

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

This agreement (the "Agreement") is made this ____ of _____ between New Jersey Imaging Partners, Inc., (the "Imaging Center") **located at 20 High St. #1, Nutley, New Jersey 07110** and Hudson County Community College, (the "School") for the provision of clinical experience for Students ("Students") enrolled at School.

A. TERM

This Agreement covers the period from February 1, 2024 through January 31, 2026, and may be renewed thereafter upon the execution of a new agreement or written amendment to this Agreement. Each Party will undertake an annual review of this Agreement.

B. SCHOOL RESPONSIBILITIES

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

10. School assures that all Faculty and Students participating in any clinical activities at Imaging Center will be covered by general liability insurance coverage in the amounts of one million dollars (\$1,000,000) per occurrence and three million (\$3,000,000) million dollars in the aggregate, as well as malpractice insurance as required in Section E. below, and that proof of such insurance will be carried by each Student and Faculty member, with copies of the applicable Certificates of insurance provided to Imaging Center.
11. Prior to beginning the clinical experience, Faculty and Students are required to meet the following health requirements:
 - a. P.P.D. Intermediate Skin Test (within the last year) except for those Students who have received BCG.
 - b. Chest X-ray for those with a positive P.P.D. or at the option of the examining physician and documentation of evaluation by a physician on an annual basis. Or T-spot/or Quantiferon Gold Test. If negative it is ok. If positive, a chest x- ray is required.
 - c. Rubella: Must have documentation of having received live vaccine on or after their first birthday or laboratory evidence of immunity. Adults born before 1957, except women who can become pregnant, can be considered immune.
 - d. Updated COVID and FLU vaccines.

C. IMAGING CENTER RESPONSIBILITIES

1. Imaging Center will designate a liaison to coordinate with Faculty.
2. Imaging Center will remain ultimately responsible for patient care at Imaging Center.
3. Imaging Center will cooperate with Faculty in planning for the clinical experience and evaluating it in order to provide Students with the maximum opportunities to develop diagnostic medical imaging skills and enhance professional growth.
4. Imaging Center will assume responsibility for the continuity of care of all patients assigned to the Students and will allow use of its facilities for direct contact and care of patients during their clinical rotation period.
5. Imaging Center will provide the Program with copies of the Imaging Center's policies and procedures and will advise the Program of policy and/or service charges which may have an impact on Student education.
6. In case of accident or illness incurred by Students while they are engaged in a clinical experience at the Imaging Center, the School shall be notified immediately. The Imaging Center may provide for emergency care within its clinical capabilities or shall otherwise arrange for emergency care to be provided.
7. An orientation will be provided by Imaging Center for Faculty and Students prior to commencement of the clinical experience.
8. Imaging Center will observe the Program's calendar with respect to school holidays, school closures, and vacation periods, so long as Imaging Center is provided reasonable notice of such days.

9. School will be advised of possible Student/Faculty exposure to contagious disease that become known following the clinical experience.
10. Imaging Center will provide space for Student record maintenance, including JCERT required program documentation.
11. Imaging Center will provide parking and access to the staff lounge and locker facilities for Students and Faculty.
12. Forms required by the appropriate professional accrediting association(s) will be completed and exchanged between the parties as necessary, and such information as is reasonably requested by either party for such purpose will be supplied by the other.
13. Imaging Center will provide information and/or reports which may be needed by the School for compliance with accreditation.
14. Imaging Center will notify the School immediately in the event of any emergency or problem which may threaten the Student's successful completion of the clinical education program.
15. Imaging Center will provide release time to staff radiographers designated as clinical instructors, as requested.
16. Imaging Center shall provide adequate staffing at the Imaging Center so that Students are never used as Imaging Center staff replacements.

D. MUTUAL RESPONSIBILITIES

1. A schedule of hours and days for clinical experience and number of Students will be mutually agreed upon in writing by the School and the Imaging Center at least one week before the beginning of each semester.
2. Either Party may withdraw any Students whose performance does not comply with School's standards, or fails to comply with the policies, standards, and procedures of Imaging Center. Prior to requesting withdrawal of a Student, an Imaging Center representative will meet with a Faculty member to see if performance issues can be addressed by corrective action other than withdrawal. However, Imaging Center shall maintain the right to withdraw Students and shall be responsible for its determination to withdraw any Student.
3. The Parties will ensure that any services provided pursuant to this Agreement comply with all pertinent provisions of Federal, State and Local statutes, rules and regulations.
4. Imaging Center retains the right to have a Student or Faculty excluded from Imaging Center. Imaging Center maintains the right to immediately remove a Student from Imaging Center if a Student's behavior is unsafe, disruptive, detrimental to patient care, or violate of existing rules and regulations of Imaging Center in such matters as procedures, policies, conduct, manner of dress, patient contact, and in such other respects as Imaging Center may require to prevent interference with its proper operation. Imaging Center will use its best efforts to meet with a Faculty member to see if performance issues can be addressed by corrective action prior to removing a Student from Imaging Center. Imaging Center shall be responsible for its decision to exclude or remove a Student from Imaging Center.

5. The Imaging Center and School will not discriminate against any employee, applicant, or Student enrolled in their respective programs because of age, handicap, color, national origin, race, religion, sex, sexual orientation, veteran status, marital status, any other characteristic protected by law. Both parties are equal opportunity employers.
6. Both parties shall inform one another of the following: changes in academic curriculum, changes in the availability of learning opportunities, and staff changes affecting either academic preparation or clinical teaching of Students. In the event that such changes will affect the number of Students accepted in any one time period, the Imaging Center will make every effort to inform the School of such changes at least one week in advance of that time period.

E. INSURANCE

1. School will require each Faculty member and Student to provide proof that the Faculty member and Student is covered by a policy of professional liability and malpractice insurance, with single limits of at least \$1,000,000 per occurrence and \$3,000,000 aggregate per year.
2. School shall provide Workmen's Compensation and disability Insurance coverage for all its employees and Students pursuant to the laws of the State of New Jersey.
3. The Imaging Center warrants that it will ensure that its employees and staff performing under this Agreement carry professional liability insurance, with single limits of at least \$1,000,000.00 per occurrence, \$3,000,000.00 in the annual aggregate, to protect itself and its participating employee and staff members, from the consequences of bodily injury arising out of negligence, malpractice, error, or mistake in the rendering or failure to render of any professional service by said employee or staff members, with respect to this educational clinical experience program in the Imaging Center. Such professional liability insurance shall be either the type commonly known as "occurrence" or the type commonly known as "claims made plus tail." If it is "claims made plus tail," the tail shall be for a period of time acceptable to School. Imaging Center shall obtain commercial general liability insurance with coverage not less than \$1,000,000.00 per occurrence and \$3,000,000.00 annual aggregate for employees and staff participating in the program covering the entire educational period. The general liability coverage shall continuously remain in effect at all times that this Agreement is in effect. Proof of insurance to be provided upon execution of this Agreement and from time to time upon request of the School.

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

F. TERMINATION

1. Either Party may terminate this Agreement by providing at least one hundred and eighty (180) days prior written notice to the other Party. This paragraph shall not apply if this Agreement is cancelled by mutual consent of the Parties. This termination shall not take effect with respect to Students already enrolled in the Program until such Students shall have completed their clinical experience.
2. Either Party shall have the right to immediately and without notice by either Party upon revocation of any required accreditation, license or registration, or the notice or threat thereof by the Department of Health or any other applicable federal, state, local agency or course of competent jurisdiction, which prohibits or adversely affects in whole or in part the performance of the Agreement by the parties hereto.
3. Either Party shall have the right to terminate this Agreement for "cause." In general, "cause" is any material and substantial violation of this Agreement by either of the Parties. If either Party desires to terminate this Agreement for cause, such Party shall give written notice of default to the other Party of the specific grounds for termination. The Party receiving any such written notice shall have thirty (30) days to cure the default stated in said notice. If the Party receiving notice of termination fails to cure the default within thirty (30) days, the Party who gave the original notice shall, thereafter, have the right to terminate this Agreement by giving written notice of termination to the defaulting Party in which event this Agreement shall terminate as of the giving of such notice of termination.
4. Either Party also may terminate this Agreement by giving thirty (30) days prior written notice to the other Party in the event that the other Party becomes an "Ineligible Entity," and requires the immediate removal of any Student who has become an "Ineligible Person" where that term is defined as follows:

"An entity or person that:

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

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

G. MISCELLANEOUS

1. In accordance with Federal Law, the parties do not discriminate on the basis of sex, sexual orientation, race, color, creed, marital status, national and ethnic origin, age, or any other protected characteristic (subject to local, State and Federal requirements) in the administration of their program and policies and are equal opportunity employers.
2. Security and Privacy. The Parties acknowledge that Imaging Center is a covered entity as defined in the privacy regulations promulgated pursuant to the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"). To the extent that the Students and Faculty have access to protected health information by virtue of their participation in the clinical placement program at Imaging Center, the Parties agree that said Students and Faculty are deemed to be part of Imaging Center's workforce for HIPAA compliance purposes and subject to the Imaging Center's policies and procedures governing the use and disclosure of protected health information, as defined in HIPAA, by School and School's staff. Students will be required to sign a "Student/Intern/Agency/Temporary Staff confidentiality agreement. The Parties agree that the sponsorship of a clinical placement program as contemplated by this affiliation agreement does not constitute a business associate agreement under HIPAA.
3. Confidentiality.
 - a. Both School and Imaging Center shall at all times comply with standards of documentation and confidentiality mandated by state and federal regulatory agencies and accrediting agencies, as same may be modified and amended from time to time, including medical record policies and guidelines established and approved by Imaging Center, which shall be made available to Students.
 - b. The Parties recognize that from time to time, either of them and/or their respective employees and agents, and Students, may learn or come into contact with confidential patient or proprietary information of the other Party (hereinafter, "Confidential Information"). Each Party agrees and acknowledges that it, Faculty and Students shall, except to the extent that disclosure of the information is required by law, not disclose the Confidential information and, further:
 - i. Take all reasonable steps to hold Confidential Information in confidence
 - ii. Instruct its employees and agents, and Students to exercise the highest degree of care to preserve from disclosure the Confidential Information, and not to copy or otherwise duplicate same for any Purpose, without the other Party's prior written permission;
 - iii. Give at least five business days prior written notice to the other Party before making any disclosure of the Confidential Information purportedly required by law.
 - c. Excluded from "Confidential Information" shall be any information or data which (i) the other Party was lawfully in possession of prior to the negotiation and execution of this Agreement; (ii) is lawfully acquired by the other Party in a manner not resulting from, or from a source not derived from or related to, the negotiation, execution, or performance of this Agreement; or (iii) becomes part of the public domain in any manner other than the unlawful publication thereof by the other Party.
 - d. Upon the termination of the Agreement for any reason (including, but not limited to, the expiration of the stated term hereof), each Party shall promptly return to the other Party or destroy, with confirmation to the other Party of satisfactory evidence of such destruction, all records, documents, and other materials containing information or data which shall be proprietary to the other Party, unless such destruction is impracticable.

4. No Employment Relationship. It is not intended that an employer/employee, joint venture, or partnership agreement be established, hereby expressly or by implication, between Imaging Center and School.

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

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

As to Imaging Center:
New Jersey Imaging Partners, Inc. 1510 Cotner Avenue
Los Angeles, CA 90025 Attention: Legal Department
Email: LegalDepartment@radnet.com

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

6. It is the intent and understanding of the Parties to this Agreement that each and every provision required by Law be inserted herein. Furthermore, it is hereby stipulated that every such provision is deemed to be inserted herein, and if through a mistake or otherwise, any such provision is not inserted or is not inserted in correct form then this Agreement shall forthwith upon the application by either Party be amended by such insertion so as to comply strictly with the law, without prejudice to the rights of either Party; provided however, that if the insertion of such provision is contrary to the underlying intent of the Parties, then either Party may terminate immediately on written notice to the other.
7. Advertising. No Party shall use the other's name or logo in any descriptive or promotional literature, newspaper, news release or communication of any kind without the other's prior written approval.
8. No Fee. It is agreed and understood that Imaging Center and School as a public service enter into this Agreement. Accordingly, there will be not charge or fee by either party to the other.
9. In the event any term or provision of this Agreement is rendered invalid or unenforceable by any valid act of Congress or the state legislature, or by any regulation duly promulgated by offices of the United States of the State of New Jersey acting in accordance with law, or declared null and void by any court of competent jurisdiction, the remaining provisions of the Agreement shall remain in full force and effect.
10. Waiver. Failure by either Party to enforce at any time any provision of this Agreement shall not be construed to be a waiver of such provisions nor of the right of that Party to enforce each and every provision.
11. Severability. In the event that any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or

unenforceability shall not affect any other provision, and this Agreement shall be construed as if such invalid, illegal or unenforceable provisions had never been contained in it. To this end, the provisions of this contract are declared to be severable.

12. Entire Agreement. Both Parties agree that this Agreement represents the entire understanding of the Parties with respect to the subject matter covered and supersedes and nullifies any previous agreements regarding the subject matter covered between the Parties.
13. Amendments. Any additional responsibilities, obligations, or duties undertaken by either party in connection with the performance of this Agreement shall be detailed in writing, must be signed by authorized representatives of both Parties, and attached as an addendum to this Agreement.
14. Captions. The captions to the sections in this Agreement are included for convenience only and are not intended to and shall not be deemed to modify or explain any of the terms of this Agreement.
15. Recitals. The recitals set forth at the beginning of this Agreement are incorporated into this Agreement as though repeated at length herein.
16. Governing Law. This Agreement shall be governed and construed in accordance with the laws of the State of New Jersey without regard to New Jersey's conflict of laws principles.
17. Assignment. The Parties recognize that this Agreement is based upon the skill and expertise of the Parties and therefore agree that the Agreement and obligations thereunder may not be assigned or delegated without the written consent of the other party, which shall not be unreasonably withheld, except as expressly allowed by this Agreement.
18. Authority. The persons signing below on behalf of the Parties warrant that they have the authority to execute this Agreement according to its terms on behalf of Imaging Center and School.
19. Successors. All of the agreements, obligations, terms, provisions and conditions herein shall apply to and bind to the benefit of the heirs, administrators, executors, legal representatives, trustees and successors of the Parties hereto.
20. Non-Exclusive. This Agreement is not exclusive. Each party shall have the right to enter into agreements with other facilities relating to matters covered by this Agreement.
21. Venue. To the extent any litigation should be brought or arise out of, in connection with, or by reason of this Agreement, the parties agree that such controversy shall be submitted exclusively to a court of competent jurisdiction in Hudson County, New Jersey, and each party consents to the jurisdiction and venue of such court. This section shall survive termination or expiration of this Agreement.
22. Imaging Center agrees to comply with the requirements of the Mandatory Equal Employment Opportunity language annexed hereto, as applicable.
23. Pursuant to N.J.A.C. 17:44-2.2, Imaging Center shall maintain all documentation related to products, transactions or services under this contract (no matter by whom provided) for a period of five years from the date of final payment. Such records shall be made available by Imaging Center to the New Jersey Office of the State Comptroller upon request.

Agreed to as of the date set forth above.

HUDSON COUNTY COMMUNITY COLLEGE
By: _____

NEW JERSEY IMAGING PARTNERS, INC.
By: _____
Peter Sulovski

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L.1975, c.127)

N.J.A.C. 17:27 et seq.

GOODS, GENERAL SERVICES, AND PROFESSIONAL SERVICES CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

EXHIBIT A (Cont)

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval;

Certificate of Employee Information Report; or

Employee Information Report Form AA-302 (electronically provided by the Division and distributed to the public agency through the Division's website at: http://www.state.nj.us/treasury/contract_compliance/).

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Purchase & Property, CCAU, EEO Monitoring Program as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Purchase & Property, CCAU, EEO Monitoring Program for conducting a compliance investigation pursuant to N.J.A.C. 17:27-1.1 et seq.

Acknowledged by Vendor



MEMORANDUM OF UNDERSTANDING

February 14, 2024 – February 13, 2025

This Memorandum of Understanding (MOU) between **Hudson County Community College (HCCC) and the American Dream** is entered into as of the date last signed by the parties below.

1. Description

The purpose of this Memorandum of Understanding is for HCCC and the American Dream to work together to mutually support each organization's mission. This may include development of a co-branded Culinary Arts certificate program with the goal of establishing be a pipeline for students to obtain internships and employment with restaurants at American Dream; sharing knowledge and expertise on panels, and workshops; membership on HCCC advisory committees; creation of community events, and other mutually beneficial business arrangements; sharing information, partnering on grant-funded programs; and allocation of resources. HCCC will work with its staff, students, faculty, other college departments, and partners to support initiatives. American Dream will work with its staff, restaurant and food establishments, business partners, and others to support initiatives.

2. Roles and Responsibilities

It is agreed that the following will be the roles and responsibilities of the participating organizations.

American Dream

- a. Collaborate with HCCC on development of a culinary training program as a potential pipeline for students to obtain internships and employment at food establishments at American Dream.
- b. Dedicate resources to sharing knowledge and expertise on panels and workshops.
- c. Membership on HCCC advisory committees as invited by HCCC.

- d. Share information for the purpose of deepening engagement in the program, creating community events, obtaining grant-funded programs, and other mutually beneficial business arrangements.
- e. Engage in planning sessions with HCCC and leverage American Dream resources for the benefit of HCCC students and faculty.

HCCC

- a. Collaborate with American Dream on development of a culinary training program as a potential pipeline for students to obtain internships and employment at food establishments located at American Dream.
- b. Invite American Dream to participate and share knowledge and expertise on HCCC panels and workshops as determined by HCCC.
- c. Offer membership on HCCC advisory boards as determined by HCCC.
- d. Share information for the purpose of deepening engagement in the program, creating community events, obtaining grant-funded programs, and other mutually beneficial business arrangements.
- e. Engage in planning sessions with American Dream and leverage HCCC resources for the benefit of HCCC students, Hudson County community, and American Dream.

3. Termination

Either party may terminate this Agreement upon providing sixty (60) days' prior written notice to the other party. The termination will be effective at the end of the then current semester in which the termination becomes effective.

4. Each Party Responsible for their own Actions

Each party shall remain responsible and liable for their own actions and for the actions of any other individual or entity for whom they are responsible.

5. Fees/Costs

Fees and/or costs for any program will be determined by the parties on a case-by-case basis. Any agreement on fees and/or costs shall be reduced to writing and signed by the parties as an amendment to this Agreement.

6. Choice of Law/Venue

This MOU shall be governed by the laws of the State of New Jersey without regard to New Jersey's conflicts of laws rules or provisions. All disputes between the parties shall be subject to the exclusive jurisdiction of the Superior Court of New Jersey, venued in Hudson County, New Jersey.

7. Independent Contractors

The relationship between the parties shall be that of independent contractors, and not partners, joint venturers, or the like. A party does not have the right to bind the other party.

8. Miscellaneous

American Dream agrees to comply with the requirements of New Jersey's Mandatory Equal Opportunity Language set for below as Exhibit A.

Pursuant to N.J.A.C. 17:44-2.2, American Dream shall maintain all documentation related to products, transactions or services under this contract (no matter by whom provided) for a period of five years from the date of final payment. Such records shall be made available by American Dream to the New Jersey Office of the State Comptroller upon request

9. Provisions and Amendments

This Memorandum of Understanding contains all provisions agreed upon by the parties. Any amendments to this Memorandum of Understanding must be in writing and signed by either parties or their duly authorized representative. It is further understood that the term of this agreement is for the period: February 14, 2024 - February 13, 2025, subject to termination as set forth in this MOU. Any continuation beyond the end date of this Agreement is subject to a new agreement.

Brian Hague
Director of Government Affairs and
Communication
American Dream

Dr. Christopher M. Reber
Hudson County Community College

Date

Date

Attested by/date:

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L.1975, c.127)

N.J.A.C. 17:27 et seq.

GOODS, GENERAL SERVICES, AND PROFESSIONAL SERVICES CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

EXHIBIT A (Cont)

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval;

Certificate of Employee Information Report; or

Employee Information Report Form AA-302 (electronically provided by the Division and distributed to the public agency through the Division's website at: http://www.state.nj.us/treasury/contract_compliance/).

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Purchase & Property, CCAU, EEO Monitoring Program as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Purchase & Property, CCAU, EEO Monitoring Program for conducting a compliance investigation pursuant to N.J.A.C. 17:27-1.1 et seq.



MEMORANDUM OF UNDERSTANDING

February 14, 2024 – February 13, 2025

The Memorandum of Understanding (“MOU”) is made between Hudson County Community College (“HCCC”), a New Jersey public entity with offices located at 70 Sip Avenue, Jersey City, New Jersey, and Marest New Jersey, LLC, a cannabis dispensary, with a retail location at 4 Jordan Avenue, Jersey City] (collectively, the HCCC and Marest New Jersey, LLC, shall be called the “Parties” or each individually, a “Party”). The Parties agree to the following:

1. Description

The purpose of this MOU is for HCCC and Marest New Jersey, LLC, to work together to mutually support each organization’s mission. HCCC and Marest New Jersey, LLC, will work collaboratively to support students and community residents in Hudson County by providing internships, employment opportunities, workshops, training programs, scholarships, and events. HCCC will work with staff, students, faculty, and partners to support these initiatives. Marest New Jersey, LLC, will work with management, ownership, staff, and other partners to support these initiatives. Both HCCC and Marest New Jersey, LLC, will share resources to support the Hudson County community.

2. Roles and Responsibilities

During the term of this MOU, and any renewals or extensions thereof, it is agreed that the following will be the roles and responsibilities of the Parties.

Marest New Jersey, LLC

- a. Work collaboratively with HCCC to support students and community residents in Hudson County to benefit from Cannabis legalization.
- b. Provide internship/externship and employment opportunities for students completing HCCC Cannabis courses, within 60 days of retail store opening.
- c. Collaborate with HCCC on Cannabis-related workshops, training programs, and events.
- d. Use Marest New Jersey, LLC resources, financial and otherwise, to promote HCCC Cannabis programs.
- e. Contribute to a Cannabis Scholarship Fund for students from Hudson County, at a minimum level of \$10,000 per year once the business is operational. The contribution shall be due 30 days after the business is operational.

f. Join the HCCC Cannabis Advisory Board.

HCCC

- a. Work collaboratively to support students and community residents in Hudson County to benefit from cannabis legalization.
- b. Offer cannabis education and training programs for students to prepare them for work.
- c. Work with Marest New Jersey, LLC, to plan and offer events for the Hudson County community.
- d. Promote jointly sponsored Cannabis-related workshops, training programs and events, and events.

3. Term

The term of this agreement is for the period February 14, 2024 – February 13, 2025. Any continuation beyond the Expiration Date is subject to a new agreement or a written renewal of this MOU. Either party may terminate this Agreement upon providing sixty (60) days' prior written notice to the other party. The termination will be effective at the end of the then current semester in which the termination becomes effective and students then participating in internships/externships shall continue their respective internship/externship until the termination becomes effective.

4. Each Party Responsible for their own Actions

Each party shall remain responsible and liable for their own actions and for the actions of any other individual or entity for whom they are responsible.

5. Fees/Costs

Fees and/or costs for any program will be determined by the parties on a case-by-case basis. Any agreement on fees and/or costs shall be reduced to writing and signed by the parties as an amendment to this Agreement.

6. Provisions and Amendments

This Memorandum of Understanding contains all provisions agreed upon by the parties. Any amendments to this Memorandum of Understanding must be in writing and signed by either parties or their duly authorized representative.

7. Choice of Law/Dispute Resolution

This MOU shall be subject to, and interpreted in accordance with, the laws of the State of New Jersey, without regard to New Jersey's conflicts of laws rules or

principles. All disputes between the parties arising out of or relating to this Agreement shall be subject to the exclusive jurisdiction of the Superior Court of New Jersey venued in Hudson County, New Jersey.

8. Affirmative Action

As applicable, Marest New Jersey, LLC, agrees to comply with the requirements of New Jersey’s Mandatory Equal Employment Opportunity Language, a copy of which is annexed hereto.

9. Records Retention

Pursuant to N.J.A.C. 17:44-2.2, Marest New Jersey, LLC, shall maintain all documentation related to products, transactions, or services under this MOU for a period of five years. Such records shall be made available to HCCC and New Jersey Office of the State Comptroller upon request.

Agreed to as of the dates set forth below:

Name
Olga Bizyayeva

Dr. Christopher M. Reber
President
Hudson County Community College

Date

Date



MEMORANDUM OF UNDERSTANDING

Between

Hudson County Community College

and

New Jersey Future

April 11, 2024 – October 31, 2024 (Year 2)

This MOU is entered into between the Hudson County Community College and New Jersey Future as of the date last executed by the parties below.

Description/Purpose

The purpose of this Memorandum of Understanding (“MOU”) is for Hudson County Community College (HCCC) through the School of Continuing Education and Workforce Development (CEWD) and New Jersey Future (NJF) to establish a program whereby HCCC will deliver the Water Workforce Utility Pilot Program to NJF.

Roles and Responsibilities

It is agreed that the following will be the roles and responsibilities of the parties:

New Jersey Future

- a) Will assign an individual to be the main contact for the program.
- b) Will consult with HCCC to determine the workforce training program schedule.
- c) Agrees to work with HCCC to revise the 50-hour water workforce curriculum as needed, recruit water centric facilitators for the workforce program, assist with recruitment by promoting to current partners and identifying new partners, assist with identifying water-specific online courses, negotiate prices with potential supplemental providers, connect HCCC with utilities for a facility tour, and help connect HCCC to utilities for internship and employment opportunities, and share opportunities for career fairs. The water workforce curriculum will include: Welcome and Introduction to Occupations in the Water Sector; Introduction to Water and Wastewater; OSHA and First Aid; Career Exploration and Readiness Skills; and a Utility Tour. Topics to be finalized in consultation with HCCC.
- d) Agrees to pay the agreed upon price (\$37,100) for the workforce water program excluding student stipends in accordance with, and within the time required, by this MOU.
- e) Provide up to \$20,000 to HCCC for student stipends, in addition to the agreed upon amount for the water workforce program set forth above, based on an agreed upon schedule. The



amount will be \$1,000 per participant, for a total amount not to exceed \$20,000 should 20 participants complete the program. The payment schedule will be determined mutually by NJF and HCCC.

- f) NJF shall be responsible for its actions as well as the actions of its staff and those for whom NJF is responsible. NJF agrees to defend, indemnify and hold HCCC harmless from any and all damages incurred by, or third-party claims brought against, HCCC, its employees, administrators, trustees, agents and representatives, in connection with any actions or omissions that may result from participation, instruction, or other student or NJF staff interaction.

Hudson County Community College, Continuing Education and Workforce Development (HCCC CEWD)

- a) Will assign an individual to be the main contact for the program.
- b) Agrees to consult with NJF regarding the workforce training program.
- c) Will provide instruction in-person at HCCC, virtually or in a hybrid modality, in consultation with NJF. HCCC shall have final say in the chosen modality of instruction.
- d) Will adhere to the agreed upon training schedule which will begin in April 2024 and end in May 2024. Any changes will be made in consultation with NJF.
- e) Will recruit between 15 - 20 students for the workforce program. All students in the workforce program shall be subject to HCCC's and CEWD's policies and procedures.
- f) Will recruit and hire instructors for the workforce program.
- g) Will administer payment of student stipends, based upon the agreed upon schedule.
- h) Will include the cost of book and materials for students based on the draft curriculum.
- i) Will connect students with HCCC's career services.
- j) Will connect 100% of students who complete the workforce training program with the next level of educational pathway, internship, or employment.
- k) Will endeavor to develop agreements with employers for internship opportunities, when necessary.
- l) Will hold any in-person classes or events at the Journal Square campus in Jersey City and provide a platform for students to join virtual classes.
- m) Will record and maintain student attendance.
- n) Will provide a certificate of completion for those who successfully complete the program.
- o) Will participate in a recognition ceremony upon completion of the program.
- p) HCCC shall be responsible for its actions as well as the actions of its staff members. HCCC agrees to defend, indemnify and hold NJF harmless from any and all damages incurred by, or third-party claims brought against, NJF, its employees, administrators, trustees, agents and representatives, in connection with any actions or omissions that may result from participation, instruction, student or HCCC staff member interaction.



Invoicing

- a) Agrees to pay HCCC \$37,100 as follows: 25% upon signing the agreement, 25% when classes start, 25% halfway through the classes, and 25% when the contract concludes.
- b) HCCC will submit invoices for payment according to the terms of the agreement. Payment is due upon receipt. Any payment not received within ten (10) days of receipt of the invoice shall incur interest at a rate of 1.5% per month. Unpaid invoices may also hold up issuance of certificates of completion for students who successfully complete the program.

Dispute Resolution

- a) Any and all claims, disputes or other matters in question between HCCC and NJF arising out of or relating to this Agreement or alleged breach thereof, exclusively shall be subject to and determined by the Superior Court of New Jersey venue in Hudson County, New Jersey.

Governing Law

- a) This Agreement shall be governed by and in accordance with the laws of the State of New Jersey, without references to any choice of law or conflicts of laws, and provisions therein.
- b) The rights of HCCC or NJF under this Agreement are personal to each party, and neither party shall assign, transfer, hypothecate or otherwise assign its rights or delegate its duties under this Agreement, whether voluntarily, involuntarily or by operation of law, without the prior written consent of the other party to this Agreement.
- c) The relationship of the parties shall be that of independent contractors and not that of employer/employee, partners, joint venturers, or other relationship.

Notices

- a) Any notices required or permitted to be given pursuant to the terms of this Agreement shall be sufficiently given when delivered personally, by courier services (such as Federal Express) or when received (or receipt refused) if sent by certified mail, return receipt requested, addressed to each party as follows:

As to New Jersey Future:

New Jersey Future



16 W Lafayette Street
Trenton, NJ 08608
Attention: Paula Figueroa-Vega, Director, Jersey Water Works Collaborative

As to Hudson County Community College:

Hudson County Community College
26 Journal Square
Jersey City, New Jersey 07306
Attention: Jeff Roberson, Director of Contracts and Procurement

Independent Contractors

- a) NJF is entering into this Agreement as an independent contractor and not as HCCC's agent, partner or joint venture.

Ownership

NJF and HCCC shall each own all equally all data, information and other work arising directly from HCCC's performance of the terms of this Agreement hereunder. Immediately upon termination of this Agreement for any reason, copies of all such data, information and other work, in whatever form, shall be turned over to NJF, if so requested.

Any works of authorship developed in the course of performance under this Agreement shall be deemed joint works under federal copyright law and all ownership rights to such copyrightable works shall be the joint and equal property, in the names of both HCCC and NJF. HCCC and NJF, and their successors and assigns, agree that they shall share equally the copyrights (the entire right, title, and interest in and to such works or any parts thereof, including, but not limited to, the following rights: to reproduce; to prepare derivative works; to distribute by sale, license or other transfer; to perform publicly; to display; and to secure copyrights and renewals, reissues and extensions of any such copyrights) in the United States of America or any foreign country. In addition, any trademarks applied for or obtained for the program or arising out of the program shall be in the names of both HCCC and NJF, unless otherwise agreed to in writing by the parties. All trademarks or other intellectual property rights arising from HCCC's performance under this Agreement shall be the joint property of HCCC and NJF. Any patentable invention conceived or reduced to practice in the course of performance under this Agreement shall be the joint property of NJF and HCCC.

Whether a copyright, patent, trademark or other intellectual property right shall be maintained or registered in the United States of America or any foreign country shall be at the joint discretion, and



shared expense, of both HCCC and NJF. The parties agree to cooperate reasonably with each other, and to share expenses, including reimbursement of any costs and fees (including legal fees) incurred by HCCC or NJF, in the preparation and execution of all documents reasonably necessary or incidental to the protection and preservation of the rights granted herein to NJF and HCCC. HCCC and NJF warrant and represent that to their knowledge the services provided hereunder do not infringe, individually or collectively, any copyright, patent, trademark or other intellectual property right of any third party.

Provisions and Amendments

- a) This Memorandum of Understanding contains all provisions agreed upon by the parties. Any amendment to this Memorandum of Understanding must be in writing and signed by either parties or their duly authorized representative. It is further understood that the term of this agreement is for the period of April 11, 2023 - October 31, 2024 and shall not automatically renew. Any continuation, renewal or extension is subject to a new agreement.

New Jersey Future

By: _____

Date: _____

Hudson County Community College:

Dr. Christopher M. Reber
President

By: _____

Date: _____



MEMORANDUM OF UNDERSTANDING

Between

Hudson County Community College

and

St. Joseph's School for the Blind

February 14, 2024 – February 13, 2027

This Memorandum of Understanding (MOU) between the Hudson County Community College and the St. Joseph's School for the Blind is entered into as of the date last signed by the parties below.

Description

Hudson County Community College (HCCC) and the St. Joseph's School for the Blind (St. Joseph's) have established a program whereby HCCC will enroll students from St. Joseph's in the ACCESS program at the HCCC Center for Adult Transition (CAT).

Roles and Responsibilities

It is agreed that the following will be the roles and responsibilities of the parties:

St. Joseph's School for the Blind

- a) Will assign an individual to be the main contact for the CAT.
- b) Will share information with HCCC regarding students interested in the program to determine eligibility for the program and any accommodations required for the students.
- c) Agrees to provide employee information to HCCC for the purpose of registering students into CEWD's student database.
- d) Shall be responsible for its actions as well as the actions of anyone taking classes.
- e) All students shall be subject to HCCC's policies, procedures, and code of conduct while enrolled in the program.

Hudson County Community College

- a) Will assign an individual to be the main contact for the CAT.
- b) Agrees to consult with St. Joseph's regarding the ACCESS training program schedule.
- c) Will have the necessary accommodations for the student(s) to learn and successfully complete the program.

- d) Agrees to provide attendance records for the training.
- e) Will provide a certificate of completion to students who have successfully completed the ACCESS program.
- f) Will provide all the materials required for the class.
- g) Will adhere to the established training schedule. Any changes will be communicated to St. Joseph's.

Invoicing

- a) St. Joseph's agrees to pay the per student fee for each student registered for the ACCESS program, that was referred from their program.
- b) St. Joseph's agrees to pay HCCC upon student registration.
- c) If payment is not made within thirty (30) of the date of the invoice, the unpaid amounts shall accrue interest at the rate of one percent (1%) per month. Unpaid invoices may also hold up issuance of certificates of completion for students who successfully complete the program.

Dispute Resolution

- a) Any and all claims, disputes, or other matters in question between the College and the Client arising out of or relating to this Agreement or alleged breach thereof, or the services provided thereunder, shall be exclusively subject to and exclusively determined by the Superior Court of New Jersey venue in Hudson County, New Jersey.

Governing Law

- a) This Agreement shall be governed by and in accordance with the laws of the State of New Jersey, without references to any choice of law or conflicts of laws, and provisions therein.
- b) The rights of the College or the Client under this Agreement are personal to each party, and neither party shall assign, transfer, hypothecate, or otherwise assign its rights or delegate its duties under this Agreement, whether voluntarily, involuntarily or by operation of law, without the prior written consent of the other party to this Agreement.
- c) The relationship of the parties shall be that of independent contractors and not that of employer/employee, partners, joint venturers, or other relationship.

Notices

- a) Any notices required or permitted to be given pursuant to the terms of this Agreement shall be sufficiently given when delivered personally, by courier services (such as Federal Express) or when received (or receipt refused) if sent by certified mail, return receipt requested, addressed to each party as follows:

St. Joseph's School for the Blind:

Name of Organization
Address
Name of Individual to send notification

As to the College:

Hudson County Community College
26 Journal Square
Jersey City, New Jersey 07306
Attention: Jeff Roberson, Director of Contracts and Procurement

Provisions and Amendments

- a) This Memorandum of Understanding contains all provisions agreed upon by the parties. Any amendment to this Memorandum of Understanding must be in writing and signed by either parties or their duly authorized representative. It is further understood that the term of this agreement is for the period of February 14, 2024 – February 13, 2027 and shall not automatically renew. Any continuation, renewal, or extension is subject to a new agreement.

St. Joseph’s School for the Blind:

Hudson County Community College:

By: _____

By: _____

Date: _____

Date: _____

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE COUNTY OF HUDSON
AND
HUDSON COUNTY COMMUNITY COLLEGE
FOR
THE COUNTY WIDE CLEAN WATER CAMPAIGN

This Memorandum of Understanding (MOU) is entered into on February ____, 2024 by and between the **COUNTY OF HUDSON (the “County”)** and the **Hudson County Community College (“HCCC”)** in relation to the workforce initiative training program being implemented as part of the County Wide Clean Water Campaign funded pursuant to the EPA Environmental Justice Government-to-Government (“**EJG2G**”) program. The County and HCCC collectively may herein be referred to as the “**Parties,**”

WHEREAS, the EPA has established the **EJG2G** program which provides funding to support government activities that improve environmental conditions in overburdened communities through environmental justice focused projects that bring together partners and stakeholders; and

WHEREAS, the **County** has applied for and was informed that it is being awarded an **EJG2G** grant in the funding amount of **ONE MILLION DOLLARS (\$1,000,000.00)** (“**Funding**”) to be utilized for an extensive county-wide water quality improvement campaign; and

WHEREAS, the **County** will enter into an agreement with the EPA, upon receipt of same, which agreement will provide that **Funding** will be utilized in accordance with applicable EPA policies and laws; and

WHEREAS, this grant and campaign will work to improve the quality of waterways within the **County** that will involve partnerships with the Hackensack Riverkeeper, the Hudson County Improvement Authority (HCIA), and **HCCC**; and

WHEREAS, pursuant to this Memorandum of Understanding, the **County** and **HCCC** have agreed to establish a workforce development training program for green infrastructure jobs to be performed throughout the **County**; and

WHEREAS, the parties desire to enter into this Memorandum of Understanding (“**MOU**”) with each other to memorialize their understandings about the roles and responsibilities contemplated in this cooperative agreement to achieve this goal;

NOW THEREFORE, in an effort to facilitate the County Wide Clean Water Campaign in accordance with EPA policies and laws, the Parties hereby agree to enter into this MOU that

will establish a framework for the Parties to work cooperatively and collaboratively:

I. Statement of Cooperation

The Parties, in commitment to administering the program goals and standards of success in administering the program, recognize the need to provide a workforce initiative, led by HCCC.

RESPONSIBILITIES OF HCCC

HCCC will be the sole provider of training under the Program. The goals of the program are to train county residents from environmental justice communities in accordance with the National Green Infrastructure Program <https://envirocert.org/ngicp/> so that participants acquire the skills needed to perform quality work in the industry.

Upon confirmation of funding, HCCC will provide:

1. Project Coordination and Administration:
2. Advertisement and recruitment activities for the program.
3. Assistance with job placements after completion of certification.
4. Hiring of a training vendor certified by the National Green Infrastructure Program to facilitate the training program and job placement efforts.
5. Program capabilities to train up to 30 Program eligible residents per year over the three-year 3 year grant period.
6. Reporting Requirements - _____

RESPONSIBILITIES OF THE COUNTY

Hudson County will provide:

1. Project Funding, to be provided through the **EJG2G** grant program, the terms of which will be set forth in a subrecipient agreement to be separately executed.
2. Grant coordination – the Hudson County Department of Planning and Business Opportunity will oversee HCCC and ensure activities are being carried out in accordance with the requirements set forth by the EPA.

II. Program Eligibility

The population eligible to be assisted under this agreement are residents from environmental justice communities within the County of Hudson that meet the criteria approved by the EPA.

III. Dispute Resolution

If there are disputes between the Parties concerning this MOU, the Parties agree to involve the heads of their respective agencies in the settlement of disputes, and the Party

Heads or their duly authorized representatives agree to confer in a good-faith effort to resolve the dispute prior to the commencement of any action.

- IV. **Entire Agreement.** This Memorandum of Understanding constitutes the entire Agreement of the parties and supersedes any prior or contemporaneous writings, discussions, or agreements between the parties with respect to the subject matter hereof, and may not be modified, or amended except by a written agreement specifically referring to this Memorandum of Understanding signed by all the parties hereto.
- V. **Exhibits Attached.** All Exhibits attached to this Memorandum of Understanding and/or referred to in this Memorandum of Understanding are incorporated herein, as though set forth in full.
- VI. **Severability.** If any term or provision of this Memorandum of Understanding or the application thereof shall to any extent be held to be invalid or unenforceable, the remainder of this MOU, or the application of such term or provision to circumstances other than those to which it is invalid or unenforceable, shall not be affected thereby, and each other term and provision of this MOU shall be valid and shall be enforced to the extent permitted by law.
- VII. **Modification of Agreement.** No modification, waiver, amendment, discharge or change of this Memorandum of Understanding shall be valid unless the same is in writing, duly authorized, and signed by the party against which the enforcement of such modification, waiver, amendment, discharge or change is or may be sought.
- VIII. **Term / Termination** The term of this MOU shall be three years or the term of the EPA grant agreement, whichever expires first. The County may terminate this MOU with 90 days' written notice to the HCCC. In the event of such termination, HCCC shall be paid for all services rendered through date of termination. This MOU shall be effective once signed by both parties. The County shall not be held liable for any termination of this MOU due to changes in available funding beyond the County's reasonable control. In the event that available funding changes in any way, the County shall immediately notify HCCC, who shall, at its sole discretion, have the ability to terminate this MOU without penalty of any kind.
- IX. **Principal Contacts**
The principal contacts for all notifications required or otherwise necessary under this MOU shall be as follows:

Hudson County Community College

County of Hudson

We the undersigned, consent to the contents of this MOU:

Signature _____

Date: _____

Hudson County Community College

Signature _____

Date: _____

County of Hudson



PROGRAM ANNOUNCEMENT COVER PAGE

Date: 2/1/2024

Institution:	Hudson County Community College
New Program Title:	Metalworking
Degree Designation:	Proficiency Certificate
Programmatic Mission Level For Institution (see Appendix C in AIC Manual)	Associate
Degree Abbreviation:	METALWORK.PROF
CIP Code and Nomenclature (if possible): <i>If outside the classification indicate Not Applicable.</i>	48.05
Campus(es) where the program will be offered:	Journal Square Campus 25 Journal Square Jersey City, NJ 07306
Date when program will begin (month and year):	September 2024
List the institutions with which articulation agreements will be arranged:	N/A

Is licensure required of program graduates to gain employment? ___ Yes X No

Will the institution seek accreditation for this program? ___ X Yes No

- If yes, list the accrediting organization:
National Institute for Metalworking Skills (NIMS)

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PROGRAM ANNOUNCEMENT

Proficiency Certificate in Metalworking

Program Announcement Narrative

I. Objectives

The proficiency certificate in metalworking provides students with the knowledge and skills relevant for entry-level employment in the metal fabrication industry. Required courses introduce students to many facets of metal fabrication including welding, Computer-Aided Design (CAD) and blueprint reading, Computer Numeric Control (CNC), machine and tooling design, automation and Controls, Robotics, and Quality Control.

This program does not exceed the programmatic mission of Hudson County Community College.

Catalog Program Description:

The proficiency certificate in metalworking provides students with the knowledge and skills relevant for entry-level employment in the metal fabrication industry. Required courses introduce students to many facets of metal fabrication including welding, Computer-Aided Design (CAD) and blueprint reading, Computer Numeric Control (CNC), machine and tooling design, automation and Controls, Robotics, and Quality Control.

II. Evaluation and Learning Outcomes Assessment plan for the program

College Mission

The HCCC mission is to provide its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility.

Program Mission

The proficiency certificate in metalworking program supports the College's mission by providing students with high quality educational opportunities, which will prepare them for immediate employment in the metal fabrication industry.

Program Goals

1. Provide curriculum that prepares students with metalworking skills.
2. Prepare students for immediate employment.
3. Guide students for obtaining certificates from accredited organizations in the metalworking industry.
4. Create a learning-centered environment that promotes student engagement.

Program Learning Outcomes (PLO)

Upon completion of the proficiency certificate in Metalworking, students will be able to:

1. Fabricate metal objects.
2. Model three dimensional objects using Computer-Aided Design (CAD) software.
3. Apply blueprint information for manufacturing.
4. Operate Computer Numeric Control (CNC) machines.
5. Maintain a safe and organized workspace.

Tools for Assessing Student Learning Outcomes

Program Learning Outcomes (PLO)

Upon completion of the proficiency certificate in metalworking, students will be able to:

1. Fabricate metal objects.
2. Model three dimensional objects using Computer-Aided Design (CAD) software.
3. Apply blueprint information for manufacturing.
4. Operate Computer Numeric Control (CNC) machines.
5. Maintain a safe and organized workspace.

	List of Major Requirements & Electives				
	ADM-120	ADM-231	ADM-232	EGS-101	CHP111
PLO #1	✓✓	✓✓	✓✓✓		
PLO #2		✓✓✓		✓✓✓	
PLO #3	✓✓	✓✓✓	✓✓✓	✓✓✓	
PLO #4		✓✓✓			
PLO #5	✓✓✓	✓✓✓	✓✓✓		✓✓✓

Note: ✓ = extent to which course helps students achieve program goals: ✓ (=1, somewhat) ✓✓ (=2, yes) ✓✓✓ (=3, very much)

Assessment Plan

Assessment Plan		
PLO	[Key Course] CLO	Assessment Method
1. Fabricate metal objects	[ADM120] 2. Fabricate objects in metal.	Hands-on test: Drill a hole in an aluminum block and create internal threads that fits a 4-40 screw.
2. Model three dimensional objects using Computer-Aided Design (CAD) software.	[EGS101]2. Model three dimensional objects using Computer-Aided Design software.	Homework: Using the AutoCAD software to draw a cube of 40mm*40mm*40mm with a 20mm diameter and 5mm depth hold at the center of the top side.
3. Apply blueprint information for manufacturing.	[ADM231]1. Apply blueprint information for manufacturing.	Homework: Convert a given blueprint to CNC machine code.
4. Operate Computer Numeric Control (CNC) machines.	[ADM231]2. Operate CNC machines	Hands-on test: Set up and operate the CNC machine for a given task.
5. Maintain a safe and organized workspace;	[ADM231]5. Maintain a safe and organized workspace.	Observation: A checklist of laboratory safety rules.

Program Goal	Key Performance Indicator	Target	Assessment Timeline
Provide curriculum that prepares students with metalworking skills.	<ul style="list-style-type: none"> • Percentage of students retained • Rate of progress towards certificate completion • Percentage of students completing 	TBD	Annual
Prepare students for immediate employment.	<ul style="list-style-type: none"> • Percentage of students participating in an internship or apprenticeship program while enrolled 	TBD	Annual
Guide students for obtaining certificates from accredited organizations in the metalworking industry.	<ul style="list-style-type: none"> • Percentage of students who obtain industry-recognized credentials and certifications 	TBD	Annual
Create a learning-centered environment that promotes student engagement.	<ul style="list-style-type: none"> • Percentage of students retained • Rate of progress towards certificate completion • Number of applications received for apprenticeship opportunities 	TBD	Annual

III. Relationship of the program to institutional strategic plan

Strategic Direction	Strategy Initiative	Proficiency Certificate in Metalworking
3	<p>Strategic Initiative 10: Establish flexible, short-term credential programs. Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment.</p>	<p>The Proficiency Certificate in Metalworking program meets the career and workforce needs at Hudson County.</p>
3	<p>Strategic Initiative 11: Increase opportunities for service learning through apprenticeships, internships, externships, other high-impact experiences, and for the utilization of prior learning assessment.</p>	<p>The Proficiency Certificate in Metalworking program prepares students with the skills necessary for the metal fabrication industry.</p>

IV. Need

Justification

The proficiency certificate in metalworking provides students with knowledge and skills relevant for entry-level employment in the manufacturing industry. The skills include converting the designs of engineers and architects into technical drawings and programming a computer numerically controlled (CNC) machine. According to the United States Department of Labor*, employment demand for drafters, the workers who convert the designs of engineers and architects into technical drawings, is projected to grow by 7-percent from 2016 to 2026. In addition**, job opportunities for CNC machine programmers such as machinists and tool makers are also projected to grow. The annual mean wage*** of CNC machine tool programmers in New Jersey in 2017 is \$64,150.

* <https://www.bls.gov/ooh/architecture-and-engineering/drafters.htm>

**<https://www.bls.gov/ooh/production/machinists-and-tool-and-die-makers.htm>

***<https://www.bls.gov/OES/Current/oes514012.htm>

Relationship to Institutional Mission

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

The proficiency certificate in metalworking program supports the college's mission by providing students with high quality education opportunities which will prepare them for immediate employment in the manufacturing field.

Similar Programs

Similar programs can be found at:

1. Passaic County Community College: Welding Certificate of Achievement
2. Community College of Morris: Welding Certification
3. Bergen Community College: Computer Aided Drafting Certificate
4. Bergen Community College: CNC Programming Certificate of Achievement
5. Bergen Community College: Machine Tooling Certificate of Achievement

V. Students

It is expected that the initial enrollment will be 6-12 students. The labs can accommodate up to 12 students per section.

VI. Program Resources

The proposed Proficiency Certificate in Metalworking program will draw from coursework existing at the college. No additional full-time faculty is needed for the program. However, adjunct faculty members will be needed to teach the Advanced Manufacturing courses. Perkins Grant funds may cover all the laboratory equipment and apparatus.

VII. Degree Requirements

Curriculum Design

Degree Program Proficiency Certificate in Metalworking

- 1. ADM 120 Manufacturing Processes 3 CR**
This course covers the basic processing methods for metals and wood. Topics include hand tools and power tools, machining, joining, shaping, bending, surface preparation and finishing, Computer-Aided Drafting (CAD) and blueprint.
- 2. ADM 231 Computer Numeric Control (CNC) 3 CR**
This course introduces students to basic Computer Numeric Control (CNC) Mill and Lathe operation. Concepts to be covered include Pendant operation, basic G and M coding, and tool setup. This course prepares students for the National Institute for Metalworking Skills (NIMS) CNC Milling Operator certificate test. The concepts covered in lab reinforce concepts covered in lecture.
- 3. ADM 232 Welding 4 CR**
Catalog Course Description: This course introduces the students to the fundamentals of Welding. It provides the student with opportunities for hands-on training in shielded metal arc welding (SMAW) and Flux Cored Arc Welding (FCAW). This course prepares students for the Certified Welder Test accredited by the American Welding Society.
- 4. CHP111 College Chemistry I 4 CR**
This course is an introduction to common physical and chemical properties of substances and solutions. Topics cover scientific measurements and SI units, atomic structure and the periodic table, inorganic nomenclature, gas laws, chemical stoichiometry, chemical bonding, molecular geometry and polarity, thermochemistry, liquid properties, cubic crystals, and solutions. Laboratory work illustrates common lab techniques as well as chemical principles.
- 5. EGS 101 Engineering Graphics 2 CR**
The course is designed to familiarize students with technical drawing and design, orthographic projections, perspective, freehand sketching, instrumental drawing, tolerance, sectional views, descriptive geometry. Students are introduced to AUTOCAD mid-semester and perform some projects using this software. Credit will not be awarded for both EGS-100 (Fundamentals of Engineering Design) and EGS-101 (Engineering Graphics).

Suggested Sequence – Proficiency Certificate in Metalworking

	Course Code	Course Description	Credits
Fall	EGS 101	Engineering Graphics	2
	ADM 120	Manufacturing Processes	3
	ADM 232	Welding	4
Spring	ADM 231	Computer Numeric Control (CNC)	3
	CHP 111	College Chemistry I	4
		Total	16

Note: The Metalworking Proficiency Certificate nests into the AAS Advanced Manufacturing degree.

VIII. Anticipated Cost for the Program

Anticipated Cost for the Program

A. Initial One-time Cost for Starting the Program

Facilities & Equipment Setup	\$
Consultation Fee	\$
Expected cost for preparation for Licensure Exam ¹	\$ 1500
Other	\$
TOTAL Initial One-time cost	\$ 1500

¹ Initial accreditation application fee for the National Institute for Metalworking Skills (NIMS)

B. On- Going Annual Operational Cost for the Program

▶ Instruction	
Faculty salaries	
FT	\$
Adjunct	\$
TOTAL Instruction	\$
	=====
▶ Instructional Support Personnel	
Program Coordinator	\$
Tutoring – <i>Program specific</i>	\$
Lab assistance	\$
Program Advisement	\$
Clerical	\$
TOTAL Inst. Support Personnel	\$
	=====
▶ Additional library materials	\$
	=====
▶ Contractual Services	
Accreditation fees	\$
Consultants	\$
Travel	\$
Licensure agreements	\$
TOTAL Contractual Services	\$
	=====

HUDSON COUNTY COMMUNITY COLLEGE ACADEMIC CALENDAR ❖ WINTER/SPRING 2025

Winter Intersession

Jan. 3 – Jan. 17 **Winter Intersession** Last day to add: 1/3 Last day to drop: 1/6 Last day to W: 1/13 Grades due: 1/23
 Mon. Jan 20 *Martin Luther King, Jr. Day – College Closed*

Semester Start-Up Events

Wed. Jan. 22 College Service Day
 Thurs. 23 All College Adjunct Faculty Orientation – 6 p.m.

15-Week Terms: Regular, Online Regular/Hybrid, Early College & Culinary Evening: January 24 – May 19

December 1, 2024	<i>Deadline to Apply for May Graduation</i>		<i>*Registration should occur at least one day prior to first class meeting.</i>
Fri. Jan. 24	Classes begin for Regular, Online Regular/Hybrid, Early College & Culinary Evening Sessions		
Thurs. Jan. 30	Last day to add* for Regular, Online Regular, Hybrid, Early College & Culinary Evening Sessions		
Thurs. Feb. 6	Last day to drop** 15-Week Regular, Early College, Culinary Evening, and ONR/Hybrid classes		
Fri. Feb. 14	Classes in session - Administrative Offices Closed		
Mon. Feb. 17	<i>Presidents' Day – No classes - College Closed</i>		<i>**For a complete list of refund dates, please consult the Winter/Spring 2025 Student Refund Calendar.</i>
Fri. Mar. 14	Midterm Exams/Advisement Period		
Thurs. Mar. 20			
Thurs. Mar. 27	Last day to submit Midterm Advisory Grades		
Mon. Mar. 31	Eid al-Fitr – No classes – College Closed		
Mon. Mar. 31	Spring Break – No classes		
Sun. Apr. 6			
Fri. Apr. 18	Easter Break – No classes		
Sun. Apr. 20			
Mon. Apr. 21	Last day to complete official withdrawal (W) for 15-Week Regular, Early College, Culinary Evening, and ONR/Hybrid classes		
Tues. May 13	Last classes and/or final exams for 15-Week		
Mon. May 19	Regular, Early College, Culinary Evening, and ONR/Hybrid classes		
Thurs. May 22	Last day to submit final grades		

Important Dates for Special Sessions

Culinary (Day) Cycles:

Jan. 24 – Feb. 27	Culinary Cycle I	Last day to add*: 1/30 Last day to drop**: 2/4 Last day to W: 2/11 Grades due: 3/4
Feb. 28 – Apr. 10	Culinary Cycle II	Last day to add*: 3/6 Last day to drop**: 3/11 Last day to W: 3/18 Grades due: 4/15
Apr. 11 – May 19	Culinary Cycle III	Last day to add*: 4/17 Last day to drop**: 4/22 Last day to W: 4/29 Grades due: 5/22

7-Week Sessions: Online and On-Ground/Remote

Jan. 24 – Mar. 14	Online Session A	Last day to add*: 1/27 Last day to drop**: 1/31 Last day to W: 3/7 Grades due: 3/19
Jan. 24 – Mar. 17	On-Ground/Remote 1	Last day to add*: 1/28 Last day to drop**: 1/31 Last day to W: 3/7 Grades due: 3/20
Mar. 22 – May 19	Online Session B	Last day to add*: 3/24 Last day to drop**: 4/2 Last day to W: 5/5 Grades due: 5/22
Mar. 22 – May 19	On-Ground/Remote 2	Last day to add*: 3/25 Last day to drop**: 4/2 Last day to W: 5/5 Grades due: 5/22

12-Week Term: “Q” Sections and Off-Site Sections

Feb. 14 – May 19	“Q” Sections & Off-Site (12-week)	Last day to add*: 2/24 Last day to drop**: 2/25 Last day to W: 4/21 Grades due: 5/22
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HUDSON COUNTY COMMUNITY COLLEGE ACADEMIC CALENDAR ❖ SUMMER 2025

Summer I: May 27 – July 8, 2025

Monday	May	26	Memorial Day – College Closed	
Tuesday	May	27	Classes begin, Summer I	<i>*Registration should occur at least one day prior to first class meeting.</i>
Thursday	May	29	Last day to add*, Summer I	
Tuesday	June	3	Last day to drop** classes for Summer I	
Thursday	June	19	Last day to complete official withdrawal for Summer I	
Thursday	June	19	Juneteenth – Classes in session	<i>**For a complete list of refund dates, please consult the Summer/Fall 2025 Student Refund Calendar.</i>
Thursday	July	3	Independence Day (Observed) – College Closed	
Monday	July	7	Final Exams for Summer I	Last day to submit grades: July 14, 2025
Tuesday		8		

Online Session A: May 27 – July 8, 2025

Tuesday	May	27	Classes begin, Online A	
Wednesday	May	28	Last day to add*, Online A	
Tuesday	June	3	Last day to drop** classes for Online A	
Thursday	June	19	Last day to withdraw from Online A	
Tuesday	July	8	Final Exams for Online A	Last day to submit grades: July 14, 2025

Summer II: July 14 – August 24, 2025

Monday	July	14	Classes begin, Summer II	
Wednesday	July	16	Last day to add*, Summer II	
Monday	July	21	Last day to drop** classes for Summer II	
Tuesday	August	5	Last day to complete official withdrawal for Summer II	
Wednesday	August	20	Final Exams for Summer II	Last day to submit grades: August 27, 2025
Thursday	August	21		

Online Session B: July 14 – August 24, 2025

Monday	July	14	Classes begin, Online B	
Tuesday	July	15	Last day to add*, Online B	
Monday	July	21	Last day to drop** classes for Online B	
Tuesday	August	5	Last day to withdraw from Online B	
Sunday	August	24	Final Exams for Online B	Last day to submit grades: August 27, 2025

Special Sessions:

Summer Enrichment Program	May 20 – June 5, 2025 (<i>Tentative</i>)
Summer Bridge Program	June 30 – July 24, 2025 (<i>Tentative</i>)
EOF Summer Program for New Students	July 7 – August 14, 2025 (<i>Tentative</i>)

Note: The College reserves the right to modify the calendar.

Proposed roster of sports and implementation dates:

2026-27	Men's Basketball
	Women's Basketball
2027-28	Men's Volleyball
	Women's Volleyball
	Men's Cross Country/Track & Field
	Women's Cross Country/Track & Field
2028-29	Men's Soccer
	Women's Soccer
2029-30	Baseball
	Softball

Timeline for Reintroduction of Intercollegiate Athletics:

Spring 2024	Announcement of Reintroduction of Intercollegiate Athletics
Fall 2024	Hire Director of Athletics
Fall/Spring 2024-25	Gain membership in NJCAA, Region 19, Garden State Athletic Conference Confirm selection of sports and schedule for reintroduction
Spring 2025	Hire Head Basketball Coaches
Summer/Fall/Spring 25-26	Coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2026-27 season
Spring 2026	Hire Head Volleyball Coaches Hire Head Cross Country/Track & Field Coaches
Summer/Fall/Spring 26-27	Volleyball and Cross Country/Track & Field coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2026-27 season
Fall 2026	Introduce Men's and Women's Basketball
Spring 2027	Hire Head Soccer Coaches
Summer/Fall/Spring 27-28	Soccer coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2027-28 season
Fall 2027	Introduce Men's and Women's Volleyball Introduce Men's and Women's Cross Country and Track & Field
Spring 2028	Hire Head Baseball and Softball Coaches
Summer/Fall/Spring 28-29	Baseball and Softball Coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2028-29 season
Fall 2028	Introduce Men's and Women's Soccer
Fall 2029	Introduce Baseball and Softball

Athletic Budgets 24-25 through 29-30

2024-25	
Athletic Director	\$100,000
Memberships	15,000
Half-Year Basketball Coaches	14,000
Miscellaneous*	25,000

Total (\$154,000)

2025-26	
Athletic Director	\$103,000 ¹
Memberships	15,000
Full-year Basketball Coaches	28,000
Miscellaneous*	30,000
Half-year Volleyball Coaches	14,000
Half-year Cross Country/TF Coaches	14,000

Total (\$204,000)

2026-27	
Athletic Director	\$106,090
Memberships	15,000
Insurance	15,000
Miscellaneous*	40,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Half-year Soccer Coaches	14,000
Men's Basketball Operating Plus Startup	51,340
Women's Basketball Operation Plus Startup	45,340
Half-time Trainer	25,000
Part-time Administrative Assistant	20,000

Total (\$415,770)

Projected Revenue	
New Students	23
Total Credits	24
Tuition and Fees	\$241 ²

Total \$133,032

Net Revenues (\$282,738)

¹ Assumes 3% salary increase.

² Assumes 4% tuition increases.

2027-28

Athletic Director	\$109,272
Memberships	15,000
Insurance	20,000
Miscellaneous*	50,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Half-year Baseball Coaches	7,000
Half-year Softball Coaches	7,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating Plus Startup	31,300
Women's XC/TF Operating Plus Startup	27,300
Men's Volleyball Operating Plus Startup	30,300
Women's Volleyball Operating Plus Startup	32,300
Half-Time Trainer	25,000
Part-time Administrative Assistant	20,000

Total (\$548,472)

Projected Revenue

New Students	67
Total Credits	24
Tuition and Fees	\$250.64

Total \$403,029

Net Revenues (\$145,443)

2028-29

Athletic Director	\$112,551
Memberships	15,000
Insurance	25,000
Miscellaneous*	60,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Full-year Baseball Coaches	14,000
Full-year Softball Coaches	14,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating	28,000
Women's XC/TF Operating	24,000
Men's Volleyball Operating	24,000
Women's Volleyball Operating	26,000
Men's Soccer Operating Plus Startup	41,350
Women's Soccer Operating Plus Startup	41,350
Full-time Trainer	50,000
Part-time Administrative Assistant	45,000

Total (\$694,251)

Projected Revenue

New Students	106
Total Credits	24
Tuition and Fees	\$260.67

Total \$663,133

Net Revenues (\$31,118)

2029-30

Athletic Director	\$115,927
Memberships	15,000
Insurance	30,000
Miscellaneous*	70,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Full-year Baseball Coaches	14,000
Full-year Softball Coaches	14,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating	28,000
Women's XC/TF Operating	24,000
Men's Volleyball Operating	24,000
Women's Volleyball Operating	26,000
Men's Soccer Operating	34,000
Women's Soccer Operating	34,000
Baseball Operating Plus Startup	73,000
Softball Operating Plus Startup	52,500
Full-time Trainer	50,000
Part-time Administrative Assistant	45,000

Total (\$823,427)

Projected Revenue

New Students	152
Total Credits	24
Tuition and Fees	\$271.09

Total \$988,944

Net Revenues \$165,517

Hudson County Community College Feasibility Study for the Reintroduction and Implementation of Intercollegiate Athletics

FINAL REPORT

Robert D. Bunnell, Ed.D.

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INTRODUCTION

The goal of the consultant was to assist Hudson County Community College in its consideration of the reintroduction and implementation of intercollegiate athletics, intramurals and club sports.

The project was to entail the following five components:

Phase 1 – Current Climate Fact-finding and Information Collection

Phase 2 – Athletic Structural Considerations

Phase 3 – Facilities and Staffing

Phase 4 – Recreation, Intramurals and Club Sports

Phase 5 – Sample Program and Seven– Year Budget Projections

This Final Report comprises the culmination of Phase 5, and offers recommendations for a phased-in reintroduction of intercollegiate athletics at Hudson County Community College, along with budget projections for the first seven years of the reintroduction.

The first four phases were completed in the following order: Phase 2, Phase 3, Phase 4 and then Phase 1. Phase 1 involved a two-day visit to the campus for a series of meetings with a variety of groups of individuals and stakeholders, and was intended to be the kick-off of the project. However, schedules did not allow the campus visit to take place until mid-April. It was actually completed near the end of the information-gathering process. This reordering of the project was actually very helpful in that the work of the preceding months was now seen in a clearer context for all involved, particularly the consultant.

Beginning with an initial interview on February 2, there were a total of eleven Zoom meetings. In addition, there were two days of in-person meetings with seven different groups, representing Cabinet, Enrollment Management, Student Government Association, athletic directors at New Jersey City University and St. Peter’s University, County Executives and the Task Force. Meetings concluded with a brief Zoom appearance at the April 27 Town Hall meeting.

This Final Report is a result of the analysis of information gleaned from the meetings with each group, information gathered from Equity in Athletics Disclosure Act reports, comparison junior colleges in Region 19 of the National Junior College Athletic Association, and the lengthy experience (46 years) of the consultant in intercollegiate athletics.

SWOT Analysis

Below is a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis regarding the reintroduction and implementation of intercollegiate athletics, recreation and club sports at Hudson County Community College.

Strengths

- Large feeder populations from which to recruit
- Enthusiastic campus community
- Supportive and motivated administration
- Supportive community
- Supportive elected officials
- President's experience with collegiate athletics

Weaknesses

- No recent institutional athletic history
- Unfamiliarity with Junior College athletic culture
- Lack of outdoor athletic facilities
- Incomplete plan for ancillary/support athletic facilities in new Tower

Opportunities

- Large recruitment market for student-athletes
- Increased enrollment of Hudson County student-athletes
- Increased enrollment of students overall with addition of athletics and recreation
- Increased opportunity to recruit international student-athletes
- Community outreach via programs and facilities
- Corporate sponsorships
- Facility naming opportunities
- Fund-raising
- School pride

Threats

- Competition from established JUCO programs in Northern Region 19 colleges: Bergen, Passaic, Union, Essex, Morris, Sussex
- Facilities spread apart geographically creating logistical problems
- Potential local government/political interference
- Difficulty in recruitment of female student-athletes
- Inability to obtain consistent access to college-quality outdoor facilities

Administrative Structure

There are several different “homes” in which Intercollegiate Athletics may be found in community colleges:

- President’s Office
- Chief Financial Officer
- Enrollment Management
- Student Affairs/Services

These locations are determined by each institution for a variety of reasons, particular to their own needs. In the case of Hudson County Community College, there are several options from which to choose.

In light of the structure of the College, there are what I consider to be three viable options for reporting lines for the Director of Athletics and the Department of Athletics:

- President’s Office – Dr. Chris Reber
- Vice President of Student Affairs and Enrollment – Dr. Lisa Dougherty
- Dean of Student Affairs – Dr. David Clark

The Director of Athletics position is by definition a director, and thereby would not likely be at the Dean or Vice President level. If sticking strictly to line-staff relations, in this case a reporting line to the Dean of Student Affairs seems most logical. Here are the three scenarios:

Athletic Director Reports Directly to President Reber

With the exception of the two administrative assistants, the President’s Cabinet is comprised of only vice presidents and associate vice presidents. It would be unusual for an athletic director to be a member of the President’s Cabinet while holding the title of Director. This doesn’t mean that it couldn’t be done, inasmuch as all employees work at the pleasure of the President, and he determines the makeup of his cabinet. President Reber has experience in previous institutions of having considerable oversight of intercollegiate athletics, so it may be his decision to have this important venture within his immediate attention, at least in its nascent stages.

Athletic Director Reports to Vice President Dougherty

Again, the line-staff relationship would be unusual in respect to position titles. Structurally, if the Director of Athletics were to be a Dean, it would be in line with the other direct reports. In Hudson’s situation, a reporting line from the Athletic Director to the Vice President of Student Affairs and Enrollment would have some merit. A great deal of the initial actions taken with regard to athletics will be external, financial and also involving personnel, which would seem to speak to someone at the Vice President’s level, who has regular meetings with Cabinet and President Reber. Additionally, athletic directors have a great amount of interaction with all of the other areas for which there are deans (Student Affairs, Enrollment Services, Financial Aid and Student Success). However, there would still be the issue of line-staff title irregularity.

Athletic Director Reports to Dean Clark

In a classic organizational structure, directors generally report to deans, or in the absence of deans, a vice president (or assistant or associate vice president). In the case of Hudson County Community College, having the Athletic Director report to the Dean of Student Affairs would be a common and natural line. The Dean of Student Affairs would likely be closer to the activities of students than any of the other deans, and would replicate the line-staff relationship that is probably most common in community and smaller four-year colleges.

Sport Recommendations

A critical component of reintroducing intercollegiate athletics at Hudson County is the selection and phasing in of sports programs.

Factors to be considered are the following:

- Type of sport and likelihood of recruiting robust numbers for squads
- Local and regional popularity of specific programs in high schools
- Sponsorship of sports at the NJCAA Region 19 level for competitive framework and schedules
- Availability of adequate facilities
- Program offerings and histories of comparable regional colleges
- Cost of each program and potential ROI

Relevant Data

Most Popular High School Sports

The ***most popular*** (most frequent sport sponsorship) high school sports programs in Hudson County which are also competed in Region 19 of the NJCAA are the following (in rank order):

Sport	Boys	Rank	Sport	Girls	Rank
Basketball		1	Basketball		1
Soccer		2	Volleyball		1
Bowling*		2	Bowling*		3
Baseball		4	Cross Country/Track and Field		3
Cross Country/Track and Field		4	Soccer		3
Volleyball		4	Softball		3
Tennis		7	Tennis		3

*Not competed in Region 19, but in more than 10 junior colleges in New York and Pennsylvania. It could be an excellent initial choice as a club, with potential to develop into a varsity sport. Bowling is one of the most frequently-sponsored sports for both boys and girls in Hudson County high schools, and there are not a lot of options for them at the collegiate level to continue to compete. As mentioned above, while research indicates that there are several junior colleges in New York and Pennsylvania that sponsor bowling, the numbers of bowlers at each of those schools are minimal, and not in line with varsity sports programs in Region 19. Hudson would be in position to offer opportunities to continue to compete, but most likely as a Club Sport.

For the sake of provision of information, Bowling will continue to be represented in the following data lists, but not included as a recommended varsity program.

Ability to Provide Adequate Facilities

Listing of sports above scored by ***ease of attaining facilities*** that meet collegiate standards and quality:

Boys		Girls	
Sport	Score	Sport	Score
Basketball	1	Basketball	1
Volleyball	1	Volleyball	1
Cross Country/Track & Field	2	Cross Country/Track & Field	2
Tennis	3	Tennis	3
Bowling*	3	Bowling*	3
Baseball	4	Soccer	4
Soccer	4	Softball	4

Facilities Ranking Key

- 1 Least Challenging – Available on campus; good quality/standards; convenient
- 2 Somewhat Challenging – Somewhat plentiful and/or flexible (Easily shared with other teams); acceptable standards; location an issue
- 3 Challenging – Sufficient numbers but scheduling challenge and concern for meeting quality/standards; location an issue
- 4 Most Challenging – Sufficient numbers but very high competition for use and concern for quality/standards; location an issue

For any facility that is off-campus, these are some of the inherent concerns:

- Distance and route to and from facility
- Transportation to and from facility
- Certified Athletic Trainer coverage
- Safety and security of the location
- Supervision for multiple events at multiple sites
- Availability of facilities at convenient times
- Storage
- Shelter
- Locker and rest rooms
- Access to water

Composite Rankings – Sport Popularity Plus Facilities Ranking

Boys			Girls		
Sport	Points	Rank	Sport	Points	Rank
Basketball	2	1	Basketball	2	1
Volleyball	4	2	Volleyball	2	1
Cross Country/Track and Field	5	3	Cross Country/Track and Field	5	3
Bowling*	5	3	Tennis	6	3
Soccer	6	5	Bowling*	6	3
Baseball	7	6	Soccer	7	6
Tennis	9	7	Softball	7	6

Composite Rankings – Sport Popularity Plus Facilities Ranking Combined Boys and Girls

Sport	Points	Rank
Girls Basketball	2	1
Boys Basketball	2	1
Girls Volleyball	2	1
Boys Volleyball	4	4
Boys Cross Country/Track & Field	5	5
Boys Bowling*	5	5
Girls Bowling*	6	7
Girls Cross Country/Track & Field	6	7
Girls Tennis	6	7
Boys Soccer	6	7
Girls Soccer	7	11
Baseball	7	11
Softball	7	11
Boys Tennis	9	14

Composite Rankings – Sport Popularity Plus Facilities Ranking Combined Boy and Girls by Sport Couples

Sport Couple	Points	Rank
Basketball	4	1
Volleyball	6	2
Cross Country/Track & Field	11	3
Bowling*	11	3
Soccer	13	5
Baseball/Softball	14	6
Tennis	15	7

Using these composite top 16 sports rankings, a comparison of those sports and their sponsorship by the six comparison schools (Bergen, Essex, Union, Passaic, Morris and Sussex) looks thusly:

Sport	Bergen	Essex	Union	Passaic	Morris	Sussex
Men's Basketball	X	X	X	X	X	X
Women's Basketball	X	X	X	X	X	X
Men's Volleyball			X	X		
Women's Volleyball	X		X	X	X	
Men's Cross Country	X	X	X			
Women's Cross Country	X	X	X			
Men's Soccer	X	X	X		X	X
Women's Soccer	X	X	X		X	X
Men's Track & Field	X	X	X			
Women's Track & Field	X	X	X			
Baseball	X		X		X	X
Softball	X		X		X	X
Women's Bowling*						
Men's Bowling*						
Men's Tennis						
Women's Tennis						

Cumulatively, the most frequently sponsored (ranked) sports of the six comparison schools are as follows:

Sport	Rank
Men's Basketball	1
Women's Basketball	1
Men's Soccer	3
Women's Soccer	3
Women's Volleyball	5
Baseball	6
Softball	6
Men's Cross Country	8
Women's Cross Country	8
Men's Track & Field	8
Women's Track & Field	8
Men's Volleyball	12
Men's Bowling	N/A
Women's Bowling*	N/A
Men's Tennis	N/A
Women's Tennis	N/A

Discussion Regarding Sport Selection

There are a myriad of different ways to look at which sports should be attempted, and in what order they should be attempted. In the interest of equity, programs ought to be introduced in pairs by sport if feasible and logical. Here is a brief review of each sport on the Composite Rankings list, and the pros and cons of each:

Indoor Sports

Numbers 1/2 – Men's and Women's Basketball

Basketball is the most visible and popular sport in the grouping, and is decidedly the first sport that ought to be introduced. There will be no lack of student-athletes to recruit to HCCC, and there should also be plentiful coaching candidates. The final positive related to basketball is that it will be played on campus, in the new gym scheduled to be available in fall 2025.

The only real concern I have about basketball is that there may be pressure from outside forces to want to "name" or place a coach in the position. A big "name" coach may initially attract student-athletes, but they may not understand or embrace the "student" portion of the term student-athlete. The assimilation of a coach into the culture and ethos of a college community is paramount to long-term sustainability of a program. It is imperative that HCCC take a firm stance on hiring someone who embodies the values of the institution, and sees their players as student-athletes, and not just athletes. Allowing political hiring of coaches can create very sensitive situations when a coach needs to be

replaced or disciplined. While this concern extends to all sports, basketball (and football) tend to be the positions most frequently politicized in college athletics. This is why it will be important to hire an experienced and mature Athletic Director who can withstand the outside forces which I believe will undoubtedly come to bear. That's not to say that those individuals outside the College are not capable, able and sometimes helpful in identifying potential candidates, and/or assist in the encouragement of the coach taking a position. It has to be understood from the outset that they have no say in who is hired. There is a fine line that has to be very clear between support and control from outside individuals, and will require savvy management on the part of the College.

Numbers 3/4 – Men's and Women's Volleyball

Volleyball is an extremely popular sport, as it is in Hudson County Schools. Surprisingly, there are almost as many high school boys teams as there are girls teams, but mostly in the more southern part of the state at the community college level. Men's volleyball is surging in popularity in the college ranks. As the College will have a gymnasium in place, it is logical to add a sport for which there is already a facility available on campus.

In college play, women play in the fall and men in the spring. With basketball sandwiched in between, it fills up the gym for most of the school year. There will be competition for gym time all year, as each sport actually is active one way or another for the entire year. The transition from women's volleyball to men's and women's basketball season can get a bit contentious, and then the transition from basketball to men's volleyball similarly so in the spring. What volleyball has going for it is that there is a lot of it being played in County high schools, and there will be a facility ready and waiting for use by the teams.

Outdoor Sports

Other Outdoor Sports/Facilities Challenges

There are many challenges inherent in attempting to find homes for HCCC athletics programs:

1. Do they meet the standards for playing a college sport?
2. Are they available for HCCC use at all?
3. Are they available for HCCC use on the days and times that they are needed?
4. Can they provide daily use of the same site on a regular schedule?
5. Can they provide field maintenance and game preparation?
6. Who owns or manages the fields?
7. Which ones include a fee for use, and what is the fee?
8. What are the insurance considerations for the use of each field?
9. What are the safety and security considerations for use of each field?
10. How will student-athletes get to and from the fields for practice and games?
11. Is there accommodation for secure storage of equipment needed for practice and games?

Numbers 5/6 – Men’s and Women’s Cross Country/Track & Field

As we learned in our meetings with the Student Government Association, track and field is an extremely popular sport in Hudson County. In other consulting research I’ve done over the years, track and field generally is surpassed in many states by only football in the number of high school athletes. One reason is likely that there are seldom track and field teams that “cut” players. Anyone can join the team and find their spot among the many individual sports within a track and field program. Similarly, cross country is generally a “no-cut” sport, so those numbers can also be quite large. Cross country is an excellent sport for track and field athletes to train for indoor and outdoor track, especially for those middle and distance track athletes.

With regard to cross country, finding a park or other location to map out a course is not as difficult as locating a track or field on which to practice. Many high school and college teams train together on the same tracks in various communities. I anticipate that the potential for HCCC to have its own track facility is unlikely, but I believe they would find a high school or college locally that would be willing to let the Hudson athletes practice with them on their track, perhaps for a fee. It seems highly unlikely that Hudson would ever host a track meet of its own, given that it would not have their own facility, but that is a common situation in the case of track and field. I think it would make the most sense to originally (and maybe permanently) focus on runs and jumps rather than field events, as running requires no equipment that needs to be stored.

Numbers 7/8 – Men’s and Women’s Soccer

Soccer is an extremely popular sport in high schools and colleges, and is an obvious candidate for addition to the program. The demographics of Hudson County, with a robust, diverse population should provide a very strong base of potential soccer student-athletes for the College. The concern with soccer, as it will be with baseball and softball, will be finding adequate college-quality facilities that are available at times which fit HCCC’s schedule, are available consistently at the same site and times, are available to host a full schedule of games, and are maintained by some entity other than HCCC. In the case of each field needed, there is a large inventory of soccer, softball and baseball fields in the county, but quality and access will be the issue. Of course, if quality facilities can be identified and securely locked down sooner, the timelines could be sped up to add soccer and baseball at an earlier time.

Numbers 9/10 - Baseball and Softball

Again, these two sports are very popular locally, regionally and nationally. With the density of population of Hudson County, the many high school and summer programs, it would seem logical that recruiting teams of an appropriate number would be very possible. These sports are heavily facility-driven, and practice and game times, especially baseball can go for two and a half to three hours. Finding college-quality fields for these sports that are available for use on a consistent and regular basis could be extremely challenging. It’s important to recognize that these sports have both fall and spring seasons, and may play more than 50-65 games in a year.

Number 11/12 - Tennis

Another very popular sport among high schools, but facilities again could be an issue. While there exists a fair amount of tennis courts in the area, arranging for the number of courts needed at the time they are needed would be very challenging.

Proposed Sport Selection and Timeline

Each sport has its challenges in terms of likelihood of finding appropriate facilities and sufficient numbers of athletes. I would propose that Hudson County Community College choose to employ what I call the "Path of Least Resistance" approach to reintroducing athletics back to the institution. This means the introduction of sports in order of availability of controllable facilities and likelihood of sufficient squad sizes. You will have only one chance to bring athletics back, and it is imperative that it is done correctly, and that the first few sports you attempt to add will be successful in terms of their sustainability. A failure to hire and plan properly could lead to an event that would be a setback that might slow or stop your progress going forward. Cautious and deliberate should be the watchwords. There will be a temptation to add multiple sports all at once to make a splash. It is my view that your challenges to find facilities to accommodate your teams will be your most difficult task, not only from the point of view of identifying and gaining access to them, but maybe even more so the logistics of getting athletes to and from the facilities, equipment hauling and storage, supervision and safety. It may be easier to find places to practice and play than it will be to handle the logistics associated with utilizing those spaces. I believe it will be a greater challenge than anyone currently realizes.

Having teams spread throughout the county with no central locker rooms or gathering spaces for athletes could create a program that has a number of individual programs/teams that do not interrelate with one another. There may be pockets of teams that practice and play in the same location, creating subgroups of the athletic program, but no sense of the whole. I have seen coaches and teams almost create their own "departments" that do not relate to the others in the greater athletic program simply because there is no opportunity to do so due to their geographic segregation. It may be the only way to run a program, but it wouldn't allow for the kind of unity that a close-knit community of student-athletes could have. Rather than having a department, you would have a collection of teams.

Having said all of the above, in the end I believe that over four years you could initiate an athletics program of significant proportion (as many as 10 teams), but it could turn out to be quite messy and difficult to manage. Everything will depend on these factors:

- Who is hired to start the program (Athletic Director)
- Resources that are provided for the launch of the program
- Head coaches that are hired
- Whether head coaches are full-time or part-time employees of the college
- Facilities that are secured for off-campus sports
- Support staff that are hired
- Management systems that are put into place

Proposed roster of sports and implementation dates:

2025-26	Men's Basketball Women's Basketball
2026-27	Men's Volleyball Women's Volleyball Men's Cross Country/Track & Field Women's Cross Country/Track & Field
2027-28	Men's Soccer Women's Soccer
2028-29	Baseball Softball

Timeline for Reintroduction of Intercollegiate Athletics

Summer/Fall 2023	Announcement of Reintroduction of Intercollegiate Athletics
Fall 2023	Hire Director of Athletics
Fall/Spring 2023-24	Gain membership in NJCAA, Region 19, Garden State Athletic Conference Confirm selection of sports and schedule for reintroduction
Spring 2024	Hire Head Basketball Coaches
Summer/Fall/Spring 24-25	Coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2025-26 season
Spring 2025	Hire Head Volleyball Coaches Hire Head Cross Country/Track & Field Coaches
Summer/Fall/Spring 25-26	Volleyball and Cross Country/Track & Field coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2026-27 season
Fall 2025	Introduce Men's and Women's Basketball

Spring 2026	Hire Head Soccer Coaches
Summer/Fall/Spring 26-27	Soccer coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2027-28 season
Fall 2026	Introduce Men's and Women's Volleyball Introduce Men's and Women's Cross Country and Track & Field
Spring 2027	Hire Head Baseball and Softball Coaches
Summer/Fall/Spring 27-28	Baseball and Softball Coaches visit potential feeder schools, develop relationships with high school coaches Recruit student-athletes for 2028-29 season
Fall 2027	Introduce Men's and Women's Soccer
Fall 2028	Introduce Baseball and Softball

Discussion Regarding Timeline for Reintroduction and Implementation of Intercollegiate Athletics

The timeline I recommend gives ample time to construct the framework and systems of the athletic department and to investigate the many facilities challenges inherent in beginning the program. I have recommended a schedule of implementation that allows you to evaluate the structure and staff that you have chosen to lay the groundwork for the program and to make any necessary adjustments. It allows you to take your time to make sure you are able to hire the right people to manage this venture. You will have many applicants for your administrative and coaching positions, but there is an art to hiring the right people for these jobs. Familiarity is not always a plus.

My experience at Salem informs me that having more time to ground the program's systems and staff would have created a better platform to start from than what we had. We needlessly rushed, out of enthusiasm and ignorance, and we paid for it. Of course, a pandemic in the second semester of our first year back was not helpful, and in reality caused us to need to start everything over a year and a half later. Hopefully, Hudson will not have a similar experience.

One of our challenges at Salem has been spreading the word that we were back in business, athletically speaking. A lengthier, well thought out campaign of information would have benefitted us greatly within our county. It has been difficult to recruit locally in some cases simply because there was not much excitement created before we took a leap into action. I would advise that you engage in a rigorous campaign of information, particularly within the high schools in the county, to get the word out and make Hudson County Community College seem like the natural starting point for many high school juniors and seniors.

Moving the timeline up a year is an option, but would create the need to acquire a consistent practice and contest location for men's and women's basketball. I advise waiting until the Tower and gymnasium are complete, so there will be readily available facilities for the teams, and visibility for the rest of the campus. I believe that doing this would create a better atmosphere for the athletes, and a presence that can assimilate athletes and athletics into the campus community immediately. Having the teams practice and play off-campus would provide unnecessary barriers for student-athletes and fans to overcome, and discourage both groups from either participating or observing. In addition, the grand opening of the gym along with brand new basketball teams would be a great way to introduce athletics to the campus, and create an immediate buzz.

The sports order of rollout are in reverse order of facility challenge. I realize that perhaps I have been emphasizing the issue of facilities more than one would like to hear, but we are four years into our program at Salem, and still have significant facilities issues. These issues have slowed down the development of more competitive teams, as the quality and availability of facilities have discouraged serious student-athletes in several cases. Today's recruited student-athletes frequently come from high schools that had superior athletic facilities. The prospect of attending a college with facilities both off-campus and of lower quality than their high schools is off-putting and results in many of the top recruits going elsewhere. It is worth the time to iron out the facility issues before placing a program into action. Of course, if quality facilities can be identified and securely locked down sooner, the timelines could be sped up to add soccer and baseball at an earlier time.

Budgets

Budgets are calculated using data from the Equity in Athletics Disclosure Act (EADA) 2021-22 reports of nine NJCAA Region 19 institutions:

Bergen Community College
Brookdale Community College
Essex County College
Mercer County Community College
Middlesex College
County College of Morris
Passaic County Community College
Sussex County Community College
Union College

Dollar amounts are based on 2021-22 costs, and no increases for salaries or inflation are included in calculations and projections.

For the nine schools listed above, the average number of teams sponsored is 8, and the average annual expenditure for athletics is \$746,603.

Startup Costs (Not including coaches' salaries)

Sport	Number of Athletes	Startup Costs
Men's Basketball	15	\$8670
Women's Basketball	15	\$8670
Men's Volleyball	12	\$6300
Women's Volleyball	12	\$6300
Men's Cross Country/Track & Field	12	\$3300
Women's Cross Country/Track & Field	11	\$3300
Men's Soccer	18	\$7350
Women's Soccer	18	\$7350
Baseball	30	\$23,000
Softball	16	\$18,500

Part-Time Coaches Salaries (Staff Totals – Head and Assistants)

Men's Basketball	\$14,000
Women's Basketball	\$14,000
Men's Volleyball	\$14,000
Women's Volleyball	\$14,000
Men's Cross Country and Track & Field	\$14,000
Women's Cross Country and Track & Field	\$14,000
Men's Soccer	\$14,000
Women's Soccer	\$14,000
Baseball	\$14,000
Softball	\$14,000

Equity in Athletics Disclosure Act (EADA)

U.S Department of Education Definition of Operating Costs (Game Day Expenses)

Operating (Game-Day) expenses are all expenses an institution incurs attributable to home, away, and neutral-site intercollegiate athletic contests (commonly known as "game-day expenses") for (A) Lodging, meals, transportation, uniforms, and equipment for coaches, team members, support staff (including, but not limited to team managers and trainers), and others; and (B) Officials.

Annual Operating (Game Day) Expenses

Sport	Number of Athletes	Operating Costs
Men's Basketball	13	\$20,000
Women's Basketball	10	\$14,000
Men's Volleyball	10	\$10,000
Women's Volleyball	11	\$12,000
Men's Cross Country/Track & Field	12	\$14,000
Women's Cross Country/Track & Field	11	\$10,000
Men's Soccer	21	\$20,000
Women's Soccer	18	\$20,000
Baseball	30	\$36,000
Softball	16	\$20,000

First Year Total Costs Per Sport (Startup Plus Operating and Coaches Salary Costs)

Sport	Number of Athletes	First Year Costs
Men's Basketball	13	\$42,670
Women's Basketball	10	\$36,670
Men's Volleyball	10	\$30,300
Women's Volleyball	11	\$32,300
Men's Cross Country/Track & Field	12	\$31,300
Women's Cross Country/Track & Field	11	\$27,300
Men's Soccer	21	\$41,350
Women's Soccer	18	\$41,350
Baseball	30	\$73,000
Softball	16	\$52,500

Athletic Budgets 23-24 through 29-30

2023-24

Athletic Director	\$100,000
Memberships	15,000
Half-Year Basketball Coaches	14,000
Miscellaneous*	25,000
Total	\$154,000

2024-25

Athletic Director	\$100,000
Memberships	15,000
Full-year Basketball Coaches	28,000
Miscellaneous*	30,000
Half-year Volleyball Coaches	14,000
Half-year Cross Country/TF Coaches	14,000
Total	\$201,000

2025-26

Athletic Director	\$100,000
Memberships	15,000
Insurance	15,000
Miscellaneous*	40,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Half-year Soccer Coaches	14,000
Men's Basketball Operating Plus Startup	51,340
Women's Basketball Operation Plus Startup	45,340
Half-time Trainer	25,000
Part-time Administrative Assistant	20,000
Total	\$409,680

2026-27

Athletic Director	\$100,000
Memberships	15,000
Insurance	20,000
Miscellaneous*	50,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Half-year Baseball Coaches	7,000
Half-year Softball Coaches	7,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating Plus Startup	31,300
Women's XC/TF Operating Plus Startup	27,300
Men's Volleyball Operating Plus Startup	30,300
Women's Volleyball Operating Plus Startup	32,300
Half-Time Trainer	25,000
Part-time Administrative Assistant	20,000
Total	\$539,200

2027-28

Athletic Director	\$100,000
Memberships	15,000
Insurance	25,000
Miscellaneous*	60,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Full-year Baseball Coaches	14,000
Full-year Softball Coaches	14,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating	28,000
Women's XC/TF Operating	24,000
Men's Volleyball Operating	24,000
Women's Volleyball Operating	26,000
Men's Soccer Operating Plus Startup	41,350
Women's Soccer Operating Plus Startup	41,350
Full-time Trainer	50,000
Part-time Administrative Assistant	45,000
Total	\$681,700

2028-29

Athletic Director	\$100,000
Memberships	15,000
Insurance	30,000
Miscellaneous*	70,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Full-year Baseball Coaches	14,000
Full-year Softball Coaches	14,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating	28,000
Women's XC/TF Operating	24,000
Men's Volleyball Operating	24,000
Women's Volleyball Operating	26,000
Men's Soccer Operating	34,000
Women's Soccer Operating	34,000
Baseball Operating Plus Startup	73,000
Softball Operating Plus Startup	52,500
Full-time Trainer	50,000
Part-time Administrative Assistant	45,000
Total	\$807,500

2029-30

Athletic Director	\$100,000
Memberships	15,000
Insurance	35,000
Miscellaneous*	80,000
Full-year Basketball Coaches	28,000
Full-year Volleyball Coaches	28,000
Full-year Cross Country/TF Coaches	28,000
Full-year Soccer Coaches	28,000
Full-year Baseball Coaches	14,000
Full-year Softball Coaches	14,000
Men's Basketball Operating	34,000
Women's Basketball Operating	28,000
Men's XC/TF Operating	28,000
Women's XC/TF Operating	24,000
Men's Volleyball Operating	24,000
Women's Volleyball Operating	26,000
Men's Soccer Operating	34,000
Women's Soccer Operating	34,000
Baseball Operating	50,000
Softball Operating	34,000
Full-time Trainer	50,000
Part-time Administrative Assistant	45,000
Total	\$781,000

Miscellaneous*

Includes, but not limited to, the following:

Administrative Travel

Sports Medicine Supplies

Materials and Supplies Not Attributable to any Sport or Gender

Part-time Staff

- Compliance
- Sports Information
- Recreation/Fitness Supervision
- Game Staff

Recreation, Intramurals and Sport Clubs

Please refer back to Phase 4 – Recreation, Intramurals and Sport Clubs for detailed information related to each of these three entities

Once the Tower is completed and there is a gymnasium and fitness center available, a recreation program can be launched. A wide variety of activities can be programmed in these facilities. The three major components would be:

- Open Recreation
- Intramurals
- Sport Clubs

A major difference between intercollegiate athletics and recreation is that it is difficult to determine how much impact recreation programs have on enrollment. Compiling data on the impact of athletic programs on enrollment is relatively easy to do. There ought to be research to identify how many students specifically choose an institution because it sponsors one or more of certain activities. Recreation programs by and large serve as diversions for existing students, faculty and staff. Recreational activities, especially fitness facilities and classes, are viewed as a benefit for faculty and staff, even if there is a nominal fee for accessing the activities.

Recreation is generally misunderstood by the uninitiated as activity that does not require planning, supervision and professional management. It is recommended that there be an individual with experience and expertise in fitness and recreational programming responsible for planning, implementing and supervising activities. While these activities are generally considered to be for fun and relaxation, experience shows that recreational participants can also behave in ways that are not fun and relaxing. Without instruction and supervision, recreational activities can be dangerous for both participants and staff. An experienced professional will be aware of both activities and management principles that can assure safe, enjoyable and enriching experiences for patrons, and protect both facilities and the institution.

Open Recreation usually requires no specialized staffing, but it is important that there be someone, whether a staff member or Work Study student, providing general supervision, particularly in the fitness center. There needs to be someone who can take charge in an emergency and initiate emergency plan procedures. Until there is a full-time athletic trainer on staff, anyone supervising any sports programs should be CPR and First Aid certified, and there needs to be an emergency plan that is well-advertised. Fitness center patrons frequently improperly use equipment, and can sustain injuries, either immediate or cumulative. It is recommended that the supervisors in the fitness area be on alert to instruct patrons who may be improperly using equipment, or who may be attempting to lift more weight than they can actually handle without a spotter. A college fitness center is much more dangerous than most people would imagine, and should not be considered to be the same as a commercial facility.

While it is suggested that there be at least general supervision of the gymnasium, it is not as likely to see serious injuries; however, injuries do occur from time to time, and there is always the threat of cardiac incidents.

Intramural activities, such as basketball and volleyball competition, require more intense supervision, as the play is more spirited and increases likelihood of both injuries and conflict between participants. This supervision can be in the form of part-time staff or work study students, but there should be a detailed emergency plan that includes directions on how to alert safety and security personnel to any threats of physical conflict or violence.

All of this is to say that it is imperative that there is attention paid to providing supervision of some form for all recreational activities. Work Study students generally earn approximately \$15 per hour, and outside of the fitness center, equipment costs are nominal.

Club Sports are intercollegiate athletic teams funded (and often founded) by students. These clubs can run the gamut from eSports to rugby. Funding is generally realized from membership dues of the members, but can be funded from the college’s general fund. Liability is a huge issue for physical sports such as rugby, in that they are high-collision sports, and are frequently being played by untrained and unskilled participants, and coached by individuals who are not trained as coaches. It is critical that any sport that involves potential contact (almost any sport) require physical examinations before participation, and have athletic trainer coverage as frequently as possible, because of the foreseeability of injury.

As with Hudson’s intercollegiate athletics program, identifying available and convenient facilities for outdoor recreational activities will be challenging. However, inasmuch as recreational activities are not as demanding of spaces that are of specific dimensions and accommodations, it likely would be somewhat easier to find spaces for activities.

Two recreational club sports that should be considered are bowling and eSports. As addressed earlier, bowling is a very popular sport among Hudson County’s high schools. Nearly every school sponsors boys and girls bowling teams. However, there are not many JUCO bowling programs, and none in Region 19. However, the following community colleges in New York State are among those in the NJCAA that sponsor bowling:

College	Participants	Budget
Nassau Community College	9 Men 4 Women	\$15,300
Suffolk County Community College	6 Men 3 Women	\$8,090
Westchester Community College	5 Men 5 Women	\$23,386
Hudson Valley Community College	2 Men 2 Women	\$13,222
Mohawk Valley Community College	5 Men 2 Women	\$11,011
Averages	5.4 Men 3.2 Women	\$15,008

Bowling could be a very popular club program, and would be able to compete with most other JUCO programs even with club status. As a club, it would not be necessary for students to be enrolled full-time, which would encourage more participants. If the response was significant, elevation to a varsity program might be considered.

eSports has become a very popular student activity or varsity sport in many community colleges. Of the 525 NJCAA institutions, 230 identify eSports as one of their offerings. Of the 28 Region 19 institutions, 11 list their sponsorship of eSports. Some schools treat eSports as varsity programs, and others as clubs or as student activities. The rosters of the 11 colleges' programs range from as few as 5 members, and as many as 48. Membership in the 11 schools is 82% men, 18% women.

Budgets are difficult to identify, but they range from relatively small with a handful of members who compete between each other, to hundreds of thousands of dollars invested in hardware and facilities (including "stadiums"), broadcasts and social media, whose teams compete nationally against other colleges and in professional leagues and tournaments. Significant financial program sponsorships have been negotiated with schools or leagues, including, but not limited to, the following companies:

- Red Bull
- Coca-Cola
- U.S. Air Force
- Comcast/Xfinity
- Kraft
- Mountain Dew
- Pepsi
- Intel
- Monster Energy
- 7-Eleven
- Samsung

Teams compete in a variety of cybersports games, including, but not limited to, the following:

- Call of Duty
- Rocket League
- League of Legends
- Overwatch
- Super Smash Brothers
- Valorant
- Hearthstone
- Mario Kart
- NBA 2K
- Madden Football

Summary and Conclusion

The goal of the consultant was to assist Hudson County Community College in its consideration of the reintroduction of intercollegiate athletics, intramurals and club sports. This Final Report is a result of the analysis of information gleaned from meetings with each campus and external stakeholder group, and information gathered from Equity in Athletics Disclosure Reports of regional junior colleges in Region 19 of the National Junior College Athletic Association.

I believe that HCCC is well-positioned to begin to start an intercollegiate athletics program in the 2025-26 year. The rollout of sports is scheduled to reflect these two factors:

- Popularity of sports in Hudson and surrounding counties and junior colleges
- Ability to secure adequate appropriate facilities

The suggested timeline for introduction of programs is as follows:

Fall 2025 – Men’s and Women’s Basketball

Fall 2026 – Men’s and Women’s Volleyball

Men’s and Women’s Cross Country and Indoor and Outdoor Track & Field

Fall 2027 – Men’s and Women’s Soccer

Fall 2028 – Baseball and Softball

While starting the program in the fall of 2024 year is possible, I feel it is better to wait until fall of 2025 for these reasons:

- Tower gymnasium will be ready for use in fall 2025
- Fewer facilities issues in fall 2025 and 2026, with fewer conflicts and greater visibility
- Important to have program success (administratively and wins-losses) initially, and facility assuredness gives greater chance to achieve
- Starting program with on-campus basketball offers opportunity for campus “buzz”, visibility, and exciting rebirth as part of opening of new building
- Important to have program success (administratively and wins-losses) initially, and facility assuredness gives greater chance to achieve
- Starting program with on-campus basketball offers opportunity for campus “buzz”, visibility, and exciting rebirth as part of opening of new building
- More time to hire Athletic Director and lay groundwork for athletics and recreation programs
 - Gain memberships in NJCAA, Region 19, and GSAC
 - Hire staff
 - Investigate potential appropriate practice and competition sites for sports
 - Develop internal and external information campaigns regarding reintroduction
 - Visit as many high schools in county and region as possible to develop relationships with athletic directors, coaches and guidance counselors
 - Develop recruiting plan for athletics programs
 - Assist in Tower Gym facilities modifications in order to properly support varsity athletics, sports medicine and recreation
 - Create programs of recreational activities (open recreation, intramurals and fitness) for use of gymnasium and fitness facilities

- Develop relationships and processes with:
 - Student Affairs
 - Admission and Enrollment
 - Financial Aid
 - Work Study
 - Human Resources
 - Academic Support Services
 - Development
 - Alumni Relations
 - Business Services
 - Create programs of recreational activities (open recreation, intramurals and fitness) for use of gymnasium and fitness facilities

With regard to recreation, intramurals and sport clubs, the Tower facility will be an excellent venue for indoor activities, some sport clubs and fitness. Outdoor activities will be challenged by the need to secure facilities that are convenient, safe, secure, and well-maintained. It is important that the individual responsible for recreation have some experience and understanding of the difference between recreation and athletics, and the populations that are drawn to one or the other. Budgetary requirements will rest mostly with the cost of supervision and officials after equipment needs are met.

Sport Clubs that may have some early success would be Bowling and eSports. Others may surface depending on the interests of the student body, or programs initiated by the athletics program as precursors to varsity sports. The administrative home for eSports should be determined early on, whether it would be a part of Athletics or if it might reside in Student Affairs as a student activity. In either case, appropriate on-campus facilities for eSports must be developed, and there may be a facility location issue along with a sizeable resource commitment to provide the space and hardware to support a robust program.

Resources to operate the athletic and recreational programs will initially have to come from the college general fund. If the program were to develop as outlined in the recommended fashion, there is the potential to add as many as 150 full-time students to the college's enrollment, which would result in additional income that could increase revenue to support the expenses associated with the new programs. Any admission charged to attend athletic events would be meager, and most of the colleges in Region 19 have minimal or no cost of admission to their games. As time goes on, there may be opportunities for sponsorships or fund-raising to offset any costs.

It has been a great pleasure to work with Hudson County Community College, and I wish you well in your exciting and important endeavor. It has the potential to pay great dividends for the institution, students and community.

APPENDIX A – CERTIFIED ATHLETIC TRAINER

Job Title: Athletic Trainer Certified (ATC)

Positions: 1

Overview:

**Full time position available for a Certified Athletic Trainer
covering Salem Community College, NJ**

Overview:

Salem Community College is an athletic program on the rise and this is an opportunity to grow with them. We are looking for an athletic trainer that wants to make a positive impact on a program and in exchange we will assist them with valuable experience in the junior college setting that will set them up for the next step in their career. This opportunity will give you experience in the field of facilities and compliance training to further benefit your training. Your support system is made up of a Team Physician, Physical Therapist and Regional Director of Sports Medicine will assist you in your duties to provide the best care to the seven teams of Salem Community College. If you are looking to break into the college setting and want to diversify you skills than this is the right position for you!

A Certified Athletic Trainer is involved in the Athletic Training Services program: coordinates medical coverage of contract school's or professional team's athletic events and practices, coordinates the access of healthcare for athletes at contract locations, and designs/implements specific therapeutic programs for rehabilitation of injured athletes.

We are looking for a dynamic athletic trainer that can further develop the Salem Community College Sports Medicine Program. Team Physician and Physical Therapists are in place to round out your Sports Medicine Team. This is a 12 month position with full benefits of Medical, Dental, Vision and 401K matching. Up to 18 days of PTO to recharge your batteries. Select Medical offers a FREE CEU library that included modules, workshops, seminars and conferences. Come join our team and see how you can develop your career!

NovaCare is part of Select Medical's Outpatient Division. We are a nationally prominent, locally driven provider of outpatient physical rehabilitation with almost 1800 locations in 37 states, including the District of Columbia. Throughout the country we operate primarily as **Select Physical Therapy, NovaCare Rehabilitation, Physio, Kessler Rehabilitation Center, KORT, Saco Bay Physical Therapy, Concentra, SSM Physical Therapy** and **Keystone Physical Therapy**. Our highly respected clinical team provides preventative and rehabilitative services that maximize functionality and promote well-being. We develop individualized treatment plans to help achieve each patient's specific goals. Our integrated local market network allows us to effectively partner with physicians, employers, payors and case managers to achieve optimal patient outcomes in a cost-effective manner. We also provide physical therapy and athletic training services to professional sports teams, colleges, universities and high schools.

Responsibilities:

- Responsible for patient care under supervision of a licensed physician.
- Involved in the Athletic Training Services program, participation in the coverage of school athletic events and practices.
- Designs and implements specific therapeutic programs for rehabilitation of the injured athlete
- Determines the need for and administers proper athletic training techniques prior to and during games/practices to decrease risk of injury. Athletic training techniques can include: taping, wrapping, bracing, proper hydration and minor wound care.
- Performs, with interpretation, selected measurement procedures such as isokinetic testing, range of motion, gross strength of muscle groups, length and girth of body parts, and vital signs.
- Determines the effectiveness of athletic training/rehabilitative techniques and records change as indicated by athlete response within limits of specified plan of care.
- Works closely with physical therapists and area physicians to treat athletes. Maintains proper lines of communication to ensure athlete is getting optimal care within the team.
- Prudently manages emergency incidents, coordinates EMS and acute care procedures including Basic Life support to reduce the impact on function of an injured athlete.
- Seeks outreach opportunities and participates in events to promote the company
- Able to assist in the development of marketing strategies which lie within the athletic trainer's area of clinical expertise.

Qualifications:

- BS Degree REQUIRED
 - 1 year clinical experience
- National Athletic Trainers Association (NATA) certification
- Cardio Pulmonary Resuscitation (CPR) certification
- Applicable state license where required

Physical Requirements:

- Ability to lift patients using biomedical techniques frequently throughout the course of a work day/shift; must be capable of easily lifting fifty (50) pounds of weight alone.
- Ability to walk, bend, stand, and reach constantly during a work day/shift.
- Visual acuity (near and distant) sufficient to maintain accurate records, recognize people, and understand written direction.
- Ability to speak and hear sufficiently to understand and give directions.
- Ability to push wheeled equipment throughout the facility and in the community.
- Fine motor skills adequate for scheduling and preparing athletes, equipment, and supplies for treatment.
- Ability to participate in sustained activities for many hours in duration in accordance with state labor laws.

Additional Details: Select Medical is committed to having a workforce that reflects diversity at all levels and is an equal opportunity employer. Qualified applicants are considered for employment, and employees are treated during employment without regard to race, color, religion, national origin, citizenship, age, sex, sexual Orientation, gender identity, marital status, ancestry, physical or mental disability, veteran status, or any other characteristic protected under applicable law.

APPENDIX B – HEAD COACH

Department:	Enrollment Management	Grade:	N/A
Reports To:	Athletic Director	Classification:	Part-time
Supervises:	Direct:	Effective Date:	November 15, 2018
	In-Direct:	Revised Date:	

Role: Supports student-athlete academic success, recruits prospective student-athletes following the College’s mission and student-athlete recruitment procedures, and plans and directs the applicable sports program/athletic team.

Major Duties and Responsibilities:

- Supports student-athlete academic success by ensuring students are meeting the College’s academic progress expectations; provides and enforces appropriate interventions when there are signs of deficiency.
- Maintains positive relationships with New Jersey high school coaches to assist the athletic coach in recruiting prospective student-athletes.
- Collaborates with assistant coach to plan and direct the athletic team, assigning positions, preparing players for athletic competition, developing and implementing strategies to improve performance, and determining game strategy.
- Models and encourages leadership, sportsmanship, teamwork, and positive citizenship.
- Assists in verifying athlete eligibility prior to competition.
- Serves as the responsible party for student-athlete safety and conduct during all team athletic practices, games, events and activities and notifies the athletic director of any issues.
- Supports marketing and public relations efforts by providing game/athletic contest results in a timely manner, sharing student-athlete success stories, and promoting athletics in the community using forums such as social media.
- Oversees the maintenance and inventory of sports equipment and supplies.
- Participates in regular coaching meetings and professional development as designated by the athletic director

Performs other duties as assigned.

Knowledge and Skills:

Experience	Playing and coaching designated sport
Education	Bachelor’s degree from an accredited institution
Interpersonal Skills	Good interpersonal and communication skills; Ability to communicate effectively with students, family members, faculty, staff, administrators and high school and college athletic staff.
Technical Skills	Working knowledge of current and emerging computer hardware and software, including Microsoft Office products.

Other Skills	<p>Knowledge of rules, strategies, and techniques of the applicable sport</p> <p>Knowledge of methods of physical conditioning</p> <p>Knowledge of any divisional regulations pertaining to the sport</p> <p>Knowledge of College, rules and regulations governing sports schedules and activities within and outside of College</p> <p>Knowledge of equipment, materials and supplies required to provide facilities suitable for the applicable sport</p> <p>Ability to plan, organize and direct a sports program/athletic team</p>
Physical Requirements	<p>The work is mostly sedentary; however, there may be some walking, standing, bending, carrying of light items, driving an automobile, etc.</p> <p>No special physical demands are required to perform the work.</p>
Work Environment	<p>Regular exposure to favorable conditions such as those found in a normal office.</p>

This Job Description is not a complete statement of all duties and responsibilities comprising this position.

APPENDIX C – ASSISTANT COACH

Non-Exempt Department: Enrollment Management Grade: N/A
Reports To: Athletic Director Classification: Part-time
Supervises: Direct: Effective Date: November 15, 2018
In-Direct: Revised Date:

Role: Assists the head coach in supporting student-athlete academic success, recruiting prospective student-athletes following the College’s mission and student-athlete recruitment procedures, and planning and directing the applicable sports program/athletic team.

Major Duties and Responsibilities:

- Assists the head coach in supporting student-athlete academic success by ensuring students are meeting the College’s academic progress expectations and assists head coach in providing and enforcing appropriate interventions when there are signs of deficiency.
- Maintains positive relationships with New Jersey high school coaches to assist the athletic coach in recruiting prospective student-athletes.
- Collaborates with other coaches to plan and direct the athletic team, assigning positions, preparing players for athletic competition, developing and implementing strategies to improve performance, and determining game strategy.
- Models and encourages leadership, sportsmanship, teamwork, and positive citizenship.
- Assists in verifying athlete eligibility prior to competition.
- In the absence of the head coach, serves as the responsible party for student-athlete safety and conduct during all team athletic practices, games, events and activities and notifies the athletic director of any issues.
- Assists the head coach in supporting marketing and public relations efforts by providing game/athletic contest results in a timely manner, sharing student-athlete success stories, and promoting athletics in the community using forums such as social media.
- Assists in overseeing the maintenance and inventory of sports equipment and supplies.
- Participates in regular coaching meetings and professional development as designated by the athletic director
- Performs other duties as assigned.

Knowledge and Skills:

Experience	Playing and coaching designated sport
Education	Bachelor’s degree from an accredited university
Interpersonal Skills	Good interpersonal and communication skills; Ability to communicate effectively with students, family members, faculty, staff, administrators and high school and college athletic staff.

Technical Skills	Working knowledge of current and emerging computer hardware and software, including Microsoft Office products.
Other Skills	<p>Knowledge of rules, strategies, and techniques of the applicable sport</p> <p>Knowledge of methods of physical conditioning</p> <p>Knowledge of any divisional regulations pertaining to the sport</p> <p>Knowledge of College, rules and regulations governing sports schedules and activities within and outside of College</p> <p>Knowledge of equipment, materials and supplies required to provide facilities suitable for the applicable sport</p> <p>Ability to plan, organize and direct a sports program/athletic team</p>
Physical Requirements	The work is mostly sedentary; however, there may be some walking, standing, bending, carrying of light items, driving an automobile, etc. No special physical demands are required to perform the work.
Work Environment	Regular exposure to favorable conditions such as those found in a normal office.

This Job Description is not a complete statement of all duties and responsibilities comprising this position.

APPENDIX D – DIRECTOR OF ATHLETICS

Role: The Director of Athletics is responsible for the development, management, coordination and supervision of a competitive intercollegiate athletics program.

Major Duties

- Provides visionary leadership, strategic planning and development for the athletics program
- Maintains an athletics program that is committed to the mission of the college
- Administers the overall athletic budget
- Recruits and manages the coaching and administrative support staff

Characteristics, Duties, and Responsibilities

- Understanding and adhering to the rules, regulations, and eligibility requirements of the National Junior College Athletic Association, Region XIX and the Garden State Athletic Association
- Provide mentoring, leadership, and supervision of all coaches and other department staff including student workers
- Responsible for managing a 10-team athletic program; prepares and administers staff performance evaluations
- Directs and hires coaches who are committed not only to winning but to the welfare of students
- Coordinates coaches' contracts with HR
- Supports and encourages the current academic standards and expectations of all Salem Community College student-athletes
- Establishes effective communications and involvement with students, faculty, staff and administrators within the college in matters relating to intercollegiate athletics
- Assess athletic programs and recommends changes to the President
- Creates, reviews and updates the student athletics handbook
- Plans the athletics programs including: Student-Athlete Advisory Committee and SCC Athletics Hall of Fame
- Responsible for purchasing/ordering athletic apparel and equipment for all athletics teams which includes working with outside vendors
- Responsible for maintaining all social media platforms and post upcoming events, updates, scores, to each platform regularly to ensure timely communication of relevant sports information.
- Maintain and update the athletic webpage
- Serves as the administrator for primary and special event such as tournaments and regionals
- Handles student athlete discipline, relative to the student athlete handbook, and in coordination with the Chief Student Affairs Officer when necessary
- Secures field requests with the county and acts as primary site supervisor for all home sporting events
- Completes post event financial reconciliation

Knowledge and Skills:

- Experience: Experience in all facets of athletics required
- Education: Master's degree required
- Interpersonal Skills: Good interpersonal and communication skills; ability to communicate effectively with students, family members, faculty, staff, administrators and high school and college athletics staff
- Technical skills: Working knowledge of current and emerging computer hardware and software, including Microsoft Office products
- Other skills: Knowledge of any divisional regulations pertaining to the athletic program; knowledge of college rules and regulations governing sports schedules and activities within and outside of college; knowledge of equipment, materials and supplies required to provide facilities suitable for intercollegiate athletics; ability to plan, organize and direct an athletic program
- Physical Environment: Work is mostly sedentary; however there may be some walking, standing, bending, carrying of equipment and other items, driving an automobile, etc.
- Work Environment: Regular exposure to favorable conditions indoors; exposure to variety of weather conditions and facilities outdoors