

Summary of Proceedings
Meeting of the Board of Trustees
Tuesday, June 11, 2019
5:00 p.m.
Mary T. Norton Room
70 Sip Avenue
Jersey City, New Jersey

Trustees present: Kevin Callahan (via conference call); Karen Fahrenholz (Secretary/Treasurer); Roberta Kenny; Joanne Kosakowski; Bakari Lee (Vice Chair); William Netchert (Chair); Christopher Reber; Silvia Rodriguez; Harold Stahl.

Trustees not present: Pamela Gardner; Alexandra Kehagias (Alumni/Student Representative); Jeannette Peña.

Swearing in of New Trustee

Silvia Rodriguez was sworn in as a new member of the Board of Trustees. On behalf of the Trustees, Chairman Netchert welcomed Trustee Rodriguez and congratulated her on her appointment to the Board.

Comments from the Public

Professional Association President Michael Ferlise addressed the Board with the following statement.

Good Evening Mr. Chairman, Mr. Vice Chairman, Trustees, President Reber and Members of the College Community, I am Michael Ferlise, an Instructor of Sociology here at Hudson County Community College and the president of the full-time faculty union, the Professional Association. Tonight I have the pleasure to share with you some concluding and very happy remarks after completing our negotiations on a 5 year agreement with the College.

Accomplishments

The first happy news is that our faculty voted overwhelmingly to approve the Memorandum of Agreement. 93% voted yes to ratify. It was with good cheer that President Reber reminded me the other day that a successful contract is one in which both parties don't get what they want. No doubt that is true. None the less, this contract represents a number of accomplishments that we can all be proud of.

The negotiation sessions themselves were, as President Reber assured us they would be; **Collegial, Professional and Collaborative**. Together, in that spirit, we resolved a number of long term problems that troubled our institution. We now have, for example:

- A new program for advising students.
- New procedures for the development and compensation of teaching Online classes.
- Promotion of faculty upon receipt of tenure – a first at our college!
- Written agreements between faculty and administrators that will spell out mutual responsibilities, due dates and compensation for any non-teaching special assignments.
- Fiscal recognition of faculty's years of experience and service. Also a first at HCCC.
- Minimum starting salaries based on rank which increase each year of the contract in order to prevent minimum salaries from stagnating – another 1st.
- Significant salary increases each year that move us closer toward our shared goal of market parity with faculty at other nearby community colleges. Yet another first.
- A general commitment to a culture of assessment.
- As well as several other important contractual agreements.

That is an admirable achievement and testimony that working together in collaboration is far more productive than facing each other as hostile adversaries in a zero-sum game. I'll concur with Dr. Friedman's assessment that this agreement represents an historic achievement for our College. I would also add that the collaborative and respectful spirit of the process and a fresh sense of partnership represents a fundamentally new and healthier development in our College's culture and morale. Along with the union, President Reber deserves a great deal of credit for this rosy and productive outcome. He assured a skeptical and at times very angry faculty of his commitment to addressing long-term inequities, shared governance issues and low morale. The President, in fact, held true to his commitments and has earned our respect and confidence.

All our problems and inequities, however, have not been solved and we are not at parity with other nearby 2 year colleges. But this contract has made great strides and taken important initial steps in the right direction. For that we are thankful.

Unresolved Areas

Before closing, I would like to briefly mention one of our central proposals – the use of a salary guide – that was rejected for this contract and why it remains so important to us.

Last semester we conducted an economic and statistical analysis that, among other things, revealed dramatic inconsistencies and inequities between our own HCCC faculty salaries.

Our new Memorandum of Agreement implements a patchwork of agreements – band-aids, if you will – that earnestly attempt to address these problems. But in the absence of a salary guide they remain piecemeal and cause their own unintended consequences and problems that are hard for us to resolve or justify to our members. We can – and must - do better!

Salary guides structurally adjust and fairly determine increments of pay based on a faculty member's years of experience, rank and year of the contract. It insures that salaries stay on a trajectory of incremental increases calculated with formulas that are categorically applied and fair to everyone. Dr. Reber has made a formal and sincere commitment to look into this with constituents of the college for the next cycle of contract negotiations. We hope the College Administration and Trustees see the wisdom and fairness in the adoption and application of a salary guide. We will be its strong advocates.

Final Thanks

I sincerely thank President Reber. Through his good will, fair-mindedness, respectful and inclusive manner Chris has made an important contribution to changing the culture of our institution for the better. I also thank the College's negotiation team and especially my executive officers and our entire negotiation committee for their exceptional commitment, diligence and outstanding work. I don't believe our faculty have ever been better served. Thank You All.

President's Report

Good evening, Trustees. Due to a conflict, SGA President Warren Rigby is unable to attend today's meeting. The transition of officers of the All College Council is underway and the new ACC Chair, Lauren Drew, will begin offering monthly reports at our next meeting. In their absence, I will offer two items.

- Warren Rigby, EOF Director Jose Lowe, and I have been appointed to the New Jersey Secretary of Higher Education's Working Group on Student Success. We will attend the organizational meeting in Trenton on Thursday, and we look forward to the opportunity to serve. The timing is excellent as we begin our *Achieving the Dream* work focusing on student success.
- Secondly, I met with several of the outgoing and incoming All College Council officers recently and we are working together on charges for the new President's Advisory Council on Diversity, Equity and Inclusion. We have discussed appointing several All College Council members as standing members of the Advisory Council. These ACC representatives will report to the ACC on the work of the Council, and serve as ACC liaisons for integrating the work of both organizations as appropriate. We plan to report to the College community on this model at our College Service Day in August.

This evening's agenda includes many action items, so I will keep my remarks brief.

First, allow me to offer my warm welcome to Silvia Rodriguez on behalf of the entire HCCC College community. Trustee Rodriguez, we all look forward to working with you and to your leadership, advocacy and support for our students and our college. I've had the pleasure of meeting and becoming acquainted with Trustee Rodriguez today. I'm delighted to share with you that Silvia brings a wealth of experience in K - 12 education. Her career includes serving as a teacher, a guidance counselor, and a bilingual counselor in the West New York area. She was recognized by the Governor of New Jersey for her excellence in K - 12 education.

Trustee Rodriguez shared with Chairman Netchert and me today that she was the third student to enroll at HCCC when she registered in 1974. Like so many members of our College community, she emigrated here from a foreign county, Cuba. She needed to achieve English language proficiency and shared with us that her experience at HCCC was really important in her life. Silvia, it is so wonderful to see you come full circle and join our Board. Would you like to offer any remarks?

Silvia Rodriguez offered the following comments.

I feel like I am back home. This is an institution that opened the door for me to be where I am, and I am honored to come back. As a trustee, I will be able to help as much as I can those students, who, like me, have the opportunity to start at Hudson County Community College.

President Reber resumed his comments.

I am also delighted to welcome Dr. Chris Conzen, our new Executive Director of the HCCC Secaucus Site at the new Hudson County Schools of Technology Frank Gargiulo Campus in Secaucus. Chris brings more than 15 years of experience in higher education administration and leadership, most recently as Assistant Dean for Student Services and Administrative Affairs at Montclair State University. Earlier in his career, Chris served as Associate Dean of Student Affairs at Lim College, and Director of Campus Activities and Student Leadership Development at the Eastern Campus of Suffolk County Community College. He was named Community College Professional of the Year by the National Association of Student Personnel Administrators.

Welcome, Chris!

Chris Conzen offered the following comments.

Thank you for being so welcoming, especially to my new colleagues.

Even though I just started here under a month ago, I feel like I have gained a wealth of knowledge that people have been able to share, and I greatly appreciate the help that people have provided. I feel like I have been here longer and in a good way. One of the assets that really attracted me to come to Hudson County Community College was the commitment of providing access and opportunity to the residents of Hudson County. I've seen that commitment with everyone that I've met. I'm really excited to extend that to more residents of the County through my work at the Secaucus Center. Thanks for welcoming me and making me a part of the community.

President Reber resumed his comments.

After a year of hard work and trust building, our remaining three Collective Bargaining Tentative Contract Agreements are included on this evening's Board agenda.

As you are aware, the Board approved a new four-year contract with the Academic Administrators Association at the May meeting. As I shared in last week's *Green Memo*, our goals for the contract negotiations included a collaborative, transparent and respectful process focused on making progress in addressing salary concerns that have led to high employee turnover; outcomes that are viewed as positive in the eyes of our stakeholders; and a cost that is manageable for the institution. Together we have accomplished all of these goals. As in all contract negotiations, neither the unions nor the administration achieved everything they wanted, but nearly everyone agrees that the combined elements of the agreements are positive and will serve our employees and our college well.

Michael Ferlise, thank you for your kind remarks. We have all grown through this journey together. With regard to your final comments, we will now begin to focus on the goal of creating a position classification system that will be a component of our next negotiations in 2022. This will be important in our continuing work to support our employees through best HR practices, including processes to achieve and maintain internal salary equity across the College. I thank all who were involved in the negotiations process.

Next week an HCCC team will attend a kickoff conference in Phoenix for *Achieving the Dream* new member colleges. We will spend considerable time there with our ATD Coaches, Dr. Mary Fifield and Dr. Rene Garcia, reviewing our student success efforts and data and beginning to identify areas of focus for the coming year in our student success, retention, completion and transfer agenda. We have scheduled three visits to campus during the upcoming year for Dr. Fifield and Dr. Garcia. These will occur on August 27 and 28; November 21 and 22; and March 5 and 6, 2020. These coaching visits will engage the entire college community.

Our Student Center renovation is now in the construction phase and moving forward in full force, and this evening you will act upon the appointment of a contractor to replace the North Hudson Campus roof. With your approval, this work will occur in July and early August, and will be completed as planned before the start of our new academic year.

And, finally, we learned last week that the Middle States Board of Commissioners will act upon our reaccreditation in a final meeting later this month. We will keep you informed and continue to expect a positive outcome.

Regular Monthly Reports and Recommendations

1. Minutes of the Regular Meeting of May 14, 2019 were approved.
2. *Gifts, Grants, and Contracts Report*

The College has received the following grants:

Title: Jean Krauss Youth Leadership & Career Development Forums

Agency: NJ Department of Law and Public Safety; Office of the Attorney General

Purpose of Grant: The goal of the program is to host an inspiring and educational Youth Leadership Forum to motivate and educate high-need, at-risk, and/or justice-involved youth about the workforce opportunities available throughout Northern New Jersey.

College Administrator: Lori Margolin

College Contribution: \$0

Award Amount: \$30,000.00

Title: Opportunity Partnership Grant (OPG)

Agency: NJ Department of Labor and Workforce Development

Purpose of Grant: The purpose of the grant is to provide training opportunities within the state's targeted industry sectors as identified in the LWD Notice of Grant Opportunity (NGO), thus creating a pathway to employment.

College Administrator: Lori Margolin

College Contribution: \$0

Award Amount: \$76,251.12

Title: Carl D. Perkins Grant for Career and Technical Education (CTE)

Agency: New Jersey Department of Education

Purpose of Grant: FY'20 Allocation for Direct Instructional Support of HCCC Career and Technical Education Programs.

College Administrator: Nydia James

College Contribution: \$0

Award Amount: \$853,600 (Second highest award among 19 NJ community colleges)

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

1. Resolution Rejecting Bid from Automated Building Controls, Inc. for HVAC Repairs and Installation was approved.
2. Resolution Approving Payment for Emergency Supplies in Response to Snow and Ice Storms from Tsigonia Paint Sales of Jersey City, New Jersey, at a cost not to exceed \$12,724, was approved.
3. Resolution Approving Payment for Emergency Supplies in Response to Flood Emergency from Tsigonia Paint Sales of Jersey City, New Jersey, at a cost not to exceed \$2,826, was approved.
4. Resolution Authorizing a Contract for Civil Engineering and Architectural Services from Dresdner Robin of Jersey City, New Jersey, at a cost not to exceed \$20,000.00, was approved.
5. Resolution Authorizing Purchase of Elevator Repair Services to ThyssenKrupp Elevator Corporation of Cranford, New Jersey, at a cost not to exceed \$20,000.00, was approved.
6. Resolution Authorizing Purchase of Elevator Repair Services for FY2020 from ThyssenKrupp Elevator Corporation of Cranford, New Jersey, at a cost not to exceed \$20,000.00, was approved.
7. Resolution Awarding HVAC Contract Maintenance and Repairs to Automated Building Controls of Neptune, New Jersey, for the term of five (5) years, from July 1, 2019 through June 30, 2024, at an estimated cost of \$214,000.00, was approved.
8. Resolution Awarding Rooftop Replacement for North Hudson Campus to Arco Construction of West Caldwell, New Jersey, at a cost not to exceed \$299,000, was approved.
9. Resolution Approving Auditing Services for FY 2019 from Donohue, Gironda, Doria & Tomkins LLC, at a cost not to exceed \$67,500.00, was approved.
10. Resolution Approving Agreement for Electronic Processing Services for FY 2020 from ACI Worldwide Corp. ("ACI"), of Naples, Florida, at a cost not to exceed \$175,000.00, was approved.
11. Resolution Authorizing Purchase of Liability & Casualty Insurance for FY 2020 from Borden Perlman Salisbury & Kelly Agency of Lawrenceville, New Jersey, at a cost not to exceed \$425,636.00, was approved.

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12. Resolution to Increase Laboratory Fees for Coursework in the Associate in Applied Science and Certificate Programs in Paramedic Science for a total of \$300 per credit, effective Fall 2019, was approved.
13. Resolution Authorizing the Amendment for April 9, 2019 Resolution #16, Temporary Staffing for Human Resources Department, was approved.
14. Resolution Authorizing Purchase of Digital Advertisement Services for the Communications Department for FY2020 from Semgeeks/Positive Expectations of Belmar, New Jersey, at a cost not to exceed \$34,000.00, was approved.
15. Resolution Authorizing Purchase of Video/Podcast Services for the Communications Department for FY 2020 from Supermanos Inc. of Upper Pottstown, Pennsylvania, at a cost not to exceed \$34,000.00, was approved.
16. Resolution Authorizing Purchase of Promotional and Gift Items for the Communications Department for FY2020 from Howard Roe Gift Solutions of Englewood, New Jersey, at a cost not to exceed \$34,000.00, was approved.
17. Resolution Authorizing Purchase of Marketing and Advertising Services for the Communications Department for FY2020 from Campus Marketing of Portland, Oregon, at a cost not to exceed \$34,000.00, was approved.
18. Resolution Authorizing Purchase of Printing and Support Services for the Communications Department for FY2020 from Forms Tech Inc. of Hoboken, New Jersey, at a cost not to exceed \$34,000.00, was approved.
19. Resolution Authorizing Purchase of Photography Services for the Communications Department for FY2020 from Jersey Pictures of Hackettstown, New Jersey, at a cost not to exceed \$34,000.00, was approved.
20. Resolution Authorizing Purchase of Library Services for the Library Department for FY2020 from Ebsco Information Services of Ipswich, Massachusetts, at a cost not to exceed \$34,000.00, was approved.
21. Resolution Authorizing Purchase of Library and Subscription Services for the Library Department for FY2020 from Jersey Yankee Peddler of Hopkington, New Hampshire, at a cost not to exceed \$34,000.00, was approved.
22. Resolution Authorizing Purchase of Computer Equipment, Supplies, and Accessories for the Information Technology Services Department for FY2020 from SHI of Somerset, New Jersey, at a cost not to exceed \$34,000.00, was approved.
23. Resolution Authorizing Purchase of Computer Equipment, Supplies, and Accessories for the Information Technology Services Department for FY2020 from CDW-G of Vernon Hills, Illinois, at a cost not to exceed \$34,000.00, was approved.
24. Resolution Authorizing Purchase of Computer Equipment, Supplies, and Accessories for the Information Technology Services Department for FY2020 from GHA Technologies Inc. of Phoenix, Arizona, at a cost not to exceed \$34,000.00, was approved.
25. Resolution Authorizing Purchase of Computer Equipment, Supplies, and Accessories for the Information Technology Services Department for FY2020 from Dell Computers, at a cost not to exceed \$34,000.00, was approved.

26. Resolution Authorizing Purchase of Portable Sound Equipment for the Information Technology Services Department from Office Business Systems Inc. of Lincoln Park, New Jersey, at a cost not to exceed \$27,442.00, was approved.
27. Resolution Approving Purchase of Annual Renewal for Video Repository and License Media Hosting for the College Library for FY2020 from NJedge.net of Newark, New Jersey, at a cost not to exceed \$18,122.00, was approved.
28. Resolution Approving Agreement for Dual Admissions Program with Pittsburg State University (PSU) was approved.
29. Resolution to Establish Proposed Laboratory Fees for Specific Courses in the Associate in Science in Exercise Science Program was approved.
30. Resolution Authorizing 60 Month Lease of Multifunctional Printers/Copiers for the Libraries to TGI Office Automation of Edison, New Jersey, at an estimated annual cost of \$33,126.00, was approved.
31. Resolution Authorizing 60 Month Lease of Multifunctional Printers/Copiers for Journal Square Print Shop to Stewart Xerox of Mount Laurel, New Jersey, at an estimated annual cost of \$56,088.00, was approved.
32. Resolution Awarding Maintenance Agreement for 25 Existing Sharp Multifunctional Printers/Copiers to United Business Systems of Fairfield, New Jersey, at an estimated annual cost of \$6,000.00 and one-time fee of \$8,000 for an estimated total of \$14,000.00, was approved.
33. Resolution Authorizing the Purchase of Laboratory Equipment and Supplies for the STEM Building from Fischer Scientific of Hampton, New Hampshire, at a cost not to exceed \$19,000.00, was approved.
34. Resolution Authorizing Purchase of Laboratory Equipment and Supplies for the STEM Building from VWR of Radnor, Pennsylvania, at a cost not to exceed \$30,000.00, was approved.
35. Resolution Authorizing the Amendment to May 14, 2019 Resolution #23, Approving Memorandum of Understanding Between Robert Wood Johnson Barnabas Health Inc. (RWJ Barnabas Health) of New Jersey and HCCC for Training Program, to reflect the actual effective dates of June 1, 2019, through May 31, 2020, was approved
36. Resolution Authorizing Purchase of Student Training on Title IX, Sexual Assault Prevention and Diversity from EVERFI of Washington, DC, for a term of (2) years, from August 1, 2019 through July 31, 2021, at a cost not to exceed \$34,980.00, was approved.
37. Resolution Awarding Media Services Contract (News 12) Cable Advertisements for FY 2020 to News 12 New Jersey of Edison, New Jersey, at a cost not to exceed \$35,849.00, was approved.
38. Resolution Awarding Media Services Contract (Altice) for Cable Advertisements for FY 2020 to Altice of Hoboken, New Jersey, at a cost not to exceed \$43,724.00, was approved.
39. Resolution Awarding Media Services (Comcast) for Cable Advertisements for FY 2020 to Comcast Cable of Philadelphia, Pennsylvania, at a cost not to exceed \$64,055.00, was approved.

40. Resolution Awarding Media Services for Transit Advertisement for FY 2020 to Intersection of Fairfield, New Jersey, at a cost not to exceed \$115,947.00, was approved.

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

1. The resignation of an Executive Administrative Assistant, Finance, was accepted.
2. The retirements of a College Lecturer, Nursing and Professor, Computer Technology, were accepted.
3. The appointments of Instructor, Academic Foundations and Instructor, Accounting, were approved.
4. Staff were appointed to the following full-time positions: Secretary, Center for Online Learning; Instructional Designer, Center for Online Learning; Executive Director, Institutional Research; Associate Director, Academic Advisement & Transfer Services; Program Assistant, Secaucus; Assistant Director of Admissions, Enrollment Services.
5. Staff were appointed to the following temporary full-time assignments effective until December 23, 2019: Administrative Assistant, Continuing Education and Workforce Development; Office Assistant, North Hudson Campus; Career Coach, Career Services; Coordinator, North Hudson Campus; Interim Director of Library Instruction; Academic Advisor, Student Affairs; Admissions Recruiter, Enrollment Services; Student Success Coach, Secaucus; Coordinator, Evening/Weekend/Off-Site.
6. Modifications of Staffing Table for FY 2019 Effective June 12, 2019, were approved.

Section One:

Delete Titles

- a. *Student Development Associate*
- b. *Associate Director, Student Financial Assistance*
- c. *Assistant Director, Student Financial Assistance*
- d. *Student Financial Assistance Specialist*
- e. *Student Financial Assistance Aide*

Section Two:

Add Titles

- a. *Assistant Director, North Hudson Campus*
- b. *Associate Director, Financial Aid*
- c. *Assistant Director, Financial Aid*
- d. *Financial Aid Specialist*
- e. *Financial Aid Aide*
- f. *Coordinator, North Hudson Campus*
- g. *Administrative Assistant, Library*
- h. *Director, Center for Teaching, Learning, and Innovation*
- i. *Academic Advisor*

Section Three:

Change Title with Incumbents

| <u>Name</u> | <u>Title Changes</u> |
|------------------------|--|
| Jason Figueroa | From: Student Development Associate To: Assistant Director, North Hudson Campus (NHC) Effective Date: June 12, 2019 |
| Paula Roberson | From: Assessment Coordinator To: Director, Center for Teaching, Learning, and Innovation Effective Date: July 1, 2019 |
| Christine Peterson | From: Associate Director, Student Financial Assistance To: Associate Director, Financial Aid Effective Date: June 12, 2019 |
| Julio Morales | From: Assistant Director, Student Financial Assistance To: Assistant Director, Financial Aid Effective Date: June 12, 2019 |
| Flordeliza Foster | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Hital Patel | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Maribel Alvarado-Bikai | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Ana Moran | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Sheila Soriano | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Danitza Espinales | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |
| Ines Franco | From: Student Financial Assistance Specialist To: Financial Aid Specialist Effective Date: June 12, 2019 |

Shaniqua Matos *From: Student Financial Assistance Aide*
To: Financial Aid Aide
Effective Date: June 12, 2019

Section Four:

Salaries Impacted by Staff Title or Position Changes

Administrative Employees

Jason Figueroa *Assistant Director, North Hudson Campus*
Salary From: \$36,414.00
To: \$50,000.00

Paula Roberson *Director, Center for Teaching, Learning, and*
Innovation
Salary From: \$52,020.00
To: \$65,000.00

Support Staff

Hardik Sanghavi *Data Network Administrator*
Salary From: \$42,448.00
To: \$50,000.00

7. Appointments of New & Continuing Part-time Hires Effective June 12, 2019 until December 23, 2019, were approved.
8. Appointments of New Hire Adjuncts Summer/Fall 2019, were approved.
9. Resolution Authorizing Salary Equity Adjustments Consistent with the Diane B. Allen Act ("Allen Act"), Effective July 1, 2018, was approved.
10. Resolution Authorizing a 3% Increase in Base Salary for all Confidential Employees, was approved.
11. Resolution Authorizing Extending Part-time Staff Appointments to a Maximum of 12 months, was approved.
12. Resolution Authorizing Collective Bargaining Agreement between Hudson County Community College and the Hudson County Community College Professional Association, was approved.
13. Resolution Authorizing Collective Bargaining Agreement between Hudson County Community College and the Hudson County Community College Support Staff Federation, was approved.
14. Resolution Authorizing Collective Bargaining Agreement between Hudson County Community College and the Hudson County Community College Adjunct Faculty Federation, was approved.

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

1. Proposal to Establish Laboratory Fees for Courses in the Associate in Science Exercise Science Program, was approved.
2. Proposed Increase in Laboratory Fees for Associate in Applied Science and Certificate Programs in Paramedic Science, was approved.

The following agenda item was added under **new business**.

1. *Diversity, Equity and Inclusion*

Trustee Lee offered the following statement.

With respect to your report, Chris, particularly with respect to Diversity, Equity and Inclusion, I'm very happy to hear of the progress that's been made and the connection between your plans regarding the Advisory Council and the All College Council. I just want you to know that I am very supportive of it and I look forward to positive results.

The **meeting was adjourned** at 5:35 p.m.

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