discuss modifications to the 2020-2023 plan.

Chairman Hanson and members of the Board expressed gratitude to the executive team and staff for the great work that is being done at the College in the face of this pandemic.

Adjournment

Motion to adjourn the meeting made by Mr. Hanson and seconded by Ms. Croll. **Motion** carried unanimously. The meeting adjourned at 11:10 AM

Respectfully submitted,

Anthony J. Maressa, Secretary

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