

**Memorandum of Understanding for Shared Vision for Student Success
between New Jersey City University and AFT Local 1839**

WHEREAS, AFT Local 1839 is an invaluable stakeholder and partner in supporting the mission and success of New Jersey City University (NJCU);

WHEREAS, NJCU and its leadership appreciate and acknowledge our AFT Local 1839 community members' ongoing work, support, and efforts to affirm a shared vision for student success as a primary pillar of NJCU's recovery and renewal;

WHEREAS, with this Memorandum of Understanding (MoU), NJCU commits to considering, discussing, and integrating the spirit, intent, ideas, and concepts set forth in this MoU in the official NJCU recovery, renewal, and strategic plan; and

WHEREAS, integrating the shared vision for a strategic plan, documented herein, into any future, official and documented NJCU recovery and renewal and strategic planning is part of NJCU's ongoing commitment and requirement to engage all NJCU stakeholders, including the AFT Local 1839, pursuant to Middle States Commission on Higher Education Standard I: Mission and Goals, Criterion 1. Criterion 1 provides in pertinent part that "[a]n accredited institution possesses and demonstrates the following attributes or activities: 1) clearly defined mission and goals that: a) are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement."

NOW THEREFORE BE IT RESOLVED that NJCU and AFT Local 1839 have proudly come together to enshrine a shared commitment and vision for good faith labor relations that recognize a student-first mission inures to the benefit of all NJCU stakeholders.

Shared Governance and Accountability Goals

Goal #1: Invigorate University's Oversight and Accountability

Objective 1.1: Fill vacancies on the Board of Trustees (BOT) with mission-engaged individuals that reflect the disparate experiences and diversity of NJCU students.

Method: NJCU's administration and AFT Local 1839 continue to communicate this need to state officials and legislators.

Goal #2: Streamline Administrative Procedures and Structures

Objective 2.1: Further streamline organizational footprint of institutional units and the administration of those units.

Method: Identify potential mergers within academic units.

Method: Review administrative expenses to ensure balance of administrative costs to administrative needs.

Goal #3: Enhance Shared Governance and Labor/Management Engagement

Objective 3.1: Increase faculty/staff and bargaining units' input in University's decision-making processes.

Method: Add faculty/staff representatives to the BOT.

Method: Increase opportunities for the public (including students and employees) to address the BOT during public sessions with longer time allotments.

Method: Implement regularly scheduled meetings among administrators and the bargaining units' leaders and executive committees.

Method: Hold both university-wide and college-wide town hall meetings with extended Q&A components at least every semester.

Method: Implement surveys such as The Collaborative on Academic Careers in Higher Education (COACHE) Faculty Satisfaction Survey, biannually, and publicly announce to all employees all the results.

Objective 3.2: Incentivize university service among faculty and staff in support of student success and enrollment stabilization.

Method: Prioritize the retention of faculty, staff, and librarians as essential to the functioning of the university and the achievement of student success.

Method: Update reappointment, promotion and range-change processes for faculty/staff that increase service as criterion, and which also includes the announcement of a valid number of promotion and range-change opportunities.

Objective 3.3: Foster a diverse teaching and learning environment for a diverse community and a culture that values, respects, welcomes, and promotes a sense of belonging for members of our campus and our community.

Method: Continue to require accessible training in key areas of diversity and university compliance.

Method: Increase the visibility and role of NJCU's Diversity Team, especially in all hiring processes.

Shared Student and Academic Success Goals

Goal #4: Emphasize Teaching and Learning as the Central Mission of NJCU

Objective 4.1: Emphasize successful teaching and student success as the primary requirements for faculty reappointment, promotion, and range adjustments.

Method: The Division of Academic Affairs will regularly communicate the prioritization of NJCU's traditional and historic emphasis on teaching and learning.

Method: NJCU's Center of Teaching and Learning will base its programming on data to focus its efforts on student academic success and retention.

Goal #5: Stabilize Admissions and Retention

Objective 5.1: Align the personnel, policies, and practices with NJCU's status as the longest-standing minority and Hispanic-serving institution with the most socioeconomically diverse student population of all New Jersey public universities with an emphasis on first-generation success.

Method: Develop policies and practices to promote diversity in hiring and retaining faculty and staff. Include the data regarding hiring and retention of faculty and staff in the institutional assessment framework to review annually for continuous improvement.

Method: Invest in programming related to diversity, equity, inclusion, belonging, and justice.

Objective 5.2: Increase student applications and yield for degree and certificate Programs.

Method: Encourage faculty to participate in high school and college fairs/visits as part of their university service, and recognize this work in the reappointment and promotion process.

Method: Provide student applicants and their families with the contact information of faculty in the applicants' intended/possible major.

Method: Promote annual graduate enrollment workshops within departments to examine admission, yield, and retention data. Use results of workshops to map out strategic enrollment plans for graduate education.

Method: Base resource decisions on data related to enrollment, retention, and student success.

Objective 5.3: Increase admission of transfer students.

Method: Realign NJCU's general education program with state-wide community college general education programs.

Method: Market NJCU as the most supportive transfer university in New Jersey.

Objective 5.4: Establish and enhance articulation agreements.

Method: Implement The Aspen Institute Hudson Promise/Connect Model with Hudson County Community College (HCCC).

Method: Replicate The Aspen Institute transfer model with other community colleges.

Objective 5.5: Identify and develop recruitment plans for some of NJCU's compelling and unique programs.

Method: Review the academic portfolio as part of the development of the academic master plan. Make decisions regarding resources for recruitment based upon the plan.

Objective 5.6: Develop strategic plan to grow graduate enrollment.

Method: Analyze performance of graduate programs in relation to state and national competition. Invest in programs based upon market potential.

Method: Establish partnerships with schools and businesses to ensure that graduate programming is responsive to current labor needs.

Method: Establish robust pipeline between the university's non-credit programming and graduate programming.

Objective 5.7: Increase faculty and staff engagement in recruitment and retention of first generation, lower-income, underrepresented, and nontraditional students that comprise the majority of NJCU's student population.

Method: Increase opportunities for Open House Events.

Method: Ask faculty from specific academic programs to write letters/texts to applicants for their academic programs.

Objective 5.8: Establish faculty-student relationships when students first arrive on campus.

Method: Include and expect faculty from all departments as part of university service expectations to participate in new-student and transfer student orientations.

Objective 5.9: Promote credit and non-credit offerings to non-traditional students.

Method: Develop shared databases for credit and non-credit programming.

Method: Include non-credit programming in the strategic enrollment plan.

Method: Ensure that course schedule meets the needs of non-traditional students.

Goal # 6: Establish student retention as the highest priority in student success initiatives.

Objective 6.1: Provide flexible course schedules and additional locations.

Method: Increase availability of independent study options for juniors and seniors.

Method: Make dual-course schedules available in several departments.

Method: Increase availability of online courses for 300 and 400 level courses.

Objective 6.2: Increase the availability of online services/events.

Method: Include a virtual component in the orientation programs for incoming students.

Method: Offer online tutoring and counseling support.

Method: Provide online resources for graduate students.

Objective 6.3: Increase mentorship and academic/career advisement within Academic Departments.

Method: Develop co-advising model at both the undergraduate and graduate levels. Provide professional development to faculty and staff regarding mentoring. Acknowledge advising and mentorship in the considerations for reappointment, promotion, and range adjustments.

Objective 6.4: Increase faculty awareness of and engagement in departmental/ programmatic admissions and retention performance.

Method: Involve faculty in workshops each semester where they review admission, retention, and performance data of students in their programs. Document efforts regarding continuous improvement related to enrollment, retention, and academic success.

Objective 6.5: Increase engagement with students' support community.

Method: Develop regular communication to keep students engaged and informed through webinars, emails, and in-person meetings.

Objective 6.6: Facilitate easy transportation to/from campus.

Method: Provide additional and varied transportation methods to/from campus.

Method: Explore partnership with Jersey City and possible grants to provide support for students' transportation needs.

Objective 6.7: Work with the State to facilitate the partnership with Complete College America.

Method: Host summit regarding the needs of NJCU students.

Objective 6.8: Emphasize economic mobility mission to underrepresented student population and promote campus/community engagement.

Method: Modify campus signage to include at least Spanish and English messaging.

Method: Collect data using the National Survey of Student Engagement (NSSE) and use data as part of continuous improvement process.

Objective 6.9: Promote a safe and welcoming environment on campus.

Method: Prioritize principles of universal design (access) in maintaining points of access to campus/buildings and within learning spaces (e.g. elevators, electronic doors).

Method: Ensure access to computer labs and other resources according to student needs.

Method: Ensure conditions within classrooms and labs are conducive to learning.

Goal #7: Increase Graduation Rate

Objective 7.1: Decrease time from admission to graduation.

Method: Revise general education program to facilitate learning and the availability of courses.

Method: Increase the availability of summer and winter session courses and encourage students to enroll.

Method: Make students aware of the following: (1) the varied costs attached to extending the number of years to degree completion, and (2) the opportunities, financial and otherwise, that are afforded when the degree is completed.

Method: Coordinate summer course offerings with community college partners for interchangeable transfer credits.

Method: Increase assessment and the availability of life-experience credits.

Method: Ensure that course schedule meets the needs of nontraditional students.

Objective 7.2: Implement academic tracking and early warning systems to provide academic support as needed.

Method: Increase use of Civitas system among faculty and staff.

Method: Implement the "Building Engagement and Attainment for

Minority Students (BEAMS).”

Method: Increase the use of Learning Community Model and incentivize faculty to participate.

Objective 7.3: Increase academic support services.

Method: Increase hours of HUB availability including evening, telephone and virtual support.

Method: Permit faculty to hold virtual office hours as part of their advising, including evening and weekends, to meet our students' scheduling demands.

Method: Increase writing support by reestablishing the Writing Center. Include the formal training of students who support the Writing Center.

Method: Implement embedded tutoring, intense tutoring, and credit recovery opportunities.

Method: Increase the use of intervention models such as OSP and ASCEND.

Method: Explore opportunities to incorporate professional tutoring within the HUB.

Objective 7.4: Increase faculty training around student support and related-services.

Method: Incentivize departments demonstrating significant improvements related to student retention.

Method: Identify key indicators of risk for students dropping out and develop and implement interventions to prevent dropout.

Method: Increase faculty awareness of student behaviors that indicate when a student is unlikely to continue.

Objective 7.5: Revise academic programs and courses as needed to increase student success while maintaining high academic standards.

Method: Examine courses with high percentages of D/W/F/IN grades and, when appropriate, incorporate academic scaffolding.

Method: Provide training for faculty and departments about pedagogy intended to increase student success in challenging courses.

Goal #8: Decrease Students' Financial Challenges

Objective 8.1: Decrease the cost of materials/books for students.

Method: Increase adoption of open-source texts and materials.

Objective 8.2: Increase on-campus work opportunities for students.

Method: In addition to work-study program, provide increased employment opportunities for students in and around the university.

Objective 8.3: Increase paid cooperative education and internship opportunities.

Method: Identify additional cooperative education positions that provide financial compensation.

Method: Identify grants that can supplement financial compensation for internship opportunities.

Objective 8.4: Increase scholarship and grant opportunities.

Method: Provide retention grants to mitigate financial hardships for students who are in good standing and making progress in their majors.

Method: Provide resources and guidance for students and their families about scholarship and grant opportunities.

Method: Work with the Foundation to enhance a student emergency fund to support students who experience emergencies that may result in their having to leave mid-semester.

Goal #9: Increase Student Support Services

Objective 9.1: Provide an enhanced social services support network for students.

Method: Have governmental social service agencies hold "office hours" on campus. Designate a faculty/staff member as the coordinator of Community Support Social Services.

Method: Increase peer mentoring, skill building, leadership building, career preparation, counseling (including program to address mental

health), affordable medical care, and financial literacy (including scholarship opportunities and financial aid application assistance) services.

Objective 9.2: Increase job placement services for current students and for alumni including support for those who did not graduate.

Method: Provide life-time free access to NJCU career center, writing laboratory, library, and all on-campus sports events.

Method: Provide students with labor force information and windows into possible careers.

Method: Offer skills workshops to train students in high demand skills.

Method: Provide more career exposure in undergraduate programs, including relevant on campus employment.

Method: Consider embedding certificates in degree programs.

Method: Provide a free maker-space or an innovation hub to support entrepreneurial skills.

Method: Offer unique experiences that can help students imagine different career opportunities.

Method: Ensure that on-campus jobs include a career training component.

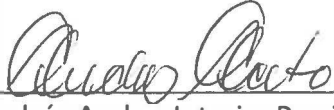
Method: Increase students' understanding of how their academic learning and career development are intertwined and inseparable elements of the student experience.

Method: Establish a Mentoring Network that provides insights and connections to help students make their career dreams a reality.

Objective 9.3: Increase current student engagement with NJCU alumni concerning job opportunities and careers.

Method: Alumni office will collect and provide academic departments contact information of graduates from their majors for the last 5-10 years.

SIGNATURE PAGE FOLLOWS



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Date: 4/4/23



Barbara Hildner, President
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Date: 4/4/23



Dr. William Calathes, Chief Negotiator
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Date: 4/3/23