New Jersey Council of County Colleges

TRUSTEE INFORMATION MANUAL

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TRUSTEE’S WELCOME

We welcome you as a New Jersey community college trustee to the New Jersey Council of County Colleges.

The Council is the state organization for New Jersey’s 19 community colleges. Its members include the presidents and chairs of the boards of New Jersey’s 19 community colleges. The purpose of the Council is to engage in activities for the advancement of the community colleges and to perform certain state-level coordinating responsibilities as required by New Jersey statutes.

Community colleges in other states operate through a number of different governance models. Some states have highly regulated centralized systems. Other states are very decentralized with little or no coordination among colleges. New Jersey’s current approach is best described by a phrased coined by one of our presidents several years ago “coordinated autonomy.”

The emphasis on “autonomy” makes clear that the cornerstone of New Jersey’s community college governance is local authority. Everything starts with the affirmation that local trustees and the presidents they hire know best how to serve the needs of their local communities. But the emphasis on “coordinated” drives home the point that local autonomy works best when it is coordinated in statewide ways that serve statewide needs.

Working through the Council, New Jersey’s community colleges have had great successes over the past 25 years. While there have been many reasons for these successes, perhaps the main reason is that we function as a sector. Not perfectly and not every day. But there is no doubt that New Jersey’s community colleges have distinguished themselves because they know how to get things done as a statewide team in statewide ways - again, “coordinated autonomy.” And that has made all the difference.

We hope that you will find this manual and video (available on You Tube via www.youtube.com/user/njcommcolleges) helpful. The Council staff is always eager to answer any questions you might have as you join our team as a new community college trustee in New Jersey.

Again, welcome to New Jersey.

Dr. Larry A. Nespoli
CHAIR’S WELCOME

Welcome to the trustees of our 19 community colleges!

It is a pleasure to provide you with information that will assist you as you carry out your responsibilities as a New Jersey community college trustee. This manual provides up-to-date information on the organizational structure of the New Jersey Council of County Colleges, statewide financial structures, statewide advocacy, the statewide consortia housed within the Council, public relations information, and upcoming meetings and events. This information is also available online at www.njccc.org.

As the current chair of the New Jersey Council of County Colleges, I welcome you to our sector and invite any questions or comments you may have.

Again, welcome to New Jersey.

Ms. Helen M. Albright, Chair
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STATUTES
RELATING TO COUNCIL OF COUNTY COLLEGES

18A:64A-26. COUNCIL OF COUNTY COLLEGES ESTABLISHED
There is established a body corporate and politic, with succession, to be known as the New Jersey Council of County Colleges. The county colleges and the county college commissions shall be members of the council.

L.1967, c.271; amended 1989,c.141,s.3.

18A:64A-27. MEMBERSHIP; ALTERNATES; COMPENSATION
The council shall consist of the presidents and chairmen of the boards of trustees of the several county community colleges and of the county college commissions. A trustee board chairman may designate another member of the board as an alternate to attend and to vote at council meetings in the chairman’s absence.

Members shall serve without compensation but shall be entitled to be reimbursed for all reasonable and necessary expenses.

L.1967, c.271; amended 1985,c.173,s.2; 1989,c.141,s.4; 1994,c.48,s.146.

18A:64A-28. ANNUAL ORGANIZATION MEETING
The council shall organize annually by the election of a chairman, vice chairman and such other officers as the council shall determine. Such officers shall serve until the following annual organizational meeting and until their successors are elected and qualified. Vacancies in such offices shall be filled in the same manner for the unexpired terms only. The council may also meet at such other times and at such places within the State as it shall deem necessary.

L.1967, c.271; amended 1985,c.173,s.3; 1994,c.48,s.147.

18A:64A-28.1 OFFICERS; RULES
The council shall select such officers and make such rules as may be necessary for the transaction of business.

L.1989,c.141,s.5.
18A:64A-28.2. PERPETUAL SUCCESSION; POWERS, RESPONSIBILITIES

The council shall have perpetual succession and shall have the following powers and responsibilities:

a. To make, amend and repeal rules, regulations and by-laws for its own government and guidance, not inconsistent with the purposes of the council;

b. To adopt an official seal and alter the same at pleasure;

c. To maintain an office at such place or places in the State as it may designate;

d. To sue and be sued in its own name;

e. To acquire, hold and dispose of real and personal property in the exercise of its powers and the performance of its duties under this article. All this property shall be exempt from taxation under chapter 4 of Title 54 of the Revised Statutes;

f. To act as an advocate and promote the advancement of the county community colleges of New Jersey; and

g. To promote diversity of development among the county community colleges in ways which will be responsive to the particular needs of the particular counties, and the State's diverse population and regions.

L.1989,c.141,s.6.

18A:64A-28.3. EXECUTIVE DIRECTOR

The council shall employ an executive director, who shall be responsible for the administration of all the activities of the council including staff services and shall promote the educational quality of the county community colleges. The executive director shall serve at the pleasure of the council. The salary of the executive director and all other personnel shall be determined by the council.

L.1989,c.141,s.7.

18A:64A-28.4. IMPROVEMENT OF COUNTY COLLEGE EDUCATION

The council shall encourage and aid movements which it deems necessary for the improvement of county college education and shall, from time to time, make recommendations to the Governor, Legislature and Commission on Higher Education regarding the coordination of the county colleges on matters of mutual interest and concern.

L.1989,c.141,s.8; amended 1994,c.48,s.148.
18A:64A-28.5. EXPENSES; ASSESSMENT FOR DUES

For the purposes of defraying the expenses of the council, the county colleges and county college commissions shall pay the necessary expenses incurred by the council and shall appropriate annually such sums for dues as may be assessed by the council. The assessment shall be made only upon a two-thirds vote of the membership present at the meeting after written notice of the proposed vote shall be given to each county college and county college commission at least 60 days before the council meeting at which the vote will be taken. Dues shall be on a graduated scale according to the size of the county college and county college commission.

L.1989,c.141,s.9.

8A:64A-29 PURPOSE OF COUNCIL.

18A:64A-29. The council will seek to ensure acceptable and effective lines of development in admissions policy, academic standards, programs, financing, including recommending to the State Treasurer a formula for the allocation of annual appropriations among the county colleges and making recommendations for capital funding, and community relations in the several county colleges.

The council will serve as a means of communication between the county colleges, and act as a resource center to aid them in planning, act as a clearing house of information, and provide continuing field services.

The council will act as an advisory body to the Governor, Legislature, Commission on Higher Education and Presidents’ Council in the carrying out of their respective duties and responsibilities deriving from this chapter.

L.1967, c.271; amended 1994, c.48, s.149; 1999, c.46, s.42.
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HISTORY

The New Jersey Council of County Colleges was created by state statute (18A:64A-26) in 1989. The first four community colleges began operations in fall 1966, and 10 more opened their doors before the end of the decade. Three were established during the 1970s, and the last two in 1982. Today, the state’s 21 counties operate 19 community colleges. In two cases, two counties jointly sponsor one college (Atlantic and Cape May sponsor Atlantic Cape Community College, Hunterdon and Somerset sponsor Raritan Valley Community College).

The Council, a body corporate, operates under by-laws approved by its membership and has tax exempt status under Section 501(c)(3) of the IRS Code. As an independent, trustee-headed organization that joins the leadership of trustees and presidents, the Council is the voice of the community college sector before the state legislature and other branches of government. The Council is also the state coordinating organization for all community colleges in New Jersey.

For a more complete (but still brief) history and description of the Council and New Jersey’s community colleges, see the New Jersey chapter of Fifty state systems of community colleges: Mission, Governance, Funding, & Accountability (2014), which is attached.
DESCRIPTION OF YOUR STATE’S SYSTEM OF COMMUNITY COLLEGES

Community colleges are one of New Jersey’s greatest success stories. Created in the 1960s, New Jersey’s 19 community colleges now enroll nearly 400,000 students at over 70 campuses throughout the state. While there may be differences of opinion as to what the most significant contributions of community colleges have been to the Garden State, one thing is clear. New Jersey would be a far different place – to raise a family, to make a living, to start a business – had the state not created community colleges some 40 years ago.

OVERVIEW OF THE HISTORY AND EVOLUTION OF YOUR STATE’S SYSTEM OF COMMUNITY COLLEGES

Like in most states, New Jersey’s community colleges got their start through legislative action. Three acts of the New Jersey Legislature were especially important in the development of New Jersey’s statewide community college system:

• The New Jersey County College Act of 1962;
• The New Jersey Higher Education Act of 1967; and

A ground swell of public support for more affordable higher education opportunities led to the state legislature’s establishment of a community college system through the New Jersey County College Act of 1962. By state law, the State of New Jersey defines a community college as:

an educational institution established or to be established by one or more counties, offering programs of instruction, extending not more than two years beyond high school, which may include but not be limited to specialized or comprehensive curricula, including college credit transfer courses, terminal courses in the liberal arts and sciences, and technical institute type programs.


Through this legislation, the state enabled the Boards of Chosen Freeholders (the local county governing bodies) to establish community colleges and committed state funding to support these new institutions. The act also established a funding stream, made up of state aid, county aid, and student tuition and fees, to operate the colleges. The first four community colleges opened their doors in 1966. They were: Atlantic Community College, Cumberland County College, Middlesex County College, and Ocean County College. Seven more community colleges were established in 1968. They were: Brookdale Community College, Burlington County College, Camden County College, Essex County College, County College of Morris, Raritan Valley Community College, and Union County College. Six more community colleges were established in the 1970s. They were: Bergen Community College, Gloucester County College, Hudson County Community College; Mercer County Community College; Passaic County Community College, and Salem Community College. The last two community colleges opened their doors in 1982, Sussex County Community College and Warren County Community College (NJCCC, 2010). The 19 community colleges currently operate in the state’s 21 counties. In two cases, two counties jointly sponsor one college (Atlantic and Cape May Counties sponsor Atlantic Cape Community College; Somerset and Hunterdon Counties sponsor Raritan Valley Community College).
The early years for New Jersey community colleges were largely framed by state regulation and control created through the New Jersey Higher Education Act of 1967. This legislation brought sweeping changes to the state’s higher education landscape by establishing a separate State Board of Higher Education, the office of the Chancellor, and the State Department of Higher Education – all charged with overseeing and carrying out a plan for a comprehensive state higher education system that included community colleges. While community colleges were successfully established in these early years, the local boards of trustees and their presidents operated primarily within a highly-regulated system controlled by state officials (Nespoli, 2010).

All of this changed in a dramatic way with the passage of the New Jersey Higher Education Restructuring Act of 1994. No other single event comes close to this one in terms of the immediate, statewide, and lasting impact on New Jersey’s community colleges. It dramatically altered the policy framework for New Jersey’s community colleges by granting boards of trustees the local autonomy to govern their colleges. For example, because of this legislation, New Jersey’s community college trustees are now primarily responsible for setting tuition, approving academic programs, and establishing associate degree standards – all areas of college operations that were previously controlled by the state (Nespoli, 2010).

While granting colleges more local autonomy, the New Jersey Higher Education Restructuring Act of 1994 also recognized the need for continued statewide coordination among the 19 community colleges. To that end, the legislation assigned to the New Jersey Council of County Colleges, a nongovernmental state association, many of the responsibilities previously carried out by the state. For example, the Council – working with its member trustees and presidents – submits an annual state budget request for the sector, develops the state funding formula for community colleges, coordinates the allocation of capital funding to community colleges, and reviews courses to determine their eligibility for state aid (Nespoli, 2010). The Council fulfills these statutorily assigned state coordinating responsibilities while still focusing first and foremost on its advocacy efforts on behalf of the community colleges in the statehouse and throughout the state.

MISSION

The mission of New Jersey’s community colleges is to provide high-quality transfer programs, occupational programs, continuing education courses, business support services, and community service programs at a reasonably low cost that lead to student success and respond to local and statewide needs. The mission of the New Jersey Council of County Colleges is to provide statewide leadership for the advancement of the 19 community colleges of New Jersey, perform sector coordinating responsibilities as required by state law, and coordinate statewide efforts to improve student success at the 19 community colleges.

While some states have either vocational institutes or transfer-oriented junior colleges, New Jersey has embraced the principle of comprehensive community colleges. This is a statewide mandate for all community colleges to respond fully to the educational, cultural, and community needs of their respective counties. New Jersey’s comprehensive community colleges prepare students to enter four-year institutions, train them to assume skilled positions in New Jersey’s workforce, and offer many other programs that enrich the quality of life for the state’s residents. The community colleges offer a wide variety of associate degree programs including both transfer and occupational curricula, and certificate programs in various occupational fields, as well as noncredit courses that serve students’ careers or general interests.
STRUCTURE AND GOVERNANCE
Including the role and responsibilities of the state and local boards, and the function of the state community college system office. Describe any major changes in governance since their establishment.

One of New Jersey’s community college presidents coined the phrase “coordinated autonomy” in the late 1990s to describe New Jersey’s statewide community college system. That label is as good now as it was then in describing how New Jersey’s community colleges go about their business, both individually and collectively. Two words – a noun and a descriptive adjective. The noun, “autonomy,” makes clear that the cornerstone of New Jersey community college governance is local authority. Everything starts with the affirmation that local trustees and the presidents they hire know best how to serve the needs of their local communities. But the adjective, “coordinated,” drives home the point that local autonomy is not absolute.

Autonomy only works when it is coordinated in statewide ways that serve statewide needs. Community colleges across the country in other states operate through a number of different governance models. Some states have highly regulated centralized systems, like New Jersey had in the 1970s and 1980s. Other states have very decentralized approaches with little or no coordination among community colleges. New Jersey’s current approach is somewhere in the middle. And while no system is perfect, “coordinated autonomy” has served New Jersey’s community colleges and the state exceptionally well since 1994.

At the local community college level, New Jersey state law requires that 11 people be members of a community college’s board of trustees. This includes the county superintendent of schools, eight freeholder appointees, and two appointees selected by the governor (N.J.S.A., 1999). The community college president serves as an ex officio member of the board of trustees (N.J.S.A., 1999). In addition, the community college’s student body elects a representative from the graduating class to serve as a non-voting member (N.J.S.A., 1999). However, each community college board can vote to determine if the student-elected trustee can have voting privileges. In the two instances in New Jersey where there are community colleges sponsored by more than one county, the boards of trustees are increased by two members for each additional county (N.J.S.A., 1999).

FUNDING

New Jersey’s community colleges were founded on the basic funding principle of one-third, one-third, one-third — that is, one-third funding from the state, one-third from the local counties, and one-third from student tuition and fees.

From 1996 to 2000, New Jersey’s community colleges received substantial consecutive increases in direct state aid, which lifted base state funding by $56 million (over 50 percent). From then through the next decade, New Jersey’s community colleges received mostly level operating aid from the state. Most recently, much like other community college systems across the country, state funding to community colleges has been cut (by about 15 percent in New Jersey) as state governments have struggled through some very difficult fiscal challenges. To make things more challenging still, funding from county government to community colleges has also seen significant cuts in recent years.

In short, decreasing public funding (both state and county), along with growing enrollments, has resulted in a drop in the state’s share of operating aid to New Jersey’s community colleges to 17 percent, and a drop in the county share to 20 percent. Student tuition and fees on the other hand (now at about $4,000 per year for full-time students), have jumped to over 60 percent of college operating funds. It is important to note, however, that about one third of these tuition and fee revenues come from taxpayer-supported federal and state student financial aid programs. Even so, the current state-county-student funding shares are a far cry from the original funding model of one-third, one-third, one-third.
On the capital funding side, New Jersey’s community colleges have benefited greatly from a long-standing capital funding program specifically for community colleges (called the “Chapter 12” program, in reference to the original state law that was enacted in 1971). Over a billion dollars in capital funding has been provided through this program over the past 20 years, with the counties issuing the bonds and the state then reimbursing the counties for half of the debt service on the bonds. Most recently, New Jersey voters approved new bonds to support higher education capital projects, including $200 million for community colleges. These bond funds will be in addition to the annual Chapter 12 program.

**MAJOR PROGRAMS AND SERVICES**

New Jersey’s community colleges offer over 1,700 credit degree and certificate programs and noncredit courses leading to associate in arts, associate in science, associate in applied science degrees, certificates, licensures, certifications, and career opportunities. In instances where a particular program is unavailable in the home county, state law permits a system of “charge back” whereby the home county provides funding so that the student may enroll in that program at a neighboring community college at the in-county tuition rate.

Many community college degree and certificate programs are in occupational/technical fields. These programs prepare graduates for immediate employment. Other community college programs provide college credits for transfer to a senior institution and further study. Community colleges also offer hundreds of continuing education (noncredit) professional and certification programs. Examples include Real Estate Appraisal and Green Buildings, Computer Networking, Financial Literacy, and Management.

At the local level, community colleges also offer customized training to businesses large and small throughout the state – that is, the colleges customize the training based on what businesses need for their employees. In short, through customized training, community colleges develop whatever programs the companies need, and they deliver the training at locations convenient to the employees.

At the state level, New Jersey’s 19 community colleges created the New Jersey Community College Consortium for Workforce and Economic Development in 2004 to more efficiently serve the workforce development needs of the state. The idea at the time was a simple one. The colleges wanted to be able to say to businesses leaders throughout the state, “If you have a training need, we can help by delivering the combined training expertise and resources of all of our community colleges to your employees no matter where your business is located.” Ten years later, through this innovative statewide partnership of the state’s 19 community colleges, New Jersey has done just that.

Since its inception, the Workforce Consortium has provided training (through the colleges) to over 60,000 employees at over 3,500 businesses throughout the state. During this time, the Consortium has entirely covered its own operating costs, reimbursed the colleges for their training costs, and returned about $5 million to the colleges through a series of annual distributions of training revenue. And the original start-up funding provided by the colleges is still held in reserve! The New Jersey Business and Industry Association, the nation’s largest statewide employer association with over 20,000 members, recently awarded its prestigious Leonard C. Johnson Award to the Workforce Consortium in recognition of its outstanding training programs for businesses large and small throughout the state.

For outstanding high school students who wish to pursue a college degree, the State of New Jersey created the New Jersey Student Tuition Assistance Rewards Scholarship (NJ STARS) program, which provides full community college tuition scholarships to students who graduate high school in the top
15 percent of their class. When created in 2004, this program was the first of its kind in the country to target merit-based scholarships specifically to community college students. NJ STARS became an even stronger program with the creation NJ STARS II in 2006. NJ STARS students who graduate from their community college with a 3.25 grade point average or better are eligible for a $2,500 annual scholarship, paid for by the State, for their junior and senior years at any New Jersey public or private college or university. Since the program’s inception, over 10,000 students and their families have benefitted from this program. It has garnered a lot of national attention as community colleges are increasingly becoming the college of first choice for many high school students. As of last count, 10 other states were considering similar programs that reward outstanding academic achievement by providing scholarships to community colleges.

These impressive statewide collaborations have been led by strong campus leaders throughout the state. Unfortunately, many of our presidents, vice presidents, and deans will be retiring within the next five years or so. We will thus need to find ways to replace this critical senior leadership on our campuses. In response to this challenge, the New Jersey Council of County Colleges has partnered with Rowan University to create a new Community College Leadership Doctorate Program. About 50 students (mostly New Jersey community college employees) have enrolled in the program to date. What makes the program uniquely powerful is that many of the community college presidents teach in the program and serve on dissertation committees. With the leadership and continued support of the presidents, this program has the potential to become a national model for building the pipeline for the next generation of community college leaders.

MAJOR CHALLENGES AND OPPORTUNITIES FACING YOUR STATE’S COMMUNITY COLLEGES

Open-access has been the hallmark of New Jersey’s community colleges, but it has become clear that access alone is not enough. For too many of our students do not complete the certificate and/or associate degree programs into which they enroll.

The reasons for low student completion are complex. Many community college students enroll without the foundation skills needed to succeed in college. In fact, nearly 70 percent of all New Jersey community college students require some form of remediation, and many are placed in developmental education courses where they may spend one or more years before they can even enroll in a college-level course. Frustrated by their lack of progress towards degree completion, many of these students leave college altogether, never to return.
To address these challenges, New Jersey’s community college trustees, presidents, administrators, faculty members, and staff members joined forces starting in 2009 to begin a statewide conversation about the best and boldest ideas to improve student success—especially associate degree and certificate completion. Since then, several hundred campus leaders have been working on what has been designated New Jersey’s “Big Ideas” project, with significant progress achieved in a number of important areas including:

- Transforming Developmental Education
-Aligning Expectations Between K-12 and Community Colleges
-Improving Student Success Data
-Promoting Adjunct Faculty Development
-Expanding Joint Purchasing Practices
-Building Academic Consortia
-Building Alternate Learning Delivery Systems
-Using Core Student Learning Outcomes and Common Assessment Tools in the Highest-Enrollment General Education Courses Throughout the State

Most recently, New Jersey’s community colleges have created a Center for Student Success, housed in the New Jersey Council of County Colleges, to coordinate the statewide work of the Big Ideas project. The potential statewide impact of our Center for Student Success is undisputable. New Jersey’s 19 community colleges are now by far the largest provider of higher education in New Jersey, with more than 60 percent of all New Jersey public undergraduate students enrolled at the state’s 19 community colleges. Not only will students attending New Jersey’s community colleges benefit from the programs and services offered through the Center for Student Success. So, too, will the larger communities that our colleges serve, as we continue to help meet the job training and education needs of New Jersey’s evolving workforce and help drive economic growth in our state.

References
Trenton, NJ: New Jersey Council of County Colleges.

*Welcome to the board: A manual for New Jersey community college trustees.* Trenton, NJ.


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NEW JERSEY COUNCIL OF COUNTY COLLEGES
GOALS FOR 2014-2015

The mission of New Jersey’s community colleges is to provide high quality transfer programs, occupational programs, continuing education courses, business support services, and community service programs at a reasonably low cost that lead to student success and respond to local and statewide needs. The mission of the New Jersey Council of County Colleges is to provide statewide leadership for the advancement of the 19 community colleges of New Jersey, perform sector coordinating responsibilities as required by state law, and coordinate statewide efforts to improve student success. To achieve this mission in 2014-2015, the Council will pursue the following goals.

I. SPECIAL STATEWIDE PROJECTS

1. Continue implementation of Strategic Goals for Student Success.

(Note: The Council has turned to our statewide affinity groups/consortia, as noted below, to lead our statewide Big Ideas efforts – under direct guidance from the presidents.)

• Transforming Developmental Education (Academic Affairs)
• Aligning Expectations Between K-12 and Community Colleges (Academic Affairs)
• Creating Student Success Data (Institutional Research)
• Promoting Adjunct Faculty Development (Human Resources)
• Expanding Joint Purchasing Practices (Joint Purchasing Consortium)
• Using Core Student Learning Outcomes and Common Assessment Tools in the Top Ten Highest Enrollment General Education Courses (Academic Affairs)

2. Support the Student Success Center, one of only seven such centers nationally funded by the Kresge Foundation, so that it can successfully coordinate statewide student success initiatives – especially the activities and priorities outlined in its Strategic Goals for Student Success.

3. Seek additional external funding to support our statewide student success initiatives.

II. GOVERNMENTAL RELATIONS

1. Work with the Governor’s Office, the Secretary of Higher Education, the Governor’s Higher Education Council and legislative leaders on key state budget priorities for community colleges including (a) operating aid; (b) Chapter 12; (c) NJ STARS; and (d) Part-time TAG.

2. Seek passage of the Council’s top legislative priorities – (a) College Readiness Now and (b) Community College Bachelor’s Degree in Nursing – and support other legislative priorities as outlined in the Council’s approved Legislative Action Plan for 2014-2015.

3. Deploy the “Community College Ambassador” program in the Legislature to deliver the community college priorities earlier and stronger in the state budget process.

4. Sponsor NJ Community College Trustee Ambassadors program.

5. Sponsor NJ STARS Student Ambassadors program.

6. Sponsor the annual Legislative Excellence Awards.
III. PUBLIC RELATIONS

1. Develop and implement a statewide communications plan that increases awareness of the actions taken by New Jersey’s community colleges to increase student success.

2. Develop a statewide branding campaign for New Jersey’s community colleges.

3. Sponsor annual Community College Spirit Awards.


IV. RESEARCH

1. Support efforts to fully implement the NJ Student Success Data Model at all 19 New Jersey community colleges.

2. Work with the Office of the Secretary of Higher Education on the new Student Longitudinal Data System (SLDS), which for the first time will link K-12, higher education, and labor market data.

3. Work with NJ Higher Education Assistance Authority on implementing new regulations that will track graduation and transfer rates of all TAG recipients.

4. Coordinate collection of data needed for distribution of federal vocational education (Perkins) funding.

5. Publish annual NJ Community College Factbook for campus use plus annual community college “Facts-at-a-Glance” for distribution to legislators and key policymakers.

V. MEMBER SERVICES

1. Support statewide student success events including: (a) Phi Theta Kappa Community College Completion Challenge (NJC4); (b) “Bright Spots” Conferences on Transforming Developmental Ed; (c) Faculty Summits on General Education Courses; (d) College Readiness Now Conference with K-12 Partners; (e) ESL Summit; and (f) Professional Development Workshops for Part-time Faculty.

2. Support presidents’ retreats in August and January.


4. Sponsor meetings with New Jersey Congressional delegation and national media outlets at Association of Community College Trustees (ACCT) Legislative Seminar (February 9-12, 2015).


7. Sponsor annual Phi Theta Kappa Day (May 7, 2015).

8. Sponsor Trustee Seminars prior to Council meetings and offer audio/video delivery of these seminars for those trustees who are unable to attend.

9. Support Rowan University’s Community College Leadership doctorate program.

VI. COORDINATING RESPONSIBILITIES

1. Coordinate distribution of state aid to community colleges through the funding formula approved by the Department of Treasury.

2. Coordinate distribution of “Chapter 12” capital funding to community colleges through procedures approved by the Department of Treasury.

3. Coordinate the review and approval of credit courses to determine their eligibility for state aid.


5. Coordinate sharing of new academic program proposals for submission to the NJ Presidents’ Council Academic Issues Committee.

9/15/2014
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## NEW JERSEY COUNCIL OF COUNTY COLLEGES POLICIES

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SECTION I

NEW JERSEY COUNCIL OF COUNTY COLLEGES

BY-LAWS
NEW JERSEY COUNCIL OF COUNTY COLLEGES

BY-LAWS

ARTICLE I – NAME

The organization shall be known as the New Jersey Council of County Colleges ("the Council") as established under Article 2 of N.J.S. 18A:64A.

ARTICLE II – PURPOSE

The purpose of this Council will be to engage in activities for the advancement of the community colleges of New Jersey and to perform certain sector coordinating responsibilities as required by New Jersey statutes. The Council shall have perpetual succession and shall have the following powers and responsibilities:

a) **Governmental Relations** - to act as an advocate and promote the advancement of the community colleges of New Jersey to legislators, legislative groups, the Governor's Office, and other state departments and groups involved in the legislative process;

b) **Liaison with State Agencies and Other Organizations** - to act as an advisory body to the Governor, Legislature, Commission on Higher Education, Presidents’ Council and other state and federal organizations in carrying out their respective duties and responsibilities pertaining to community colleges, including but not limited to admissions policy, academic standards, programs, financing, and community relations, in accordance with the provisions of N.J.S. 18A:64A-29;

c) **Community College Funding** - to work with the Governor’s Office, the Legislature, the Commission on Higher Education, the Presidents’ Council, and other groups to obtain adequate state funding for community college operations and capital projects;

d) **Public Relations** - to develop a positive statewide image of community colleges through publications, press releases, media relations, and other information services;

e) **Economic Development and Job Training** - to facilitate and promote the role of community colleges as a primary delivery system for job training in support of economic development in New Jersey, and to develop systems for delivery of workforce training;

f) **Research** - to offer services and act as a resource and information center for community colleges, and to conduct research and data gathering projects as needed;

g) **Education** - to conduct orientation programs for members of the Council and educational programs for trustees and administrators of community colleges;

h) **New Programs** - to coordinate the sharing of information about program proposals by community colleges for new associate degrees and certificates;

i) **State Budget Requests** - to submit to the State Treasurer annual budget requests for State support of community colleges, in accordance with the provisions of N.J.S.18A:64A-22;
j) **State Funding Formula** - to recommend to the State Treasurer a formula for the allocation among the community colleges of annual appropriations made by the State to support community colleges, in accordance with the provisions of N.J.S. 18A:64A-22;

k) **Capital Funding Allocations** - to recommend to the State Treasurer the allocation among the community colleges of capital funding provided by the State to support community colleges, in accordance with the provisions of N.J.S. 18A:64A-22;

l) **Course Review** - to recommend to the State Treasurer the eligibility of credit courses for state funding purposes;

m) to maintain an office at such place or places in the state as it may designate;

n) to sue and be sued in its own name;

o) to acquire, hold, and dispose of real and personal property in the exercise of its power;

p) to employ an Executive Director of the Council and to fix the terms and conditions of the employment of the Executive Director. The Executive Director shall also be appointed as President of the Council. The Executive Director shall serve at the pleasure of the Council.

q) to promote diversity of development among community colleges in ways that will be responsive to the particular needs of the particular counties, and the state’s diverse population and regions;

r) to make appointments that are representative of community colleges;

s) to approve an annual Council operating budget;

t) to take all actions consonant with and authorized by the provisions of N.J.S. 18A:64A Article 2; and

u) to adopt, amend, and repeal by-laws or policies for the governance of the Council and its staff as necessary to carry out the foregoing purposes.

**ARTICLE III – MEMBERSHIP**

**Section 1. Statutory Membership**
The Council shall consist of the presidents and chairs of the boards of New Jersey’s community colleges. A trustee board Chair may designate another member of the board as an alternate to attend and to vote at Council meetings in the Chair’s absence. The person designated to attend and vote at a meeting of the Council as the alternate for the Chair of a member college board of trustees shall be recorded in the minutes of the meeting.

**Section 2. Council Member Expense Reimbursement**
Members shall serve without compensation but shall be entitled to reimbursement for all reasonable and necessary expenses incurred in order to carry out duties assigned by the Council. Travel expenses to attend meetings of the Council or meetings of Council committees shall not be reimbursable by the Council.
Section 3. Quorum
A simple majority of the voting members of the Council, including those participating by telephone
conference call, shall constitute a quorum for the transaction of business. If the voting members present
or participating by telephone conference do not constitute a quorum, the Council members present at any
meeting may adjourn any meeting from time to time until such a quorum shall be present.

Section 4. Voting Membership
In the deliberations of the Council each community college shall have two (2) votes, one (1) for the
president and one (1) for the college’s trustee representative on the Council. All questions coming before
the Council shall be determined and decided by a majority vote of those voting members present at,
or participating by telephone conference in, the meeting, unless otherwise stipulated in these by-laws.
Abstentions shall not be counted as a vote, and abstentions shall be recorded as “not voting”.

ARTICLE IV – OFFICERS

Section 1. Nomination and Election
In September of each year, the Council Chair shall appoint a nominating committee consisting of three
(3) trustee members not currently serving as Officers of the Council. The nominating committee shall
select nominees from among the trustee members of the Council for the offices of Chair and Vice Chair
and two trustees for the position of At-Large Members of the Executive Committee. The names of the
nominees for these offices and positions shall be presented to the full Council for election at the annual
reorganization meeting. Additional nominations may be made from the floor by the membership.
Election shall be by a majority of members present and voting. The community college presidents
shall select nominees from among the presidents for the offices of Treasurer, Secretary, and Assistant
Secretary. The nominees for these offices shall be presented to the full Council for election at the
annual reorganization meeting.

Section 2. Terms
The Chair, Vice Chair, Secretary, Assistant Secretary, and Treasurer shall be elected for one (1) year
terms. No officer shall be eligible to serve more than three (3) consecutive terms in the same office.
The officers shall take office at the annual reorganization meeting and shall serve until their successors
are elected and installed. Vacancies shall be filled by membership vote for the balance of the unexpired
terms.

Section 3. Removal
Any officer may, upon two (2) weeks notice, be removed from office by a majority of the voting
membership, whenever the Council determines that removal is in the best interest of the Council.

ARTICLE V – DUTIES OF OFFICERS

Section 1. Chair
The Chair shall be a trustee and shall, when present, preside at all meetings of the Council and discharge
the duties that ordinarily pertain to that office. The Chair shall be a member of all committees, and shall
be entitled to vote at all meetings of the Council and of all its committees. The Chair shall sign and
execute all reports, documents, or contracts authorized by the Council when applicable law or document
requires execution by the Chair for and on behalf of the Council. Unless otherwise provided in these
by-laws, or otherwise determined by the Council, the Chair shall appoint all standing committees
described in these by-laws and such other special, ad hoc, or advisory committees as may be necessary
to carry out the objectives of the organization.
Section 2. Vice Chair
The Vice Chair shall be a trustee and shall preside over the meetings of the Council in the absence of the Chair. If neither of the above is present, the Immediate Past Chair shall preside. In the event that the Chair is incapacitated or unavailable, the Vice Chair shall be Acting Chair until the Chair resumes the office and shall discharge the duties of the Chair. The Vice Chair shall exercise such other powers and duties as may be delegated by the Chair.

Section 3. Secretary
The Secretary shall cause to be recorded all votes and minutes of all Council proceedings. The Secretary shall give or cause to be given notice of all meetings of the Council, and shall attest to the execution of documents requiring the attestation of the Secretary to the signature and authority of another officer.

Section 4. Assistant Secretary
The Assistant Secretary shall have and exercise all of the powers and duties of the Secretary in the case of the absence or inability to act of the Secretary, and shall perform such other duties as may be prescribed, from time to time, by the Council.

Section 5. Treasurer
The Treasurer shall have general supervision over the care and custody of all funds and securities of the Council. The Treasurer shall cause all funds or securities of the Council to be deposited and held in the name of the Council in banks or other institutions as the Council may from time to time designate. The Treasurer shall see that necessary and appropriate internal accounting and financial reporting systems are implemented in accordance with applicable laws and generally accepted accounting principles. The Treasurer shall cause annual financial and audit reports to be rendered to the Council and any other financial reports as the Council may be required to render by law or by rules and regulations.

Section 6. Executive Director/President
The Executive Director/President shall be the chief executive officer of the Council. The Executive Director/President shall be responsible for the administration of all Council activities and shall promote the educational quality of community colleges in conjunction with the community college presidents. The Executive Director/President shall represent the Council before administrative and legislative bodies. Within the funding authorized in the operational budget adopted by the Council, the Executive Director/President shall employ and supervise the staff required to conduct the activities of the Council, including the authority to discharge or discipline staff.

ARTICLE VI – COMMITTEES

Section 1. Standing Committees
The Council shall have six (6) standing committees known as the Executive Committee, the Legislative Committee, the Finance Committee, the Facilities Committee, the Academic Affairs Committee, and the Course Review Committee. Membership of each standing committee shall consist of the Chair and at least four other members. Each college will be offered membership on at least one standing committee. All Council members will be provided with a list of the membership and chairs of all standing committee and other committees established by the Council. Chairs of standing committees shall normally be rotated at least every three years unless the Chair of the Council deems it in the best interest of the Council to extend the appointment of the current standing committee Chair. Committee meetings may be held by telephone conference if deemed appropriate.
Section 2. Executive Committee
The Executive Committee shall consist of seven (7) members – four (4) trustees and three (3) community college presidents as follows:

The four trustee members of the Executive Committee shall be the Council Chair, Vice Chair, and the two Trustees-at-Large elected at the annual reorganization meeting of the Council.

The three president members of the Executive Committee shall be the Secretary, Assistant Secretary, and Treasurer.

The duties of the Executive Committee are as follows:

a) the Executive Committee shall represent the Council of County Colleges in meetings with the Commission on Higher Education and its staff. Courses of action and other recommendations developed through meetings with the Commission and its staff shall be reported to the full Council at its next meeting;

b) in the interim between meetings of the Council, the Executive Committee may implement (i) actions previously authorized by the Council, (ii) policies and positions previously adopted or endorsed by the Council, or (iii) emergent measures if deferral to the next scheduled meeting of the Council would be detrimental to the purposes or operation of the Council. Actions taken by the Executive Committee shall be reported to the Council by distribution of Executive Committee minutes prior to the next Council meeting;

c) the Executive Committee shall review state budget recommendations developed by the Finance Committee and present for approval by the Council annual budget requests for State operating aid to community colleges. If individual community colleges are faced with urgent financial circumstances, they are encouraged to communicate their situation to the Executive Committee. The Executive Committee will then assess these special needs requests. If there is agreement that a special need exists, the Executive Committee will recommend that the Council actively support and advocate for the special needs of any one of its members. If the Executive Committee concludes that the special need cannot be fully supported and the Council concurs, the Council will not engage in advocacy efforts on behalf of that special need;

d) the Executive Committee shall review the annual funding formula developed by the Finance Committee and present for approval by the Council a formula for allocation among the community colleges of annual appropriations made by the State to support community colleges;

e) the Executive Committee shall review the annual capital budget recommendation developed by the Facilities Committee and present for approval by the Council requests for state capital funding to community colleges;

f) the Executive Committee shall review capital funding allocations recommended by the Facilities Committee and present for approval by the Council recommendations for allocation among the community colleges of State capital funding;

g) the Executive Committee shall develop and recommend an annual Council operating budget for approval by the Council;
Section 2. Executive Committee
The Executive Committee shall consist of the Chair of the Council, or in the absence of the Chair, the Chairperson of the Board of Trustees, the Executive Director/President, and four other members of the Council elected by the Council. The Executive Committee shall have such powers and duties as are expressly delegated to it in this Constitution and Bylaws and shall have the power to perform all acts necessary or convenient to carry into effect the provisions of this Constitution and Bylaws.

h) the Executive Committee may hear appeals of decisions made by the Course Review Committee. Decisions by the Executive Committee in such matters are then final;

i) the Executive Committee shall fix the time and place of regular meetings of the Council; and

j) the Executive Committee shall annually evaluate the performance of the Executive Director/President and provide the Council members with a synopsis of the evaluation, any recommended changes in the compensation or terms and conditions of employment of the Executive Director/President, and the basis for the recommendation.

The Executive Committee shall meet monthly except for the month of August. Special meetings of the Executive Committee may be called by the Chair or by two (2) members of the Executive Committee.

Section 3. Legislative Committee
The Chair of the Legislative Committee shall be a trustee.

The duties of the Legislative Committee are as follows:

a) the Legislative Committee shall keep the Council informed of all legislative matters impacting community colleges, and shall propose legislation that will enhance the effectiveness and efficiency of community colleges; and

b) the Legislative Committee shall review all legislation affecting community colleges and recommend as appropriate a Council position of support, support with amendments, oppose, or monitor.

A meeting of the Legislative Committee may be called by the Chair, or by two (2) members of the Legislative Committee.

Section 4. Finance Committee
The duties of the Finance Committee are as follows:

a) the Finance Committee shall review finance policy issues affecting community colleges including state funding, county funding, and tuition policies;

b) the Finance Committee shall develop and recommend for adoption an annual budget request for State aid to community colleges. The recommendation will be for one line item in the State Budget for state aid to community colleges. The committee’s recommendation will be forwarded to the Executive Committee for review and comment and then will be transmitted to the full Council for final action; and

c) the Finance Committee shall develop and recommend for adoption a formula for the allocation among the community colleges of annual appropriations made by the State to support community colleges. The committee’s recommended formula will be forwarded to the Executive Committee for review and comment and then will be transmitted to the full Council for final action;

A meeting of the Finance Committee may be called by the Chair, or by two (2) members of the Finance Committee;

The Business Operations Affinity Group will appoint three of their members to serve as advisors to the Finance Committee.
Section 5. Facilities Committee
The duties of the Facilities Committee are as follows:

a) the Facilities Committee shall review facilities policy issues affecting community colleges including Chapter 12 funding and higher education bond proposals;

b) the Facilities Committee shall develop and recommend the annual budget request for State capital funding to community colleges. The committee’s recommendation will be forwarded to the Executive Committee for review and comment and then will be transmitted to the full Council for final action; and

c) the Facilities Committee shall develop allocations among community colleges of capital funding provided by the State to support community colleges. The committee’s recommended allocation will be forwarded to the Executive Committee for review and comment and then will be transmitted to the full Council for final action.

A meeting of the Facilities Committee may be called by the Chair, or by two (2) members of the Facilities Committee;

The Business Operations Affinity Group will appoint three of their members to serve as advisors to the Facilities Committee.

Section 6. Academic Affairs Committee
The duties of the Academic Affairs Committee are as follows:

a) the Academic Affairs Committee shall review academic policy issues affecting community colleges;

b) as community colleges propose new associate degree and certificate programs and seek collegial advice from other community colleges, the Academic Affairs Committee shall coordinate the sharing of information about these new program proposals among the 19 community colleges; and

c) if there are objections to new program proposals, the Academic Affairs Committee will facilitate attempts to resolve these objections.

A meeting of the Academic Affairs Committee may be called by the Chair, or by two (2) members of the Academic Affairs Committee;

The Academic Affairs Affinity Group will appoint three of its members, and Student Services Affinity Group and Institutional Research Affinity Group will each appoint one of their members, to serve as advisors to the Academic Affairs Committee.
Section 7. Course Review Committee
The duties of the Course Review Committee are as follows:

a) the Course Review Committee shall review each credit course for use in implementing the state funding formula for community colleges; and

A meeting of the Course Review Committee may be called by the Chair, or by two (2) members of the Course Review Committee;

The Academic Affairs Affinity Group and the Business Operations Affinity Group will each appoint three of their members to serve as advisors to the Course Review Committee. These advisors and the presidents serving on the Course Review Committee will do the actual work of reviewing credit courses. The Chair of the Course Review Committee will provide a report of the Committee’s review of all credit courses to the Executive Committee. Decisions by the Course Review Committee may be appealed to the Executive Committee.

ARTICLE VII – COUNCIL MEETINGS

Section 1. Annual
The annual reorganization meeting of the Council shall be held between the third Monday in November and December 15 at a time and place determined by the Executive Committee.

Section 2. Regular
The Council shall meet at least quarter annually at a place and time to be determined by the Executive Committee.

Section 3. Special
Upon three (3) business days’ notice special meetings (i) may be called by the Chair or (ii) shall be called by the Chair at the written request by eight (8) members of the Council. Public advance notice of special meetings shall be given in the manner required by N.J.S.A. 10:4-8(d). A special meeting is a meeting not listed as a regular meeting in the annual organizational resolution. The agenda of the special meeting shall be limited to the items listed in the call of the meeting.

Section 4. Emergency
An emergency meeting may be called by the Chair or Executive Director with notice given as soon as possible following the calling of such meeting in the manner required by the Open Public Meetings Act, provided that three-quarters (3/4) of the members present at the meeting affirmatively vote to hold the meeting notwithstanding the failure to provide adequate notice. Emergency meetings shall be limited to discussion of and action upon matters of such urgency and importance that a delay for purpose of providing adequate notice would likely result in substantial harm to the public interest, and the resolution to hold the emergency meeting determines that the Council could not reasonably have foreseen the need for the meeting at a time when adequate notice could have been provided, or that the Council failed to provide adequate notice.

Section 5. Resolutions
Resolutions to be considered or acted upon, that are unrelated to a matter listed on the meeting agenda, should be made available to Council members no later than three (3) business days prior to the Council meeting except as otherwise provided in Section 6.
Section 6. Emergency Resolutions
Emergency resolutions may be considered at a regular meeting of the Council by a finding and vote of at least one-half (1/2) of the members present at the Council meeting that (i) the matter is of such urgency and importance that a delay for the purpose of complying with Section 5 above would be likely to result in substantial harm to the public interest, and (ii) the Council could not reasonably have foreseen the need to consider the matter more than three business days prior to the Council meeting.

Section 7. Committee Reports
At the Council meetings, the agenda shall include a call by the Chair for reports from any standing committees desiring to present reports to the Council.

ARTICLE VIII – PARLIAMENTARY AUTHORITY
The rules contained in ROBERT’S RULES OF ORDER, NEWLY REVISED, shall govern the organization in all cases to which they are applicable and in which they are not inconsistent with these by-laws, state regulations, state statutes, or any special rules the Council may adopt.

ARTICLE IX – MEMBERSHIP DUES
For purposes of defraying the expenses of the Council, the community colleges shall pay the necessary expenses by the members, and shall appropriate annually such sums for dues as may be assessed by the Council. At least sixty (60) days advance written notice shall be given to each community college of the date of the meeting at which the assessment of membership dues will be voted upon. The assessment shall be made only upon a two-thirds (2/3) vote of the membership present at the meeting held pursuant to the sixty (60) day advance notice. Dues shall be assessed upon a flat fee and a graduated scale according to the full-time equivalent enrollment of each community college.

ARTICLE X – INDEMNIFICATION
Whenever any claim is made or a civil action is brought against a member or officer of the Council for any act or omission arising out of and in the course of the performance of the duties as a member or officer of the Council, the Council shall defray all costs of defending against the claim or action, including reasonable counsel fees and expenses, together with costs of appeal, if any, and the Council shall indemnify and save harmless and protect such person from any resulting financial loss, except that the foregoing indemnification shall exclude any claim, liability, or expense determined by a court of competent jurisdiction to have arisen from the willful misconduct or unethical conduct of the Council member or officer.

ARTICLE XI – AMENDMENTS
These by-laws may be amended at any regular meeting of the Council by a majority of the authorized voting membership. Amendments must be presented to the membership, in printed form, ten (10) days in advance of the meeting at which the vote will be taken on the amendments.

May 3, 1988 September 30, 2002
September 20, 1993 June 21, 2007
December 7, 1994 November 22, 2010
June 12, 1996 February 27, 2012
February 10, 1997 November 17, 2014
January 13, 1998
SECTION II

NEW JERSEY COUNCIL OF COUNTY COLLEGES

POLICIES
NEW JERSEY COUNCIL OF COUNTY COLLEGES

POLICIES

RELATING TO DISCHARGE OF STATUTORY RESPONSIBILITIES

1. Auditing and Accounting Standards for Distribution of State Support.
   The Finance Committee shall present for approval by the Council auditing and accounting
   standards and academic criteria to be recommended to the New Jersey Department of
   Treasury for determining state support eligibility of courses offered by county colleges. The
   recommended standards shall include (a) the method of calculation of Full-Time Equivalent
   Enrollments (FTEs), (b) the criteria for determining eligibility of courses for state support,
   (c) review by the Council Course Review Committee (“CRC”) of course descriptions and course
   credit hours to verify eligibility of courses for state funding, and (d) the method of calculating,
   reporting, and auditing enrollments. Individual colleges shall have the right to appeal the CRC
   decision first to the CRC for reconsideration, and thereafter a final appeal to the Executive
   Committee of the Council. Based upon the report of the CRC and the determination of any
   appeal, the Council shall transmit to the State Treasurer its recommendations with regard to
   courses that qualify for state funding.

2. Funding Formula for Distribution of State Aid.
   The Finance Committee of the Council shall recommend for approval or revision by the Council a
   formula for allocating state aid among the community colleges. Upon receiving Council approval,
   the Council shall transmit to the State Treasurer the Council’s recommended changes to the
   formula for allocating and distributing state aid among the community colleges.

3. Allocation of Chapter 12 Capital Funding.
   The Executive Committee shall recommend for approval or revision by the Council, a procedure
   for allocating Chapter 12 capital funding among the nineteen community colleges. The procedure
   shall establish the deadlines and required supporting documentation for submission of new
   capital projects for endorsement by the Council Facilities Committee. The procedure shall permit
   a college seeking to delay a bonding deadline for a Chapter 12 project, to exchange placement
   of the bonding of the project within a cycle with another college that seeks to advance its bonding
   schedule for a project that has previously received Chapter 12 approval. The Council Facilities
   Committee will prepare and submit to the Council a recommendation for approval of Chapter
   12 funding for those projects submitted with complete documentation required. The Council will
   transmit to the Department of Treasury the Council’s recommendations for project approvals
   for the Chapter 12 funding cycle and for approval of exchange agreements between colleges
   seeking to respectively delay and advance project bonding.

4. Public Policy Initiatives and Advocacy.
   The Council is charged by statute with responsibility to advocate and promote the advancement
   of New Jersey’s community colleges, and to encourage and aid movements which it deems
   necessary for the improvement of community college education, and from time to time, to make
   recommendations to and act as an advisory body to the Governor, Legislature, Office of the
   Secretary of Higher Education, and Presidents’ Council. The Legislative Committee shall review
   all legislation, regulatory measures, or executive branch initiatives affecting community colleges
   and recommend an appropriate position to be advocated by the Council. When necessary in the
   interim between meetings of the Council, the Executive Committee may authorize the President
   to advocate positions or promote initiatives essential to the advancement and interests of
   community colleges.

5. State Budget Request.
   Consistent with the provisions of its by-laws, the Council shall consider and submit to the State
   Treasurer an annual budget request for state support of community colleges.

Approved and adopted by the Council on June 16, 2008.
NEW JERSEY COUNCIL OF COUNTY COLLEGES

POLICIES

RELATING TO BUSINESS PRACTICES

1. Auditor Independence/Rotation.
   The Council will retain the services of an independent external auditor to conduct an annual audit of the financial records of the Council and to produce an annual audit report. The lead individual assigned by the accounting firm to conduct the audit shall be rotated not less frequently than every three years. A twelve-month waiting period shall be required before an individual who was employed by the external auditor is eligible to be employed by the Council.

2. Capitalization.
   An item of equipment or other individual asset purchased having a value of less than $1,500 will be fully expensed in the year that it was purchased.

3. Depositories.
   At its annual organization meeting the Council shall adopt a resolution designating public depositories (as defined in N.J.A.C. 17:9-41 et seq.) and brokerage accounts to be used for the deposit of Council funds. All funds received by the Council shall be transmitted for deposit within forty eight (48) hours to the credit of the Council. Council funds not anticipated to be expended for more than thirty (30) days shall be deposited in interest bearing accounts or invested as permitted under Council policy.

4. Check Signing and Cashing.
   Checks or other instruments of withdrawal not exceeding $5,000 drawn on Council bank accounts shall require the signature of one of the following Council officers: Chair, Vice Chair, or President. Checks or other instruments of withdrawal exceeding $5,000 drawn on Council bank accounts shall require the signature of either the Council Chair or Vice Chair, and a second signature of the Council President. The Council shall not engage in the practice of cashing checks payable to third parties.

5. Temporary Investments.
   Moneys in hand and not expected to be expended within ninety (90) days, may be used to purchase the types of securities authorized under N.J.S.A. 40A:5-15.1 provided that the temporary investment is registered in the name of the Council or credited to an investment account maintained by the Council. The President shall cause to be prepared and distributed to Council members at the next regularly scheduled Council meeting, a report of the purchase and sale by the Council of temporary investments occurring during the period following the prior meeting of the Council.

6. Directors and Officers Liability Insurance.
   The Council shall maintain not less than $3,000,000 of liability insurance coverage for persons serving as officers or voting members of the Council.

   The Executive Committee shall annually recommend for approval by the Council an annual operating budget for the Council including recommended assessment of dues to members to be paid for the purpose of defraying the expenses of the Council. The recommended annual operating budget shall present a breakdown of revenue and expenses. Approval of the annual operating budget, the dues assessment, and any special assessments shall be made only upon a two-thirds (2/3) vote of the membership present at the Council meeting after notice of the taking of that vote shall have been given to each community college in writing at least sixty (60) days before the meeting of the Council. One fourth of the sum to be raised by dues assessed to members shall be allocated equally among the nineteen (19) member colleges, and three
fourths of the sum to be raised by dues assessed to members shall be allocated based upon the Full Time Equivalent enrollment of the respective member colleges. Whenever the Council or the Council President requests affiliated campus administrator associations to undertake a special project or assignment in support of Council activities, the Council shall provide the funding required to discharge the special assignment.

8. **Budget Account Transfers and Reports.**

Monthly budget reports shall be provided to the Executive Committee that track and charge expenditures against the expense categories and amounts approved in the annual budget. Expenditures shall not exceed the limits established in the approved budget unless the Executive Committee approves a recommendation by the Council President to transfer funds from one budgeted expense category to another. At Council meetings members shall be provided with copies of the monthly budget reports for the period since the prior Council meeting.

9. **Certification of Disbursements by Treasurer.**

Each month a listing of all Council disbursements made during the prior month shall be prepared and signed by the Treasurer and the Council President certifying the accuracy of the disbursement list. The listing of disbursements shall be provided to the members of the Executive Committee and shall include the name of the vendor or payee, the amount disbursed, and the nature of the expenditure.

10. **Purchasing.**

(a) Purchases of goods or non-professional services for amounts not exceeding 20 percent of the community college bidding threshold established under N.J.S.A. 18A:64A-25.3 may be authorized by the Council President or his designee provided that the purchase will not cause the aggregate annual expenditures for such category of goods or services to exceed the amount available in the approved Council budget. At least 3 quotations shall be solicited for a purchase order exceeding 20 percent of the community college bidding threshold established under N.J.S.A. 18A:64A-25.3.

(b) Based upon responses to requests for proposals, the Council President shall recommend legal counsel and an auditor for appointment by the Council for a fixed term. The Council President shall be authorized to retain other professional consultants on an as needed basis for specialized professional services required by the Council provided that (i) the services requisitioned will not cause the aggregate annual expenditures for such category of services to exceed the amount available in the approved Council budget, and (ii) the professional services are not for a fixed term and are terminable at the option of the Executive Committee.

(c) All other purchases of goods or services not authorized under subparagraphs (a) or (b), including professional service appointments for a fixed term, shall be upon the recommendation of the Council President and authorization of the Executive Committee. Purchases of goods or services exceeding the bidding threshold established under N.J.S.A. 18A:64A-25.3 shall be made and awarded by the Council after public advertising for bids, except for contracts that may be awarded without public advertising for bids under N.J.S.A. 18A:64A-25.5.

(d) Where the aggregate purchase exceeds 15% of the threshold for advertised bids under the County College Contracts Law, the vendor shall provide proof of business registration as required under N.J.S.A. 52:32-44.

11. **Code of Ethics.**

Council Member Representatives and Officers are required to comply with the terms of the Code of Ethics for Member Representatives and Officers set forth in Attachment A.

NEW JERSEY COUNCIL OF COUNTY COLLEGES
PERSONNEL POLICIES

1. Discrimination.
The New Jersey Council of County Colleges is committed to equal employment opportunity. Discrimination on the basis of race, creed, color, national origin, ancestry, age, gender, sexual orientation, marital status, familial status, service in the Armed Forces of the United States, nationality, religion, or a disability unrelated to job or program requirements is prohibited.

2. Sexual Harassment.
The New Jersey Council of County Colleges is committed to an environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a collegial and professional atmosphere that promotes equal opportunity and prohibits sexual harassment. Sexual harassment is prohibited under federal and state laws. For the purposes of this policy, sexual harassment is defined in the Equal Employment Opportunity Commission Guidelines as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Examples include but are not restricted to:

(a) Submission to conduct of a sexual nature that is made either explicitly or implicitly a term or condition of an individual’s employment;

(b) Utilizing submission to or rejection of conduct of a sexual nature as the basis for employment decisions affecting an employee; or

(c) Conduct of a sexual nature that has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive working environment.

A claim of sexual harassment shall be presented and determined pursuant to the Council’s Grievance Procedure.

The Council will have a grievance procedure for its employees set forth in Attachment B.

Full-time employment is defined as a work week of not less than 35 hours per week not including time taken for a lunch recess. Professional Staff means the following positions and other positions identified by the Council as professional staff:

- President/Executive Director
- Vice President
- Director of Communications
- Workforce Consortium Executive Director
- Workforce Consortium Chief Operating Officer
- Workforce Consortium Managing Director
- Workforce Consortium Project Coordinator

All other full-time positions are defined as Support Staff employees.

5. Overtime.
If a supervisor requires and authorizes work to be scheduled and performed beyond 35 hours per week, a full-time Support Staff employee will be paid time and one-half of the employee’s hourly rate for the hours worked in excess of 35 hours per week. Part-time employees and Professional Staff shall not be entitled to overtime pay.
Employees shall be reimbursed for reasonable expenses incurred for travel within New Jersey or authorized travel outside of New Jersey, provided that (i) the expense was required in order to discharge responsibilities of the employee’s position that could not have been performed at the Council offices, (ii) the Council President or Vice President deems the expenses to be necessary and reasonable, and (iii) the written reimbursement request is supported by appropriate documentation of the expenses incurred. The approval of the Council President shall be required prior to business travel outside of New Jersey as a condition for reimbursement of expenses for business travel outside of New Jersey.

7. Sick Leave.
Full-Time Professional and Support Staff shall earn paid sick leave at the rate of one day per month of employment not to exceed 12 sick days per year. Unused sick leave may be carried over to succeeding employment years, but unused sick leave shall not be compensable upon termination of employment.

8. Personal Days.
During the first year of employment full-time Professional and Support Staff shall be entitled to one paid personal day, which may not be taken during the first six months of employment. Commencing with the second year of employment, full-time Professional and Support Staff shall be entitled to three paid personal days per year. Unused personal days may not be carried forward to the next employment year and shall not be compensable upon termination of employment. Use of paid personal days shall be limited to observance of religious holidays, bereavement, or to take care of personal or family emergencies or responsibilities that cannot be scheduled at a time that does not conflict with the employee’s hours of employment.

The following paid holidays shall be provided to full-time Professional and Support Staff:

- New Year’s Day
- Martin Luther King Day
- President's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day Preceding Christmas
- Christmas Day

In the event that one of the holidays listed above falls on a Saturday, it shall be observed on Friday. In the event that the holiday falls on a Sunday, it shall be observed on Monday.
Full-time Support Staff shall be entitled to fifteen (15) days of paid vacation per employment year. Full-time Professional Staff shall be entitled to twenty (20) days of paid vacation per employment year. New employees shall not be eligible to utilize paid vacation leave during the first six months of employment. The employee's supervisor must approve the scheduling of vacation time in order to ensure the orderly operation of the Council and its affiliated entities. To the extent consistent with the orderly operation of the Council and its affiliated entities, vacation scheduling requests will be granted at times desired by the employee. Full-time employees will be allowed to carry over to the next employment year up to five (5) unused vacation days. The carry forward of five (5) days unused vacation shall not be cumulative and in no event shall the total paid vacation leave in a twelve (12) month period exceed the current year’s vacation leave entitlement plus five (5) carryover days. Unused vacation leave not to exceed 25 days shall be compensable upon termination of employment except that unused vacation shall not be compensable for discharge from employment for good cause.

The Council will maintain group health, dental, and disability insurance coverage for full-time employees. In addition, the employee may make application for and purchase an individual life insurance policy from an insurance carrier designated by the Council. It is the responsibility of the employee to complete the life insurance application process resulting in issuance of the individual policy to the employee. Upon presentation by the employee to the Council of the life insurance premium statement, the Council will pay, or reimburse an amount or percentage of the cost of individual term life insurance, not to exceed a death benefit of 3 1/2 times the employee’s salary.

The Council reserves the right to select the insurance plans and carriers and to periodically determine the amount or percentage of premium cost to be paid by the Council. The Council contributions to health and dental insurance premiums shall be computed after reduction for employee premium contributions as required by this policy. Employees provided with health and dental coverage under the Council group plan shall contribute to health and dental insurance premiums by way of a percentage salary deduction as established by the Council. Employees electing to waive health and/or dental coverage will be paid a waiver incentive equal to twenty-five percent (25%) of the employer’s share of the premium cost (after deduction of the amount the employee would be required to pay by statute).

Annually the Council shall contribute eight percent (8%) of the full-time employee’s annual salary to a pension or retirement plan designated by the Council for the benefit of its full-time employees.

13. Tuition Reimbursement.
With the prior approval of the Council President or the Consortium Executive Director, the Council shall provide tuition reimbursement for courses taken by a full-time employee at New Jersey accredited institutions of higher education in fields of study related to the employee’s position. For programs of study approved after the adoption of these Personnel Policies, the tuition reimbursement shall not exceed six (6) credits per semester and shall not exceed the tuition rate charged by Rutgers University. Tuition reimbursement shall be paid within thirty (30) days after presentation of evidence of receipt of a passing grade for the course.
14. **Part-Time Employees Not Eligible for Benefits.**
Part-time employees shall not be entitled to the fringe benefits or paid leaves of absence available to full-time employees under this policy.

15. **Paid Leave Credited to Statutory Leave.**
Use of paid leave or vacation under the foregoing policies shall be credited against the entitlement of the employee to unpaid leave under the Family and Medical Leave Act or similar federal or state statute.

16. **Bonus Authorization.**
Based upon performance evaluations and funds available, the Council President shall present for approval by the Executive Committee recommended annual bonuses.

17. **Authorization Required for Outside Employment.**

(a) The term “Sponsored Entity” means an association, consortium, or entity that is organized under the auspices of the Council and whose operating funds are deposited in one or more bank accounts maintained by the Council.

(b) The primary work obligation of a full-time employee of the Council is to the Council or Sponsored Entity. No full-time employee of the Council or Sponsored Entity shall engage in outside employment unless the Council President first determines that the outside employment does not:

(i) Constitute a conflict of interest;

(ii) Occur at a time when the employee is expected to perform his or her assigned duties;

(iii) Diminish the employee’s efficiency in performing his or her primary work obligation to the Council or Sponsored Entity.
Attachment A
CODE OF ETHICS FOR MEMBER REPRESENTATIVES AND OFFICERS OF THE NEW JERSEY COUNCIL OF COUNTY COLLEGES

1. Application
   This code of ethics is applicable to Member Representatives of the Council as designated in N.J.S.A. 18A:64A-27, and to the Council Officers.

2. Definitions
   When used in this code of ethics, the following words and terms shall have the following meanings, unless the context clearly indicates otherwise.

   “Council” means the New Jersey Council of County Colleges.

   “Council Matter” means any application, claim, contract, license, resolution or transaction made by, to, against or with the Council or a Sponsored Entity, or which requires any official action by the Council or its officers.

   “Council Officer” means a person appointed by the Council as an officer of the Council.

   “Employee” means any person compensated for full- or part-time employment services rendered to the Council or a Sponsored Entity.

   “Immediate family member” means the spouse, natural or adopted child, grandchild, parent, or sibling of the Member Representative or Council Officer.

   “Interest” means any personal, financial, economic, property or other concern amounting to a right, advantage, share or portion inuring either directly or indirectly to a Member Representative or Council Officer or to an immediate family member of a Member Representative or Council Officer, either singly, or affiliation with any person or party as defined herein.

   “Member Representative” means a person authorized under N.J.S.A. 18A:64A.27 to attend and vote at Council meetings.

   “Person or party” means any natural person, association, corporation, estate, partnership, proprietorship, trust or other legal entity.

   “Sponsored Entity” means an association, consortium, or entity that is organized under the auspices of the Council and whose operating funds are deposited in one or more bank accounts maintained by the Council.
3. Standards of Ethics
   (a) Any Member Representative or Council Officer who has an interest, financial or otherwise, or who is engaged in any business or transaction or professional activity, which is in substantial conflict with the proper discharge of his/her duties to the Council, shall disclose the same to the Chair of the Council and shall disqualify himself/herself from participation in any Council Matter in which the conflict of interest arises.

   (b) No Member Representative or Council Officer shall use his or her official position to secure unwarranted privileges or advantages for himself or herself or others.

   (c) No Member Representative or Council Officer shall act in his or her official capacity in any Council Matter in which the Member Representative or Council Officer or his or her immediate family member has a direct or indirect financial interest that might reasonably be expected to impair the objectivity or independence of judgment of the Member Representative or Council Officer.

   (d) A Member Representative or Council Officer shall not participate in any Council Matter whenever he/she is engaged in a business, transaction, service or professional activity, whether compensated or not, which might reasonably be expected to impair the objectivity or independence of judgment in the exercise of his or her official duties as a Member Representative or Council Officer.

   (e) No Member Representative or Council Officer shall accept, directly or indirectly, any gift, favor, service, or other things of value under circumstances from which it might be reasonably inferred, or which he/she knows or has reason to believe, is offered for the purpose of influencing the discharge of his or her duties as Member Representative or Council Officer.

   (f) No Member Representative or Council Officer shall knowingly act in any way that might reasonably be expected to create an impression or suspicion among the public having knowledge of his/her acts, that he or she may be engaged in conduct violates his or her trust as a Member Representative or Officer of the Council.

   (g) No Member Representative or Council Officer shall use, or allow to be used, his or her office, or any information not generally available to members of the public, received in the course of or by reason of his or her office, to secure financial gain, unwarranted privileges, advantages or employment for himself or herself, his or her immediate family members, or others with whom the Member Representative or Council Officer is associated.

4. Disclosure of Potential Conflict
   (a) At first knowledge of a Council Matter that reasonably could give rise to a conflict of interest, a Member Representative or Council Officer shall disclose to the Council Chair the precise nature of his/her interest or involvement or the interest or involvement of his/her immediate family member in a Council Matter.

   (b) Within thirty (30) days after each organizational meeting of the Council, the President of the Council shall cause a copy of this code of ethics to be distributed to the presidents and chairs of the boards of trustees of the several county colleges constituting the membership of the Council.
Attachment B
GRIEVANCE PROCEDURE FOR EMPLOYEES OF THE NEW JERSEY COUNCIL OF COUNTY COLLEGES

1. Purpose and General Procedure
   (a) The purpose of the grievance procedure is to secure, at the lowest level possible, equitable
       solutions to grievances of Council employees. The parties involved in grievance proceedings
       shall keep the proceedings informal and confidential at each level of the procedure.

   (b) Failure of an individual to proceed to the next level within the time limits set forth shall be
       deemed to be an acceptance of the decision previously rendered and shall bar further processing
       of the particular grievance.

   (c) Failure of the Council or its representatives to respond at any step of the grievance procedure
       within the time limits set forth shall be deemed to be a negative response and, if the applicable
       grievance procedure so provides, the grievant may continue within the time limit specified to the
       next step of the procedure.

   (d) The time limits set forth in the procedure may be mutually extended in writing.

   (e) All parties shall process grievances during times when they do not interfere with assigned
       duties.

   (f) No claim for back wages shall exceed the amount of wages that the individual would have
       earned at his/her regular rate. All back pay claims shall be limited to the amount of wages the
       individual would otherwise have earned from his/her regular employment.

   (g) Any aggrieved employee may present a grievance himself/herself at all stages of the
       grievance procedure, or may be represented or counseled by a person selected by the
       employee. At all stages of the grievance procedure, the Council may also be represented or
       counseled by individuals selected by the Council.

   (h) All conferences and hearings conducted under this grievance procedure shall be conducted in
       private and shall be limited to the parties in interest, their representative or counselor as permitted
       by this procedure, and a witness during the course of his/her testimony.

   (i) "Days" referred to in this procedure shall mean calendar days, except that holidays established
       in the Council’s employment contracts shall not be counted.

   (j) The grievant may withdraw a grievance at any time and at any step in the procedure.
2. Grievance Defined
A grievance is an alleged misinterpretation, misapplication or violation of the employment policies of the Council or violation of a federal or New Jersey statute, administrative rule, regulation, or order of state or federal administrative agencies, which affects the terms and conditions of the grievant’s employment, except that grievances shall not include matters which under law are inherent managerial prerogatives.

3. Grievance Presentation and Determination
(a) Step I. Should an employee feel aggrieved over a subject matter which is within the definition of a grievance, within twenty (20) days after the occurrence the employee shall discuss the grievance informally with the Council President or Vice President, or with the Workforce Consortium Executive Director in the case of employees assigned to the Workforce Consortium, with the objective of resolving the matter informally.

(b) Step II. If within fifteen (15) days following the initial Step I discussion, the grievance has not been resolved to the satisfaction of the employee, he/she may formally submit to the Council President a signed written Statement of Grievance setting forth the pertinent facts and argument, including any relevant statute, rule, regulation, order, or Council policy, and the relief requested of the Council to rectify the situation. The Council President or his/her designee will permit the grievant to present evidence, witnesses and argument in support of the grievance. The Council President or his/her designee may make any further inquiry deemed necessary to a determination of the grievance. The Council President or his/her designee shall render a written disposition of the grievance to the grievant within twenty (20) days from receipt of the Statement of Grievance.

(c) Step III. In the event the grievant is not satisfied with the disposition of the grievance at Step II, he/she may, within fifteen (15) days after receipt of the disposition at Step II, file a written Appeal with the Council Executive Committee. The Appeal shall set forth (i) the specific exceptions taken to the Step II decision and (ii) a statement of facts and any legal authority supporting the exceptions. Upon receipt of the Appeal, the Council Executive Committee or its designee shall make such further inquiry as it deems necessary, and the Council Executive Committee shall deliver a copy of its decision on the Appeal to the grievant within twenty (20) days from receipt of the Appeal. The decision by the Council Executive Committee shall be final and not subject to further review unless a violation of law is alleged before a court of competent jurisdiction.

4. Election of Remedies
If the grievant initiates a proceeding or appeal arising out of the same factual circumstances or seeking similar relief before any administrative agency or judicial authority to which jurisdiction of the subject matter has been conferred by law, the pending grievance proceeding shall be stayed until such administrative agency or judicial authority renders a final determination or remands the matter for continuation of the grievance proceeding. Nothing contained herein shall limit the right of the grievant to take a judicial appeal or initiate administrative proceedings after the grievance proceeding has been concluded.
Attachment C
CODE OF ETHICS FOR EMPLOYEES OF THE NEW JERSEY COUNCIL OF COUNTY COLLEGES

1. Application
This code of ethics is applicable to individuals who are employed by the New Jersey Council of County Colleges or by a Sponsored Entity organized under the auspices of the Council.

2. Definitions
When used in this code of ethics, the following words and terms shall have the following meanings, unless the context clearly indicates otherwise.

“Council” means the New Jersey Council of County Colleges.

“Council Matter” means any application, claim, contract, license, resolution or transaction made by, to, against or with the Council or a Sponsored Entity, or which requires any official action by the Council or its officers.

“Employee” means any person compensated for full or part time employment services rendered to the Council or a Sponsored Entity.

“Immediate family member” means the spouse, natural or adopted child, grandchild, parent, or sibling of the employee.

“Interest” means any personal, financial, economic, property or other concern amounting to a right, advantage, share or portion inuring either directly or indirectly to an employee or to an immediate family member of an employee, either singly, or in affiliation with any person or party as defined herein.

“Person or party” means any natural person, association, corporation, estate, partnership, proprietorship, trust or other legal entity.

“Sponsored Entity” means an association, consortium, or entity that is organized under the auspices of the Council and whose operating funds are deposited in one or more bank accounts maintained by the Council.

3. Standards of Ethics
(a) No employee shall have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity, which is in substantial conflict with the proper discharge of the employee’s duties to the Council.

(b) No employee shall use his or her official position to secure unwarranted privileges or advantages for himself or herself or others.

(c) No employee shall act in his or her official capacity in any Council Matter in which the employee or an immediate family member of the employee has a direct or indirect financial interest that might reasonably be expected to impair the employee’s objectivity or independence of judgment.

(d) No employee shall undertake any employment or engage in any business, transaction, service or professional activity, whether compensated or not, which might reasonably be expected to impair the employee’s objectivity or independence of judgment in the exercise of his or her official duties to the Council or Sponsored Entity.
(e) No employee shall accept, directly or indirectly, any gift, favor, service, or other things of value under circumstances from which it might be reasonably inferred, or which the employee knows or has reason to believe, is offered for the purpose of influencing the discharge of his or her duties to the Council or Sponsored Entity.

(f) No employee shall knowingly act in any way that might reasonably be expected to create an impression or suspicion among the public having knowledge of the employee’s acts, that he or she may be engaged in conduct that violates his or her trust as an employee of the Council or Sponsored Entity.

(g) No employee shall use, or allow to be used, his or her office or employment, or any information not generally available to members of the public, which the employee receives in the course of or by reason of the employee’s office or employment, to secure financial gain, unwarranted privileges, advantages or employment for himself or herself, his or her immediate family members, or others with whom the employee is associated.

(h) No full-time employee shall engage in outside employment unless the outside employment is disclosed to and approved by the President of the Council or his/her designee.

4. Dissemination to Employees
Upon adoption, each current employee shall acknowledge in writing receipt of a copy of this Code of Ethics. Upon initial acceptance of employment each new employee shall acknowledge in writing receipt of a copy of this Code of Ethics.
NJCCC Organizational Structure

- Statutes Relating to NJ Council of County Colleges
- History of the Council and NJ’s Community Colleges
- Mission Statement and Goals
- By-Laws and Policies Manual

**Council Committees Membership**
- Trustee Ambassador Roster
- Council Staff
- NJ’s Community Colleges Locations and Contact Information
NEW JERSEY COUNCIL OF COUNTY COLLEGES

MEMBERSHIP

Atlantic Cape Community College
Board Chair: David A. Evans
Board Alternate: Maria Ivette Torres
President: Peter L. Mora

Bergen Community College
Board Chair: E. Carter Corriston
Board Alternate: Phil J. Ciarco III
President: B. Kaye Walter

Brookdale Community College
Board Chair: Carl J. Guzzo, Jr.
Board Alternate: Tracey Abby-White
President: Maureen Murphy

Burlington County College
Board Chair: George N. Nyikita
Interim President: Paul Drayton

Camden County College
Board Chair: John T. Hanson
President: Raymond A. Yannuzzi

Cumberland County College
Board Chair: Thomas A. Isekenegbe
President: Margaret M. McMenamin

Essex County College
Board Chair: Calvin Souder, Esq.
President: Gale E. Gibson

Gloucester County College
Board Chair: Gene J. Concordia
President: Frederick Keating

Hudson County Community College
Board Chair: William J. Netchert
President: Glen E. Gabert

Mercer County Community College
Board Chair: Gwendolyn L. Harris
President: Patricia C. Donohue

Middlesex County College
Board Chair: Dorothy Power
President: Joann La Perla-Morales

County College of Morris
Board Chair: Stanley T. Omland
President: Edward J. Yaw

Ocean County College
Board Chair: Carl V. Thulin, Jr.
President: Jon H. Larson

Passaic County Community College
Board Chair: Harvey J. Nutter
Board Vice Chair: Barbara Tanis
President: Steven M. Rose

Raritan Valley Community College
Board Chair: Paul J. Hirsch
Board Alternate: Catherine Hebson McVicker
President: Michael J. McDonough

Salem Community College
Board Chair: John G. Ashcraft
President: Joan M. Baillie

Sussex County Community College
Board Chair: Lorraine C. Parker
Board Alternate: Gerald A. Scanlan
President: Paul Mazur

Union County College
Board Chair: Victor Richel
Board Alternate: James Perry
President: Margaret M. McMenamin

Warren County Community College
Board Chair: Peter Schmidt
President: William J. Austin

New Jersey Council of County Colleges
Executive Committee
Chair: Helen Albright, Camden
Vice Chair: Thomas Tighe, Middlesex
Members: Bakari Gerard Lee, Esq., Hudson
         Catherine McVicker, Raritan Valley
         Raymond A. Yannuzzi, Camden
         Thomas A. Isekenegbe, Cumberland
         Margaret M. McMenamin, Union
NEW JERSEY COUNCIL OF COUNTY COLLEGES
2014-2015 COMMITTEES

EXECUTIVE COMMITTEE
Ms. Helen M. Albright, Camden (Chair)
Mr. Thomas Tighe (Vice Chair)
Mr. Bakari Gerard Lee, Esq., Hudson
Dr. Catherine McVicker, Raritan Valley
Dr. Raymond A. Yannuzzi, Camden
Dr. Thomas A. Isekenegbe, Cumberland
Dr. Margaret McMenamin, Union

FACILITIES COMMITTEE
Dr. Steven M. Rose, Passaic (Chair)
Dr. B. Kaye Walter, Bergen
Dr. Maureen Murphy, Brookdale
Dr. Glen E. Gabert, Hudson

Note: Several campus business officers (Position Vacant, Karen VanDerhoof, Sara Winchester) serve in an advisory capacity to the Facilities Committee. They are appointed by the Business Operations Affinity Group each year.

FINANCE COMMITTEE
Dr. Margaret M. McMenamin, Union (Chair)
Dr. Patricia C. Donohue, Mercer
Dr. William J. Austin, Warren

Note: Several campus business officers (Maureen Lawrence, Susan Perkins, John Trojan) serve in an advisory capacity to the Finance Committee. They are appointed by the Business Operations Affinity Group each year.

LEGISLATIVE COMMITTEE
Ms. Mary M. Zimmermann, Union (Chair)
Dr. Gwendolyn L. Harris, Mercer
Dr. Maureen Murphy, Brookdale
Dr. Raymond A. Yannuzzi, Camden
Dr. Joann La Perla-Morales, Middlesex
Dr. Edward Yaw, Morris
Dr. Jon H. Larson, Ocean
Dr. Frederick Keating, Rowan at Gloucester

Note: The chairs of the Academic Affairs Affinity Group (Jackie Galbiati), Business Operations Affinity Group (John Trojan), Student Services Affinity Group (Sharon Goldstein), and Labor Relations Affinity Group (Pat Sensi and Michael Silvestro) serve in an advisory capacity to the Legislative Committee.
ACADEMIC AFFAIRS COMMITTEE
Dr. Thomas A. Isekenegbe, Cumberland (Chair)
Dr. Paul Mazur, Sussex

Note: Three campus academic officers appointed by the Academic Affairs Affinity Group each year (Nancy Kegelman, Dwight Smith, and Jackie Galbiati) serve in an advisory capacity to the Academic Affairs Committee as does the Chair of the Student Services Affinity Group (Sharon Goldstein) and the Chair of the Institutional Research Affinity Group (Phebe Lacay).

COURSE REVIEW COMMITTEE
Dr. Michael J. McDonough, Raritan Valley (Chair)
President Joan Baillie, Salem

Note: The committee is comprised of three business officers appointed by the Business Operations Affinity Group (Elise Barocas, Theresa McAllister, Lynne Welch) and four academic officers appointed by the Academic Affairs Affinity Group (Otto Hernandez, Linda Martin, Jacqueline Kineavy, Beverly Richardson).

Revised
January 7, 2015

Changes occur in September with the exception of the Executive Committee which occurs in November.
NJCCC Organizational Structure

Statutes Relating to NJ Council of County Colleges
History of the Council and NJ’s Community Colleges
Mission Statement and Goals
By-Laws and Policies Manual
Council Committees Membership

Trustee Ambassador Roster

Council Staff

NJ’s Community Colleges Locations and Contact Information
TRUSTEE AMBASSADOR

PROGRAM OVERVIEW

The Trustee Ambassador program was designed to encourage more trustee involvement in state-level community college issues. Since its inception several years ago, the Trustee Ambassador program has become a key part of the state-level lobbying activities coordinated by the New Jersey Council of County Colleges (NJCCC). Each local board of trustees may appoint 2-3 Trustee Ambassadors to act as key liaisons with the NJCCC. The program features a number of legislative, educational, and conference activities for the Ambassadors throughout the year, including:

Meetings with State Legislators:
The NJCCC schedules meetings with state legislators in their district offices and in Trenton. During these meetings, Trustee Ambassadors present top legislative priorities and thank the legislators for their support. This interaction helps to strengthen ties with key political leaders in the state.

Trustee Ambassador Conference Calls:
The NJCCC schedules bimonthly conference calls with the Trustee Ambassadors. This allows the NJCCC to provide timely updates to Ambassadors and to get important feedback directly from them on key community college issues. Based on these conference calls and other activities, Trustee Ambassadors provide reports to their local boards of trustees at each monthly board meeting.

New Jersey Community College Student Lobbying Days:
These annual day-long events provide an opportunity for our colleges and their delegations, including presidents, Trustee Ambassadors and students, to accomplish “grassroots” advocacy work with their legislators in the Statehouse.

Trustee Seminars:
These evening events are typically held four times per year at a central location in the state or on individual college campuses in different parts of the state and provide timely information on a variety of community college issues. The evenings include networking time, a presentation by seasoned trustees, presidents or other contributors in the field of higher education and frequently a host campus presentation or tour.

Trustee Ambassador Listserv:
As a means to communicate regularly and quickly with Trustee Ambassadors, the NJCCC has created an e-mail listserv through which messages and information can be delivered quickly and efficiently.

Web Site:
The NJCCC Web site can be found at www.njccc.org. This site features information about New Jersey's community college Trustee Ambassadors and provides an entire section on important “Trustee Tools.”
## TRUSTEE AMBASSADORS

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<td><strong>ATLANTIC CAPE COMMUNITY COLLEGE</strong></td>
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<tr>
<td>Ms. Mary B. Long</td>
<td>157 North Beach Avenue</td>
<td>609-463-6773 or 508-394-7953</td>
<td><a href="mailto:mayby@comcast.net">mayby@comcast.net</a></td>
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<td>Cape May Court House</td>
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<td><strong>BERGEN COMMUNITY COLLEGE</strong></td>
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<tr>
<td>Mr. Anthony Miller</td>
<td>350 Ramapo Lane</td>
<td>201-529-5895</td>
<td><a href="mailto:anthonymill350@yahoo.com">anthonymill350@yahoo.com</a></td>
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<td><strong>BROOKDALE COMMUNITY COLLEGE</strong></td>
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<td>Howell, NJ 07731</td>
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<td><strong>CAMDEN COUNTY COLLEGE</strong></td>
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<td><strong>ESSEX COUNTY COLLEGE</strong></td>
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<td></td>
<td>Newark, NJ 07102</td>
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<td><strong>HUDSON COUNTY COMMUNITY COLLEGE</strong></td>
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<td><strong>RARITAN VALLEY COMMUNITY COLLEGE</strong></td>
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</table>
NJCCC Organizational Structure

Statutes Relating to NJ Council of County Colleges
History of the Council and NJ's Community Colleges
Mission Statement and Goals
By-Laws and Policies Manual
Council Committees Membership
Trustee Ambassador Roster

**Council Staff**

NJ's Community Colleges Locations and Contact Information
# NJCCC DIRECTORY

## NJCCC STAFF

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## CONSULTANTS

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See Statewide Consortia within the Council for more information on staff for:
- Center for Student Success
- Workforce Development
- Joint Purchasing
NJCCC Organizational Structure

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Trustee Ambassador Roster
Council Staff

NJ’s Community Colleges Locations and Contact Information
NEW JERSEY’S 19 COMMUNITY COLLEGES

1. Atlantic Cape Community College
   5100 Black Horse Pike, Mays Landing, NJ 08330-2699
   (609) 343-4900 • www.atlantic.edu

2. Bergen Community College
   400 Paramus Road, Paramus, NJ 07652-1595
   (201) 447-7100 • www.bergen.edu

3. Brookdale Community College
   765 Newman Springs Road, Lincroft, NJ 07738
   (732) 842-1900 • www.brookdalecc.edu

4. Burlington County College
   601 Pemberton Browns Mills Road Pemberton, NJ 08068
   (609) 894-9311 • www.bcc.edu

5. Camden County College
   PO Box 200, College Drive, Blackwood, NJ 08012
   (856) 227-7200 • www.camdencc.edu

6. Cumberland County College
   PO Box 1500, 3322 College Drive, Vineland, NJ 08362
   (856) 691-8600 • www.cccnj.edu

7. Essex County College
   303 University Avenue, Newark, NJ 07102
   (973) 877-3000 • www.essex.edu

8. Hudson County Community College
   70 Sip Avenue, Jersey City, NJ 07306
   (201) 714-7100 • www.hcc.edu

9. Mercer County Community College
   1200 Old Trenton Road, West Windsor, NJ 08550
   (609) 586-4800 • www.mccc.edu

10. Middlesex County College
    2600 Woodbridge Avenue, PO Box 3050
        Edison, NJ 08818-3050
        (732) 548-6000 • www.middlesexcc.edu

11. County College of Morris
    214 Center Grove Road, Randolph, NJ 07869
        (973) 328-5000 • www.ccm.edu

12. Ocean County College
    College Drive, PO Box 2001 Toms River, NJ 08754-2001
        (732) 255-0400 • www.ocean.edu

13. Passaic County Community College
    One College Boulevard Paterson, NJ 07505
        (973) 684-6800 • www.pccc.edu

14. Raritan Valley Community College
    118 Lamington Road Branchburg, NJ 08876
        (908) 526-1200 • www.raritanval.edu

15. Rowan College at Gloucester County
    1400 Tanyard Road, Sewell, NJ 08080
        (856) 468-5000 • www.rcgc.edu

16. Salem Community College
    460 Hollywood Avenue Carneys Point, NJ 08069
        (856) 299-2100 • www.salemcc.edu

17. Sussex County Community College
    One College Hill Road Newton, NJ 07860
        (973) 300-2100 • www.sussex.edu

18. Union County College
    1033 Springfield Avenue Cranford, NJ 07016
        (908) 709-7000 • www.ucc.edu

19. Warren County Community College
    475 Route 57 West Washington, NJ 07882-4343
        (908) 835-9222 • www.warren.edu
Chapter 2
Legislative Priorities
Presidents and Trustees Role in Advocacy
Legislators Roster
Legislative Calendar
State Budget Hearings Calendar
**Statewide Advocacy**

**Legislative Priorities**

- Presidents and Trustees Role in Advocacy
- Legislators Roster
- Legislative Calendar
- State Budget Hearings Calendar
NEW LEGISLATIVE PRIORITIES

Major legislative priorities are established at the start of each final year when the Council approves its annual goals (see Mission Statement and Goals section).

The Council’s Legislative Committee monitors progress in these priorities and establishes additional priorities through the year as necessary.

The Council contracts with Porzio Governmental Affairs to staff the Legislative Committee.

Porzio provides regular Legislative updates to the Council members.

Working with the Council President, the Executive Committee and individual presidents and trustees as necessary, Porzio coordinates all activities related to community college legislative priorities throughout the year.
Statewide Advocacy

Legislative Priorities

**Presidents and Trustees Role in Advocacy**

Legislators Roster

Legislative Calendar

State Budget Hearings Calendar
PRESIDENTS AND TRUSTEES
ROLE IN ADVOCACY

Because state and county governments are important partners for community colleges, it is important that each college maintain solid working relationships with its state legislators and county government officials.

At the state level, the New Jersey Council of County Colleges serves community colleges by representing their general legislative and budgetary interests in the statehouse. The Council supplies information and testimony to legislators and their staffs, monitors legislative activity, provides updates to trustees and presidents, and generally coordinates all government relations activities for New Jersey’s 19 community colleges at the state level.

At the local level, it is essential that presidents and trustees build strong relationships with their legislators and county officials, and constantly keep them abreast of developments at the college.

The good news for community colleges is that our colleges have more political assets than any other colleges. “All politics is local” is a phrase frequently heard in Trenton. Applied to higher education, this means that legislators (and county officials) will always be interested first and foremost in their local college. This is a tremendous advantage for community colleges, since there are more community colleges in more legislative districts than any other sector of higher education.

How do community colleges convert these political assets into real political influence? Here are a few suggestions to keep in mind when communicating with legislators (and county officials).

KEEP ELECTED OFFICIALS INFORMED
Presidents and trustees should keep in touch with legislators and county officials even when community college priorities are not being considered. They will look more favorably on those requests that come from individuals who have taken the time to get to know them on an ongoing basis.

INVITE ELECTED OFFICIALS TO CAMPUS
The academic calendar presents countless opportunities to get elected officials involved in campus activities. Commencement is the obvious example, but there are many others such as inviting them to groundbreaking awards ceremonies.

BE BRIEF
Legislators and county officials have hundreds of issues on their desks, and will always appreciate your recognition of that fact. Thus, you will always help your cause by being brief and direct.

FOLLOW-UP & THANK-YOUS
Make sure to follow-up in writing or with a phone call to re-acquaint legislators with your issue. Always thank legislators for their time and consideration.
Statewide Advocacy

Legislative Priorities
Presidents and Trustees Role in Advocacy

Legislators Roster
Legislative Calendar
State Budget Hearings Calendar
NEW JERSEY LEGISLATURE COMMITTEE MEMBERSHIP
2014-2015 Legislative Session

SENATE COMMITTEES

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>(GROUP 2)</th>
<th>GROUP 3</th>
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<tr>
<td>BUDGET AND APPROPRIATIONS</td>
<td>Sarlo, Paul A. - Chair</td>
<td>Cunningham, Sandra B. - Chair</td>
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<td>Standing Reference</td>
<td>Stack, Brian P. - Vice-Chair</td>
<td>Pou, Nellie - Vice-Chair</td>
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<td>Barnes, Peter J.</td>
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ASSEMBLY COMMITTEES

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<td>BUDGET</td>
<td>Schaer, Gary S. - Chair</td>
<td>Jasey, Mila M. - Chair</td>
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<td>Standing Reference</td>
<td>Burzichelli, John J. - Vice-Chair</td>
<td>Giblin, Thomas P. - Vice-Chair</td>
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<td></td>
<td>Brown, Christopher J.</td>
<td>DiMaio, John</td>
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<td>Bucco, Anthony M.</td>
<td>Gove, DiAnne C.</td>
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<td>Johnson, Gordon M.</td>
<td>Holley, Jamel C.</td>
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<td>McKeon, John F.</td>
<td>McGuckin, Gregory P.</td>
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<td>Mukherji, Raj</td>
<td>Schae, Gary S.</td>
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<td>O'Scanlon, Declan J.</td>
<td>Stender, Linda</td>
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<td>Pintor Marin, Eliana</td>
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<td>Singleton, Troy</td>
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<td>Webber, Jay</td>
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<td></td>
<td>Wimberly, Benjie E.</td>
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</tbody>
</table>
NJ Legislative Roster 2014-2015

**District 1:**
Senator JENNIFER BECK (R) (732) 933-1591 - Email: SenBeck@njleg.org
32 Moonstone St., 3rd Floor, Red Bank, NJ 07701
Assemblywoman NARY PAT ANGELINI (R) (732) 531-1045 - Email: AsmAngelini@njleg.org
1396 Highway 35, Suite 3, Ocean, NJ 07712
Assemblywoman CAROLINE CASAGRANDE (R) (732) 866-1695 - Email: AsmCasagrande@njleg.org
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**District 2:**
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Assemblyman ROB CLIFTON (R) (732) 446-3468 - Email: AsmClifton@njleg.org
516 Route 33 West, Bldg. C, Suite 2, Millstone, NJ 08535
Assemblyman ROH DANCER (R) (609) 758-0205 - Email: AsmDancer@njleg.org
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**District 3:**
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Assemblyman JOHN BURZICHELLI (D) (856) 251-9801 - Email: AsmBurzichelli@njleg.org
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Assemblywoman CELEDENIE M. RILEY (D) (856) 339-0808 - Email: AsmRiley@njleg.org
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Assemblyman BRIAN RUMP (R) (609) 692-6700 - Email: AsmRump@njleg.org
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Assemblyman DECLAN O’SCANLON (R) (732) 933-1591 - Email: AsmOscalan@njleg.org
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Assemblyman WAYNE DENVANGOLO (D) (609) 631-7501 - Email: AsmDenvangolo@njleg.org
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Assemblyman REED GUSCIA (D) (609) 292-0590 - Email: AsmGuscia@njleg.org
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Assemblywoman DONNA SIMON (R) (Phone: (908) 988-3304 - Email: AsmSimon@njleg.org
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**District 15:**
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Assemblywoman JOSEPH EGAN (D) (732) 249-4590 - Email: AsmEgan@njleg.org
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**District 18:**
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Assemblywoman ANNETTE QUIJANO (D) (973) 624-0880 - Email: AsmQuijano@njleg.org
Alt: 585 Stevevent Avenue, Union, NJ 07083
Statewide Advocacy

Legislative Priorities
Presidents and Trustees Role in Advocacy
Legislators Roster

**Legislative Calendar**
State Budget Hearings Calendar
LEGISLATIVE CALENDAR

The legislative calendar is published in approximately 3 month segments. Please visit www.njleg.state.nj.us and click on Senate Sessions and Assembly Sessions to receive current information.
NEW JERSEY LEGISLATURE

New Jersey has a bicameral Legislature made up of a Senate and an Assembly. The upper house is led by the Senate President and has 40 members, one from each of the state’s legislative districts. The lower house is led by the Speaker of the Assembly and has 80 members, two from each legislative district.

The Senate President and the Speaker come from the majority party in each house, as do the majority leaders. The minority party also has a leader in each house. The Senate President and the Speaker wield an enormous amount of power, controlling every aspect of the legislative process including which bills community colleges are considered for votes.

Each House is organized into various committees that are based on issue subject. For the community colleges, the most important committees are the Higher Education Committees in each house, the Budget and the Appropriations Committees in the Assembly (they are separate), the Budget and Appropriations Committee in the Senate (it is combined), but also the Assembly and Senate Education Committees.

The Senate President and the Speaker of the House have the ability to add or abolish committees and they select the chair and vice chairs and the members, although the minority leaders in each house are typically allowed to select their members for each committee.

Any legislator can introduce a bill, which officially happens only when the Legislature actually convenes in Trenton. While New Jersey is considered to have a part-time Legislature, the Senate and Assembly do meet year round, but with a lighter schedule in the summer. With few exceptions, they meet in Trenton in the State House Annex on Mondays or Thursdays, but not every Monday or Thursday. Certain days are set aside for committee hearings and others for sessions, when the full Assembly or Senate meet to vote on bills and resolutions.

Once a bill is introduced, it is given a number (A*** or S*** depending on house of origin). The Senate President and the Speaker have the power to determine the committee to which the bill will be referred. While committee chairs have some influence over the bills that are actually heard in their committees (the first and necessary step in the process), the final decision rests with the Senate President or the Speaker. Once a bill is heard and released by a committee, it may be “second referenced” to another committee for further discussion. The Senate President or Speaker can determine that their full house should consider it.

Once the bill passes both houses, in an identical form, it is sent to the Governor’s desk. At that point, the Governor has 45 days, with some exceptions, to take action. The Governor may either sign the bill into law, conditionally veto it (make changes to the bill and send it back to the Legislature for its action), or absolute veto it (totally reject the bill). If the Governor takes no action, it becomes law, an almost unheard-of occurrence. Once a bill is given a veto, it returns to the Legislature. The Legislature can then concur with the Governor’s changes (in the case of a conditional veto), override the veto (which requires a two thirds, “super majority”) or do nothing (in which case the bill dies).
A legislative session lasts for two years. They begin in early January of 2014 of even-numbered years and last through mid-January two years later. Bills that are not passed by the end of a legislative session die and must be re-introduced in the next session.

**THERE IS A BROAD SCHEDULE THAT GENERALLY GETS FOLLOWED EACH YEAR:**

- Governor gives the State of the State address in early January which lays out his agenda for the coming year;
- Committees usually meet fairly regularly from January through March;
- Governor gives his Budget Address sometime in February and presents his Budget for the coming fiscal including projection of revenue and proposed spending for all departments and all financial obligations;
- In April of each year, most committees cease to meet, for the annual “Budget Break.” The Budget Committee for each house meets for detailed discussions of the Budget. These hearings/meetings are each scheduled around a particular subject or department (such as Department of Health, or the Department of Education, Higher Education, etc.); Presidents are asked to attend both the Assembly and Senate budget hearings for higher education.
- These budget hearings can last into May, but usually by mid-May the regular committees will resume meeting on Mondays and Thursdays as well;
- June sees a very full schedule of committee hearings, voting sessions, and possibly even more budget hearings;
- New Jersey’s budget is constitutionally required to be approved by July 1 of each year. This is why June is such a busy month;
- July and August are generally “summer vacation” with few meetings of the Legislature.
- September – December is the last legislative meeting push for the year. The schedule varies year to year depending on the election cycle as well. Often there are few, if any, committee hearings in September and October in those years where the entire Legislature is up for election.
Statewide Advocacy

Legislative Priorities
Presidents and Trustees Role in Advocacy
Legislators Roster
Legislative Calendar

State Budget Hearings Calendar
BUDGET HEARINGS CALENDAR

THERE ARE TWO KINDS OF BUDGET HEARINGS IN THE STATE OF NEW JERSEY.

1) The Senate and Assembly Budget Committees each hold annual state budget hearings on higher education. Presidents are expected to attend these hearings.

2) The Senate and Assembly also host public hearings around the state, typically two or three per year. The Council coordinates the attendance of students at these hearings.
Statewide Consortia within the Council

Chapter 3
Center for Student Success
Workforce Development Consortium
Joint Purchasing Consortium
Statewide Consortia within the Council

**Center for Student Success**

Workforce Development Consortium

Joint Purchasing Consortium
NEW JERSEY COUNCIL OF COUNTY COLLEGES
CENTER FOR STUDENT SUCCESS

ABOUT US

The Center for Student Success works with New Jersey’s 19 community colleges to more effectively assist students in achieving degree and/or certificate completion. Our goal is to support the colleges through data-driven research so that campus administrators, faculty, and staff are making the most informed decisions. In addition, the Center for Student Success is addressing complementary student services initiatives that, when coupled with those of the Strategic Goals for Student Success (formerly New Jersey’s Big Ideas Project), will lead to a comprehensive statewide student success agenda.

OUR MISSION

Founded in Fall 2012, the Center for Student Success aims to foster a collaborative process in which students, faculty, administrators, and staff work together to develop a culture of academic and personal success for community college students across the state of New Jersey. Consistent with the mission of our colleges, we aim to promote communities in which students are encouraged to succeed and excel as they work towards achieving their goals of degree and certificate completion.

RESOURCES

The NJ Center for Student Success has received several grants to support its operations including a $500,000 competitive grant from the Kresge Foundation in the Spring of 2014. In addition to supporting personnel to carry out the mission and goals of the Center, the grant supports the convening of statewide faculty meetings, student success summits, student leadership initiatives, research- and data-based efforts, and a series of mini-grants to New Jersey’s 19 community colleges to support professional development and other campus-based student success activities.

AN OVERVIEW OF THE CENTER FOR STUDENT SUCCESS

A project of the New Jersey Council of County Colleges with offices in Trenton and at Middlesex County College, the Center maintains an Advisory Board comprised of trustees, presidents, chief academic officers, chief student services officers, institutional research officers, faculty, students, state policy makers, and business leaders.

Working with New Jersey’s 19 community colleges, the Center fosters COLLABORATION and facilitates COMMUNICATION by CONVENING campus leaders, all for the purpose of promoting COHERENCE, CONTINUITY, and CATALYTIC CHANGE on statewide student success initiatives.

By virtue of its grantee status with the Kresge Foundation, the NJ Center for Student Success joins a group of small but powerful Student Success Centers in other states (Arkansas, California, Connecticut, Michigan, Ohio and Texas) that together comprise a growing national network organized by Jobs for the Future, a policy-based organization located in Boston and Washington D.C.
# CENTER FOR STUDENT SUCCESS

## CENTER STAFF

The Center is staffed by an Executive Director, Assistant Director, Part-time Research Associate and two Part-time Graduate Research Assistants from Columbia University.

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Office Phone</th>
<th>Email</th>
</tr>
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<tbody>
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<td>Executive Director, Center for Student Success</td>
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<td>Assistant Director, Center for Student Success</td>
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<td>Part-time Research Associate</td>
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</table>
STRATEGIC GOALS FOR STUDENT SUCCESS

I. Transforming developmental education

II. Aligning expectations between k-12 and community colleges

III. Creating student success metrics

IV. Promoting adjunct faculty development

V. Expanding joint purchasing practices

VI. Using core student learning outcomes and common assessment tools in the top 10 highest enrollment general education courses
# CENTER FOR STUDENT SUCCESS

## ADVISORY BOARD

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
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<tbody>
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</tbody>
</table>
### ADVISORY BOARD (Cont)

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</tr>
</tbody>
</table>
## GENERAL

### STUDENT SUCCESS EVENTS SCHEDULE FOR 2014-2015

<table>
<thead>
<tr>
<th>DATES</th>
<th>EVENTS</th>
<th>PLACE</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 24, 2014</td>
<td>Faculty Summit on Learning Outcomes &amp; Assessment (Strategic Goal VI)</td>
<td>Middlesex County College</td>
</tr>
<tr>
<td>October 24, 2014</td>
<td>Meeting of the Community College Math Chairs</td>
<td>Middlesex County College</td>
</tr>
<tr>
<td>October 27 - 31, 2014</td>
<td>New Jersey Community College Completion Challenge</td>
<td>NJ's 19 Community Colleges</td>
</tr>
<tr>
<td>November 13, 2014</td>
<td>NJ Center for Student Success Advisory Board Meeting</td>
<td>Wyndham Garden Inn, Trenton</td>
</tr>
<tr>
<td>November 24, 2014</td>
<td>Webinar: Neuroscience behind Language Acquisition</td>
<td>Webinar</td>
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<tr>
<td>January 9, 2015</td>
<td>College Readiness Now</td>
<td>Middlesex County College</td>
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<tr>
<td>February 27, 2015</td>
<td>Faculty Summit on Learning Outcomes &amp; Assessment – Math for the Liberal Arts Major</td>
<td>Middlesex County College</td>
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<tr>
<td>March 2, 2015</td>
<td>Webinar: Guided Pathways</td>
<td>Webinar</td>
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<tr>
<td>April 24, 2015</td>
<td>Best Practices Statewide Conference</td>
<td>Camden County College</td>
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<tr>
<td>May 1, 2015</td>
<td>English as a Second Language Meeting</td>
<td>Middlesex County College</td>
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<tr>
<td>June 3, 2015</td>
<td>Statewide convening on Guided Pathways</td>
<td>Brookdale Community College</td>
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</table>
Statewide Consortia within the Council

Center for Student Success

**Workforce Development Consortium**

Joint Purchasing Consortium
NJCC CONSORTIUM FOR WORKFORCE & ECONOMIC DEVELOPMENT

BRIEF HISTORY

The New Jersey Community College Consortium for Workforce and Economic Development was formed in 2003 as part of the New Jersey Council of County Colleges but with its own independent by-laws, a board and operations. It brings together the vast resources of the 19 New Jersey community colleges for New Jersey companies and organizations to access, develop, and receive workforce education and training for their current and emerging workforce statewide.

The Consortium is structured to help any NJ business or organization in the following ways:

- Provide one-stop access to all 19 community college facilities throughout the State across county lines
- Develop customized curriculum (training programs) specific to company needs
- Provide centralized billing and record keeping
- Deliver training onsite at any company or at any one of our 70 community college locations
- Complete and file New Jersey customized training grant applications at no cost
- Collaborate with community colleges on major statewide training initiatives

All the 19 community colleges participated in contributing at various levels initially to meet the operational expenses and some colleges subsequently increased their participation levels a few years later. Since the Consortium’s integration, all colleges have been paid more than their contribution levels through year-end distributions in addition to the reimbursement of training costs incurred by the colleges, as per Board policies, while maintaining all the contributions as reserve.

Over the course of several years, the Consortium has developed many procedures to market and deliver training programs. In all instances the colleges are fully responsible for the delivery and client relationships while the Consortium secures the contract and manages the cash flow. Due to colleges’ existing relationships with companies, the Consortium primarily has been focusing on developing and expanding training opportunities with statewide business or trade organizations and government departments that are responsible for rolling out training programs.

Since inception, the Consortium and the 19 community colleges together have helped over 6,000 businesses train over 100,000 employees in the state. In addition the Consortium has developed and delivered several innovative training programs at all community colleges for the unemployed resulting in employment.

Programs

- NJBIA Basic and Employability Skills Training
- State Employees Training through Civil Service Commission
- USDOL’s Ready To Work Grant
- NJLWD’s Advanced Manufacturing and Atlantic City Casino Worker Reemployment Grants

More up to date information and activities of the Consortium programs are available at http://www.njworkforce.org.
STRUCTURE AND GOVERNANCE

Governance Board:
The Consortium is governed by a Board, consisting of all the presidents of the 19 community colleges. There is an alternate member from each college designated by the president when he/she is unable to attend to the Consortium matters. Depending on the contribution level of colleges, they get from a partial vote to up to two votes (members) in the matters under Board consideration.

An initial set of by-laws and a participation agreement were put in place in 2004 and have been modified in September 2008 and June 2010 to accommodate the changing needs of the operations and financial performance. All such amendments are made in accordance with the by-laws.

The Board meets once a quarter, at the Council office, typically on the same day as the monthly meeting of the community college presidents in December, March, June and September. As the fiscal year begins in July, the Board meetings in June deal with budgets, year-end distributions and any other operational matters for the new year that are considered critical.

Ad hoc Committees are formed with members of any of the above groups as needed by the Board for any temporary matter requiring a review and recommendation to the Board.

Executive Committee: To facilitate timely resolutions to any issues that arise between board meetings and make recommendations to the Board, a smaller group of board members nominated by the Board serve on the Executive Committee for a one year term. Past practice has been for the Executive Committee to serve back-to-back terms with an eye toward continuity. It consists of a chair, vice chair, secretary, treasurer and the immediate past chair. The chair of the Executive Committee, who by Board vote must be a president, primarily provides overall direction and oversight of the Consortium. The Executive Committee discusses the affairs of the Consortium via conference calls in between Board meetings.

Coalition19
This is a new operational concept replacing a group called the “development team”. The Coalition19 team consists of staff members from all colleges that are involved in training activities, including deans, directors and project coordinators. Members of the group actively participate in new proposal ideas, curriculum development, client and participant outreach, training delivery and assessment, placement of trainees if applicable, and any other coordination between the Consortium and colleges. A subgroup of Coalition19, Operations Team consisting of one selected member from each college meets with the Consortium staff at least once a year to review the mission and fine-tune operational procedures through collaboration.
# NJ Workforce Development Directory

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Office Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Sivaraman Anbarasan</td>
<td>(609) 964-0800</td>
<td><a href="mailto:sanbarasan@njworkforce.org">sanbarasan@njworkforce.org</a></td>
</tr>
<tr>
<td>Executive Director &amp; CEO</td>
<td>(Direct)</td>
<td></td>
</tr>
<tr>
<td>Mr. Robert Rosa</td>
<td>(609) 393-9000 x111</td>
<td><a href="mailto:rrosa@njworkforce.org">rrosa@njworkforce.org</a></td>
</tr>
<tr>
<td>Chief Operations Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Angela Androla</td>
<td>(609) 393-9000 x118</td>
<td><a href="mailto:aandrola@njworkforce.org">aandrola@njworkforce.org</a></td>
</tr>
<tr>
<td>Project Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Daniel Lim</td>
<td>(609) 393-9000 x121</td>
<td><a href="mailto:dlim@njworkforce.org">dlim@njworkforce.org</a></td>
</tr>
<tr>
<td>Job Developer</td>
<td></td>
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</tr>
<tr>
<td>Mr. John Radvany</td>
<td>(609) 393-9000 x116</td>
<td><a href="mailto:jradvany@njworkforce.org">jradvany@njworkforce.org</a></td>
</tr>
<tr>
<td>Program Manager</td>
<td></td>
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<tr>
<td>Mr. John Fugazzie</td>
<td>(201) 301-1584</td>
<td><a href="mailto:jfugazzie@njworkforce.org">jfugazzie@njworkforce.org</a></td>
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<tr>
<td>Program Coordinator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Jeri Miller</td>
<td>(609) 393-9000 x116</td>
<td><a href="mailto:jmiller@njworkforce.org">jmiller@njworkforce.org</a></td>
</tr>
<tr>
<td>Part-time Staff Accountant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Beatriz McNamara</td>
<td>(609) 393-9000 x112</td>
<td><a href="mailto:bmcnamara@njworkforce.org">bmcnamara@njworkforce.org</a></td>
</tr>
<tr>
<td>Part-time Administrative Assistant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Elise Arbaugh</td>
<td>(609) 393-9000 x106</td>
<td><a href="mailto:earbaugh@njworkforce.org">earbaugh@njworkforce.org</a></td>
</tr>
<tr>
<td>Part-time Support Staff</td>
<td></td>
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</tr>
<tr>
<td>Ms. Unnati Patel</td>
<td>(609) 393-9000</td>
<td><a href="mailto:info@njworkforce.org">info@njworkforce.org</a></td>
</tr>
<tr>
<td>Part-time Support Staff</td>
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Statewide Consortia within the Council

Center for Student Success

Workforce Development Consortium

Joint Purchasing Consortium
Joint Purchasing Consortium

The Joint Purchasing Consortium (JPC) is a voluntary purchasing consortium under the auspices of the New Jersey Council of County Colleges (NJCCC) for the purpose of effecting substantial economies in the purchase of goods and services. The organization and management structure of the JPC is defined in its Participation Agreement and the By-Laws that were adopted by the presidents when the JPC was originally formed in 1999. These documents were later amended in 2012 during the Big Ideas project.

New Jersey’s nineteen community colleges have signed Participation Agreements, which provides each college with membership in the JPC and a seat on its Coordinating Board. The Coordinating Board of the JPC consists of one representative or an alternate designated by each member college (see attached). Each member college shall have one vote on the Coordinating Board. The Coordinating Board of the JPC is charged with the administrative oversight of the JPC and has the following duties and powers:

- To adopt and modify the By-Laws that govern the work of the Coordinating Board;
- Adopt rules and regulations as needed for the organization and operation of the JPC consistent with the Participation Agreement and the County College Contracts Law;
- Approve the fiscal year administrative budget for the JPC;
- Make additional assessments if the Base Annual Participation Fee is not sufficient to fully fund the administrative costs of the JPC;
- Maintain in the name of NJCCC a segregated operating account;
- Determine the goods and services for which contracts should be solicited by the JPC;
- Nominate for appointment by the President of the NJCCC a qualified individual to be employed by the NJCCC as Executive Director of the JPC and annually evaluate the performance of the Executive Director;
- Designate the Executive Director or individual college to serve as Purchasing Agent for the JPC for each contract solicitation;
- Prepare, review and approve bid specifications in conjunction with the Purchasing Agent for each contract;
- Form Committees of the Coordinating Board with appointments made by the Chairman;
- Authorize disbursements from the JPC bank account;
- Recommend organizational changes, positions on legislation affecting the JPC; or litigation related to the operation of the JPC to the member colleges and the NJCCC;
- Undertake studies of contract solicitation practices of the JPC;
- Review and approve a Treasurer’s report;
- Amend the Participation Agreement;
- Discontinue the JPC;
- Undertake all tasks incidental to the performance of the functions listed above.
For the first time in 2014, a part-time executive director for the JPC was nominated for appointment and has been employed by the NJCCC. Ron Brand, retired Vice President for Finance and Administration Services at Burlington County College, now serves in this capacity.

The Coordinating Board of the JPC organizes annually in June by electing from its representatives for a term of three years, the following officers: a Chairman, a Vice Chairman, a Secretary, and a Treasurer. The current JPC officers are:

- Chairman: Frank Nocella, Sussex
- Vice Chairman: Vacant
- Secretary: David Fricke, Middlesex
- Treasurer: Sara Winchester, Ocean

The principal office of the Coordinating Board is at the Trenton offices of the NJCCC, where meetings of the Coordinating Board shall be held. This year, the officers have determined that the JPC would best be served by conducting face-to-face quarterly meetings of the officers, followed by a meeting of the Coordinating Board. A conference call will be held in months when the officers and the Coordinating Board do not meet in Trenton. Additionally, the JPC officers recommend and the Business Operations Affinity Group concur that the colleges’ purchasing agents, which were once a committee of the Business Operations Affinity Group, become affiliated with the JPC instead. They would be invited to convene quarterly after the Coordinating Board has concluded its business and to participate in the regularly scheduled conference calls.

The JPC officers work through two presidents (currently Presidents Yaw and Mora) as their connection to the community college presidents. Linda Lam serves as NJCCC staff to the JPC.
# Joint Purchasing Consortium Coordinating Board

## Atlantic Cape Community College

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone 1</th>
<th>Phone 2</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. August Daquila</td>
<td>609-343-5116</td>
<td></td>
<td></td>
<td><a href="mailto:adaquila@atlantic.edu">adaquila@atlantic.edu</a></td>
</tr>
<tr>
<td>Ms. Dorie Keener</td>
<td>609-343-4920</td>
<td>609-343-5002</td>
<td>fax</td>
<td><a href="mailto:dkeener@atlantic.edu">dkeener@atlantic.edu</a></td>
</tr>
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</table>

## Bergen Community College

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone 1</th>
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<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Victor Anaya</td>
<td>201-879-8921</td>
<td>201-493-0678</td>
<td>fax</td>
<td><a href="mailto:vanaya@bergen.edu">vanaya@bergen.edu</a></td>
</tr>
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</table>

## Brookdale Community College

<table>
<thead>
<tr>
<th>Name</th>
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<th>Fax</th>
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</thead>
<tbody>
<tr>
<td>Ms. Maureen Lawrence</td>
<td>732-224-2219</td>
<td>732-224-2895</td>
<td>fax</td>
<td><a href="mailto:mlawrence@brookdalecc.edu">mlawrence@brookdalecc.edu</a></td>
</tr>
<tr>
<td>Ms. Kin Van Lew, Vice Chair</td>
<td>732-224-2241</td>
<td>732-224-2950</td>
<td>fax</td>
<td><a href="mailto:kvanlew@brookdalecc.edu">kvanlew@brookdalecc.edu</a></td>
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## Burlington Community College

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Ms. Jaclyn L Angermeier</td>
<td>609-894-9311</td>
<td>609-894-0058</td>
<td>fax</td>
<td><a href="mailto:jangermeier@bcc.edu">jangermeier@bcc.edu</a></td>
</tr>
<tr>
<td>Mr. Matthew Farr</td>
<td>609-894-9311</td>
<td>609-894-0058</td>
<td>fax</td>
<td><a href="mailto:mfarr@bcc.edu">mfarr@bcc.edu</a></td>
</tr>
</tbody>
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## Camden County College

<table>
<thead>
<tr>
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<th>Phone 2</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Helen Antonakakis</td>
<td>856-227-7200</td>
<td>856-374-5062</td>
<td>fax</td>
<td><a href="mailto:hantonakakis@camdencc.edu">hantonakakis@camdencc.edu</a></td>
</tr>
<tr>
<td>Mr. Maris Kukainis</td>
<td>856-227-7200</td>
<td>856-374-5062</td>
<td>fax</td>
<td><a href="mailto:mkukainis@camdencc.edu">mkukainis@camdencc.edu</a></td>
</tr>
<tr>
<td>Ms. Debbie McKee</td>
<td>856-227-7200</td>
<td>856-374-4887</td>
<td>fax</td>
<td><a href="mailto:dmckee@camdencc.edu">dmckee@camdencc.edu</a></td>
</tr>
</tbody>
</table>

## Cumberland County College

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone 1</th>
<th>Phone 2</th>
<th>Fax</th>
<th>Email</th>
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<tbody>
<tr>
<td>Ms. Cindy Oster</td>
<td>856-691-8600</td>
<td>856-690-0812</td>
<td></td>
<td><a href="mailto:coster@cccnj.edu">coster@cccnj.edu</a></td>
</tr>
<tr>
<td>Ms. Sherri L. Welch</td>
<td>856-200-4677</td>
<td>856-691-6483</td>
<td>fax</td>
<td><a href="mailto:swelch@cccnj.edu">swelch@cccnj.edu</a></td>
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</table>

## Essex County College

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Mrs. Marylyn Rutherford</td>
<td>973-877-3408</td>
<td>973-565-5463</td>
<td><a href="mailto:rutherf@essex.edu">rutherf@essex.edu</a></td>
</tr>
</tbody>
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## Hudson County Community College

<table>
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<tr>
<th>Name</th>
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<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Thomas Brodowski</td>
<td>201-360-4041</td>
<td>201-714-7194</td>
<td><a href="mailto:tbrodowski@hccc.edu">tbrodowski@hccc.edu</a></td>
</tr>
<tr>
<td>Mr. Al Green</td>
<td>201-360-4047</td>
<td>201-656-8961</td>
<td><a href="mailto:agreen@hccc.edu">agreen@hccc.edu</a></td>
</tr>
<tr>
<td>Mr. Frank Mercado</td>
<td>201-360-4043</td>
<td>201-659-2129</td>
<td><a href="mailto:fmercado@hccc.edu">fmercado@hccc.edu</a></td>
</tr>
</tbody>
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## Mercer County Community College

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone 1</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ms. Susan G. Bowen</td>
<td>609-570-3670</td>
<td>609-570-3842</td>
<td><a href="mailto:bowens@mccc.edu">bowens@mccc.edu</a></td>
</tr>
<tr>
<td>Mr. Stephen Gregorowicz</td>
<td>609-570-3253</td>
<td></td>
<td><a href="mailto:gregoros@mccc.edu">gregoros@mccc.edu</a></td>
</tr>
</tbody>
</table>
MIDDLESEX COUNTY COLLEGE

Mr. David Fricke, Secretary  732-906-2519  732-906-4236 fax  dfricke@middlesexcc.edu
Ms. Susan Perkins  732-906-2505  732-906-2617 fax  dfricke@middlesexcc.edu

COUNTY COLLEGE OF MORRIS

Ms. Joanne Kearns  973-328-5044  973-328-5047 fax  jkearns@ccm.edu

OCEAN COUNTY COLLEGE

Ms. Karen Papakonstantinou  732-255-0400 x2061  732-864-3847 fax  prboorujy@pccc.edu
Ms. Sara Winchester, Treasurer  732-255-0400 x2062  732-864-3847 fax  swinchester@ocean.edu

PASSAIC COMMUNITY COLLEGE

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RARITAN VALLEY COMMUNITY COLLEGE

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ROWAN AT GLOUCESTER

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SALEM COMMUNITY COLLEGE

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Mr. John Recchinti  856-351-2622  jrecchinti@salemcc.edu

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Mr. Frank P. Nocella, Chair  973-300-2115  973-570-6322 fax  fnocella@sussex.edu

UNION COUNTY COLLEGE

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WARREN COUNTY COMMUNITY COLLEGE

Mr. Dennis Florentine  908-835-2626  908-835-1678 fax  dflorentine@warren.edu

NJCCC

VACANT  609-577-7656 cell  @njccc.org
Part-Time Executive Director  609-577-7656 cell  @njccc.org
Ms. Linda Lam  609-392-3434  609-392-8158 fax  llam@njccc.org
### JOINT PURCHASING CONSORTIUM STAFF

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Office Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>VACANT</td>
<td>(609) 577-7656 (cell)</td>
<td>@njccc.org</td>
</tr>
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</table>
Chapter 4
Statewide Meeting Calendar
Statewide Special Events Calendar
Statewide Meeting Calendar

Statewide Special Events Calendar
**GENERAL**

**MEETINGS SCHEDULE FOR 2014-2015**

<table>
<thead>
<tr>
<th><strong>NJCCC PRESIDENTS</strong></th>
<th><strong>NJCCC EXECUTIVE</strong></th>
<th><strong>TRUSTEE SEMINARS</strong></th>
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<tr>
<td>SEPT 8, 2014</td>
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<td>OCT 6, 2014</td>
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<td>MAY 4, 2015</td>
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<td>JUNE 15, 2015</td>
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<td>Conference Call</td>
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Presidents' meetings will be held at NJCCC offices at 9:30 am to 2:00 pm.

The months when the Workforce Consortium or Council Committees meet, the meeting will end at 1:00 pm.

The October meeting will be held via conference call.

In the months of September, November, and February the Executive Committee will meet at 3:30 pm.

In June the meeting will begin at 4:00 pm.

In months the Council does not meet, the Executive Committee will meet via conference call at 2:00 pm.

<table>
<thead>
<tr>
<th><strong>NJCCC COUNCIL</strong></th>
<th><strong>NJCCC TRUSTEE AMBASSADOR</strong></th>
<th><strong>NJCCC ACADEMIC AFFAIRS</strong></th>
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<tbody>
<tr>
<td>SEPT 15, 2014</td>
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<td>AUG 26, 2014</td>
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<td>NOV 17, 2014</td>
<td></td>
<td>NOV 19, 2014</td>
</tr>
<tr>
<td>MAR 30, 2015</td>
<td></td>
<td>MAR 23, 2015</td>
</tr>
<tr>
<td>JUNE 22, 2015</td>
<td></td>
<td>MAY 13, 2015</td>
</tr>
</tbody>
</table>

Council meetings will begin with dinner at 6:00 p.m., with business meeting to follow.

The September Council meeting will be held at the Mercer County Community College Conference Center.

The November meeting will be held at the E. Windsor Holiday Inn.

The March meeting will be held at Union County College.

The June meeting will be held in Trenton and will be proceeded by the Spirit Awards.

Trustee Ambassador Conference Calls will be held on the 3rd Tuesday of the months that the Council does not meet.

The time for these conference calls will alternate between 11:00 am and 4:00 p.m.

The telephone number to call is 1-760-569-6000 and the access code is 873031#.

Academic Affairs Committee meetings will be held via conference call at 10:00 am.
**GENERAL**

**MEETINGS SCHEDULE FOR 2014-2015**

<table>
<thead>
<tr>
<th><strong>NJCCC COURSE REVIEW</strong></th>
<th><strong>NJCCC FACILITIES</strong></th>
<th><strong>NJCCC FINANCE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>MAR 16, 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APRIL 27, 2015</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NOV 3, 2014</td>
<td>OCT 13, 2014</td>
</tr>
<tr>
<td></td>
<td>JAN 14, 2015</td>
<td>APRIL 6, 2015</td>
</tr>
<tr>
<td></td>
<td>JUNE 8, 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilities Comm.</td>
<td>Finance Committee meetings will be held at NJCCC offices. October 13th meeting will begin at 10:00 am and the April 6th meeting will follow the presidents meeting at 1:00 pm.</td>
</tr>
<tr>
<td></td>
<td>Meetings will be held at the NJCCC offices at 1:00 pm.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>NJCCC LEGISLATIVE</strong></th>
<th><strong>NJCCC WORKFORCE CONSORTIUM</strong></th>
<th><strong>JOINT PURCHASING CONSORTIUM</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>NOV 12, 2014</td>
<td>SEPT 8, 2014 11am Conference Call</td>
<td>AUG 13, 2014 Conference Call</td>
</tr>
<tr>
<td>JAN 14, 2015</td>
<td>DEC 1, 2014 4pm Conference Call</td>
<td>SEPT 17, 2014</td>
</tr>
<tr>
<td>APRIL 8, 2015</td>
<td>MAR 2, 2015 11am Conference Call</td>
<td>OCT 15, 2014 Conference Call</td>
</tr>
<tr>
<td></td>
<td>JUNE 15, 2015 4pm Conference Call</td>
<td>NOV 12, 2014 Conference Call</td>
</tr>
<tr>
<td></td>
<td>NJ Community College Consortium for Workforce &amp; Economic Development meetings will be held at NJCCC offices at 1:00 pm following the presidents' meetings.</td>
<td>DEC 10, 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>JAN 14, 2015 Conference Call</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MAR 11, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>APRIL 15, 2015 Conference Call</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MAY 13, 2015 Conference Call</td>
</tr>
<tr>
<td></td>
<td></td>
<td>JUNE 10, 2015</td>
</tr>
<tr>
<td></td>
<td>Joint Purchasing Consortium Quarterly Meetings will be held at the NJCCC offices at 9:00 am all conference calls will begin at 10:00 am.</td>
<td></td>
</tr>
</tbody>
</table>

Course Review Committee meetings will be held at NJCCC offices at 10:00 a.m.

Legislative Committee meetings will be held via conference call at 3:00 pm.
## GENERAL

### MEETINGS SCHEDULE FOR 2014-2015

<table>
<thead>
<tr>
<th>EXEC. BD. PRES. CO.</th>
<th>PRES. COUNCIL</th>
<th>AFFINITY GROUP CHAIRS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEPT 22, 2014</td>
<td>OCT 27, 2014</td>
<td>SEPT 24, 2014</td>
</tr>
<tr>
<td>NOV 17, 2014</td>
<td>JAN 26, 2015</td>
<td>Conference Call</td>
</tr>
<tr>
<td>DEC 8, 2014</td>
<td>JUNE 1, 2015</td>
<td>JAN 14, 2015</td>
</tr>
<tr>
<td>MARCH 16, 2015</td>
<td></td>
<td>MAY 13, 2015</td>
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<tr>
<td>APRIL 27, 2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Presidents’ Council Executive Board meetings will be held at Rutgers University, Winants Hall, at 9:30 am.

Presidents’ Council meetings will be held at Rutgers University, Winants Hall, at 10:00 am.

Affinity Group Chair Conference Calls will begin at 10:00 am.

Affinity Group Chair Meetings will start with lunch at noon followed by a 1:00 pm meeting at NJCCC.

### SPECIAL EVENTS

<table>
<thead>
<tr>
<th>DATE</th>
<th>EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUG 18, 2014</td>
<td>Presidents Retreat</td>
</tr>
<tr>
<td>OCT 22-25, 2014</td>
<td>ACCT Congress</td>
</tr>
<tr>
<td></td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>FEB 5, 2015</td>
<td>Hail &amp; Farewell Diner- Settimo Cielo</td>
</tr>
<tr>
<td></td>
<td>Trenton NJ</td>
</tr>
<tr>
<td>FEB 9-12, 2015</td>
<td>ACCT Congress</td>
</tr>
<tr>
<td></td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>MAR 9, 2015</td>
<td>Student Lobbying Day</td>
</tr>
<tr>
<td>APRIL 18-21, 2015</td>
<td>AACC National Convention</td>
</tr>
<tr>
<td></td>
<td>San Antonio, TX</td>
</tr>
<tr>
<td>APRIL 23, 2015</td>
<td>Trustee Education Regional Seminar</td>
</tr>
<tr>
<td></td>
<td>Camden</td>
</tr>
<tr>
<td>APRIL 24, 2015</td>
<td>Best Practices Camden</td>
</tr>
<tr>
<td>MAY 7, 2015</td>
<td>PTK Day Wyndham</td>
</tr>
</tbody>
</table>
AFFINITY GROUPS

While by-law, it is the Council that approves official action of the sector (state funding formula, Chapter 12, etc.), the presidents still meet separately each month (except in summer) to freely discuss issues that will be taken to the full Council for action.

Further, the presidents appoint affinity groups (eight) to assist them in their statewide work.

Affinity groups are comprised of campus staff with similar representatives sanctioned by the presidents to meet regularly to conduct statewide community college business.

There are eight:

- Academic Officers
- Business Operations
- Distance Ed.
- Information Technology
- Institutional Advancement
- Institutional Research
- Labor Relations
- Student Services

Individuals serve in these affinity groups only by appointment of their president.

Presidents largely set the overall working agendas for the affinity groups.

Each group is assisted in its work by two to three presidents, who attend affinity group meetings and serve as liaisons back to the full presidents group.

The chair of the presidents convenes the eight affinity group chairs twice a year to ensure coordination across the sector.

The affinity groups are separate from Council Committees, although the affinity group officers often serve in Council Committees.
### AFFINITY GROUP MEETING DATES 2014-2015

<table>
<thead>
<tr>
<th>ACADEMIC OFFICERS</th>
<th>BUSINESS OPERATIONS</th>
<th>DISTANCE ED.</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCT 3, 2014 Continuing Ed, Mercer</td>
<td>OCT 10, 2014 Conference Call</td>
<td>DEC 12, 2014 Brookdale</td>
</tr>
<tr>
<td>DEC 12, 2014 Mercer</td>
<td>DEC 8, 2014 Mercer</td>
<td>JUNE 11, 2015 Brookdale</td>
</tr>
<tr>
<td>FEB 6, 2015 Middlesex</td>
<td>FEB 6, 2015 Mercer</td>
<td></td>
</tr>
<tr>
<td>MAR 13, 2015 Mercer</td>
<td>JAN 9, 2015 Conference Call</td>
<td></td>
</tr>
<tr>
<td>APRIL 10, 2015 Mercer</td>
<td>FEB 6, 2015 Conference Call</td>
<td></td>
</tr>
<tr>
<td>MAY 1, 2015 Mercer</td>
<td>MAR 9, 2015 Mercer</td>
<td></td>
</tr>
<tr>
<td>JUNE 11, 2015 Middlesex</td>
<td>APRIL 10, 2015 Conference Call</td>
<td></td>
</tr>
</tbody>
</table>

**Chair:** Jackie Galbiati, Cumberland  
**Presidents Assigned to this Affinity Group:** Pat Donohue, Mercer  
Ray Yannuzzi, Camden  
**Meeting Start Time:** Refreshments 9:45 am  
Meeting 10 am  

<table>
<thead>
<tr>
<th>INFORMATION TECHNOLOGY</th>
<th>INSTITUTIONAL ADVANCEMENT</th>
<th>INSTITUTIONAL RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCT 6, 2014 Camden, 2-5 pm</td>
<td>SEPT 19, 2014 Burlington</td>
<td>SEPT 26, 2014 NJCCC</td>
</tr>
<tr>
<td>FEB 27, 2015 Camden</td>
<td>FEB 13, 2015 Union</td>
<td>NOV 21, 2014 Mercer</td>
</tr>
<tr>
<td></td>
<td>MAY 6, 2015 Raritan Valley</td>
<td>JAN 30, 2015 Middlesex</td>
</tr>
</tbody>
</table>

**Chair:** Darrell McMillon, Camden  
**Presidents Assigned to this Affinity Group:** Jon Larson, Ocean  
Maggie McMenamin, Union  
**Meeting Start Time:** Times Vary - See above  

<p>| | | |</p>
<table>
<thead>
<tr>
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<th></th>
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</thead>
</table>
| **Chair:** John Trojan, Raritan Valley | **Chair:** Samir Elbassiouny, Warren | **Chair:** Phebe Lacay, Morris  
**Presidents Assigned to this Affinity Group:** Ed Yaw, Morris  
Peter Mora, Atlantic Cape  
**Meeting Start Time:** Pre Meetings 9:30 am  
Formal Meeting 10:30 am  

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<table>
<thead>
<tr>
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</thead>
</table>
| **Presidents Assigned to this Affinity Group:** Joann LaPerla-Morales Morales Middlesex  
Joan Baillie, Salem | **Meeting Start Time:** 10:00 am | **Meeting Start Time:** Refreshments 9:30 am  
Meeting 10 am  

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Meeting Start Time:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Times Vary - See above</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Affinity Group Meeting Dates 2014-2015

### Labor Relation

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEPT 19, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>OCT 17, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>NOV 21, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>DEC 12, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>JAN 16, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>FEB 20, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>MAR 20, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>APRIL 17, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>MAY 15, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>JUNE 18, 2015</td>
<td>Mercer</td>
</tr>
</tbody>
</table>

Chair: Michael Silvestro, Passaic  
Presidents Assigned to this Affinity Group: Glen Gabert, Hudson  
Steve Rose, Passaic  
Meeting Start Time: 9:30 am

### Student Services

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEPT 19, 2014</td>
<td>Middlesex</td>
</tr>
<tr>
<td>OCT 17, 2014</td>
<td>Ocean</td>
</tr>
<tr>
<td>NOV 21, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>DEC 12, 2014</td>
<td>Mercer</td>
</tr>
<tr>
<td>FEB 20, 2015</td>
<td>Middlesex</td>
</tr>
<tr>
<td>MAR 20, 2015</td>
<td>Ocean</td>
</tr>
<tr>
<td>APRIL 17, 2015</td>
<td>Mercer</td>
</tr>
<tr>
<td>JUNE 18, 2015</td>
<td>Brookdale</td>
</tr>
</tbody>
</table>

Chair: Sharon Goldstein, Passaic  
Presidents Assigned to this Affinity Group: Thomas Isekenegbe, Cumberland  
Fred Keating, Rowan at Gloucester  
Maureen Murphy, Brookdale  
Meeting Start Time: 10:00 am
Statewide Meeting Calendar

Statewide Special Events Calendar
## NEW JERSEY COUNCIL OF COUNTY COLLEGES
### SPECIAL EVENTS SCHEDULE FOR 2014-2015

<table>
<thead>
<tr>
<th>DATES</th>
<th>EVENTS</th>
<th>PLACE</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 18, 2014</td>
<td>Presidents Retreat</td>
<td>Mercer County Community College</td>
</tr>
<tr>
<td>September 15, 2014</td>
<td>Trustee Education Seminar &amp; NJCCC Council Meeting</td>
<td>Mercer County Community College</td>
</tr>
<tr>
<td>October 22 – 25, 2014</td>
<td>ACCT 45th Annual Leadership Congress ‘14</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>November 17, 2014</td>
<td>Trustee Education Seminar &amp; NJCCC Council Meeting</td>
<td>Holiday Inn of East Windsor</td>
</tr>
<tr>
<td>December 3-8, 2014</td>
<td>2014 Middle States Commission of Higher Education</td>
<td>Washington, D.C. Marriott Marquis</td>
</tr>
<tr>
<td>February 5, 2015</td>
<td>Hail and Farewell Dinner</td>
<td>Settimo Cielo</td>
</tr>
<tr>
<td>February 9-12, 2015</td>
<td>2015 Community College National Legislative Summit</td>
<td>Washington, D.C.</td>
</tr>
<tr>
<td>March 9, 2015</td>
<td>Student Lobbying Day</td>
<td>State House</td>
</tr>
<tr>
<td>March 30, 2015</td>
<td>Trustee Education Regional Seminar &amp; NJCCC Council Meeting</td>
<td>Union County College</td>
</tr>
<tr>
<td>April 18-21, 2015</td>
<td>AACC Annual National Convention</td>
<td>San Antonio, TX</td>
</tr>
<tr>
<td>April 23, 2015</td>
<td>Trustee Education Regional Seminar</td>
<td>Camden County College</td>
</tr>
<tr>
<td>April 24, 2015</td>
<td>Best Practices Conference</td>
<td>Camden County College</td>
</tr>
<tr>
<td>May 7, 2015</td>
<td>Phi Theta Kappa Day</td>
<td>Trenton Hotel</td>
</tr>
<tr>
<td>June 22, 2015</td>
<td>Spirit Awards and Council</td>
<td>Wyndham Garden Hotel Trenton</td>
</tr>
</tbody>
</table>
Public Relations

Chapter 5

Media Contacts
# MEDIA CONTACTS

<table>
<thead>
<tr>
<th>Outlet</th>
<th>Contact</th>
<th>Title</th>
<th>Phone</th>
<th>Fax</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
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<td>(609) 359-5300</td>
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<td></td>
<td><a href="mailto:kevinm@101.5.com">kevinm@101.5.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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</tr>
<tr>
<td>Bergen Record</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>The News of Cumberland County</td>
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<td></td>
</tr>
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<td>(703) 978-3933</td>
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</tr>
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<td>Managing Editor</td>
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<td>(856) 563-5308</td>
<td><a href="mailto:djlocalnews@thedailyjournal.com">djlocalnews@thedailyjournal.com</a></td>
</tr>
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<td>(610) 258-7130</td>
<td><a href="mailto:kbresswein@express-times.com">kbresswein@express-times.com</a></td>
</tr>
<tr>
<td>Gannett</td>
<td>Mike Symons</td>
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<td>(609) 392-2813</td>
<td><a href="mailto:msymons@gannett.com">msymons@gannett.com</a></td>
</tr>
<tr>
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<td></td>
<td><a href="mailto:htowns@njpressmedia.com">htowns@njpressmedia.com</a></td>
</tr>
<tr>
<td>Jersey Journal</td>
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