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Building Pathways

to Equity & Economic Prosperity

The title 'Building Pathways' is accompanied by several decorative arrows. A light blue arrow points right from the end of 'Building', then curves up and right. A dark blue arrow points right from the end of 'Pathways', then curves down and right. On the left side, a light blue arrow points left from the end of 'Pathways', then curves down and left. A dark blue arrow points left from the end of 'Building', then curves up and left.

June 11-13, 2024

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WELCOMING REMARKS

Dr. Aaron Fichtner

**President,
New Jersey Council of
County Colleges**



Day 1

TODAY'S AGENDA

Lunch/Welcome

Summit Themes: The Four Pillars of the Opportunity Agenda

Amid AI Revolution: Opportunities for Community College Innovation

Developing Community College AI Programs: Lessons from an AI Pioneer on Equity, Academics, Industry Partnerships, and Degrees

Opportunity Agenda: Building Pathways to Equity and Economic Prosperity (Partner Insights on the Four Pillars)



Day 1

TODAY'S AGENDA (CONT.)

Pillar 2: Fostering Student Success and Completion in Postsecondary Education and Training

Awards Dinner (6:15 PM)

June 12 - Breakfast Session (8:00 AM)

Bonus Session (Open to All)

Reckoning with Relevance: 2024 State of the Sector



WELCOMING REMARKS

Dr. Barbara Gaba

**President,
Atlantic Cape Community College**





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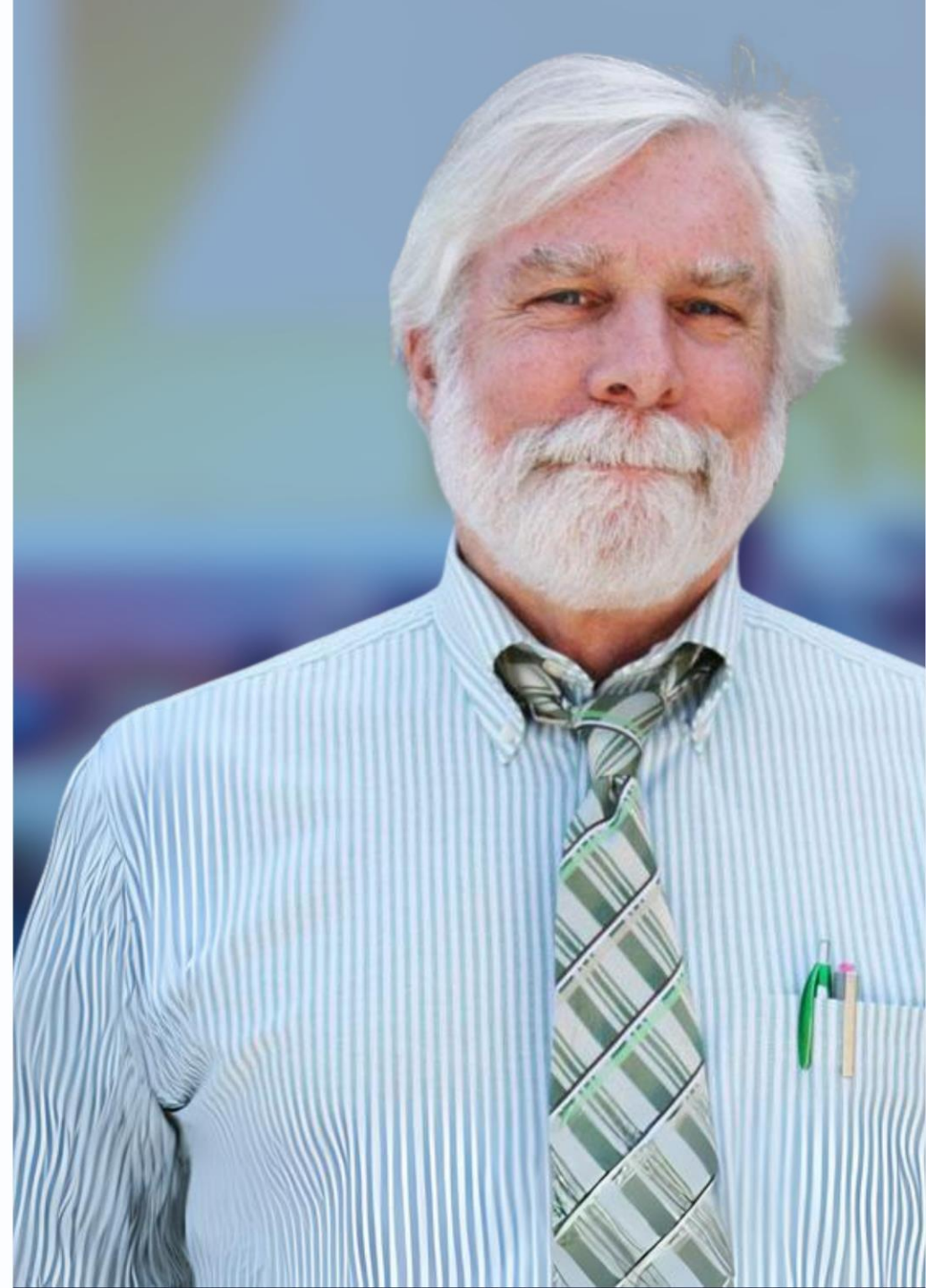
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WELCOMING REMARKS

Dr. Michael Gorman

**President,
Salem Community College**

**Chair,
New Jersey Community College
Presidents**





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WELCOMING REMARKS

Dr. Sheetal Ranjan

Chair,
New Jersey Council of County
Colleges

Trustee,
Bergen Community College





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GREETINGS FROM THE MURPHY ADMINISTRATION

Robert Asaro-Angelo

**Commissioner,
New Jersey Department of Labor
and Workforce Development**





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THEMES: FOUR PILLARS OF THE OPPORTUNITY AGENDA

Dr. Aaron Fichtner

**President,
New Jersey Council of
County Colleges**



New Jersey's OPPORTUNITY AGENDA: Building Pathways to Equity and Economic Prosperity

A CALL TO ACTION AND PARTNERSHIP
FROM NEW JERSEY'S COMMUNITY COLLEGES

MAY 2024

NJ's Evolving Economy: Complex and Rapid Economic, Social, Technological, Demographic, and Climate Changes

- NJ's economy is evolving toward **higher value-added industries** that rely on new knowledge, technologies, and innovation to drive productivity, and entry to good jobs in these industries increasingly requires postsecondary education.
- We must prepare all New Jerseyans for **technologies that are changing how we live, work, and learn**. Our workers also need analytical, creative thinking, and other “robot-proof” human skills.
- **Economic opportunity is not equally available**: roughly 60% of NJ adults have a postsecondary credential or degree, but only 37% of Black and 30% of Hispanic residents have an AA degree or higher, compared to 59% of white and 80% of Asian and Pacific Islander residents.

NJ's Community Colleges: Responding to Local Needs, Collaborating to have Statewide Reach and Impact

- **240,000+ New Jerseyans turn to their local community colleges every year**—more than 4 in 10 of all undergrads and over half of undergrads in public colleges and universities.
- Community college graduates **power the state's key industries and innovation economy** in health care, technology, infrastructure, renewable energy, manufacturing, and supply chain management.
- **NJ's community colleges are pioneering a strategic, entrepreneurial, and equity-focused vision:**
 - new modes and fields of instruction;
 - new partnerships with high schools, 4-years, nonprofits, unions, and businesses;
 - new models to support student progress and completion in earning credentials and degrees
 - a new state funding allocation formula to incentivize access, equity, and success; and
 - a new commitment to using data to promote transparency, accountability, and common metrics.

Developing NJ's Opportunity Agenda

- NJ's community colleges developed this Opportunity Agenda to **address urgent equity concerns, help students succeed, and partner with employers** to co-create new curricula that responds to the changing workforce needs
- **All 18 community colleges**, presidents, and NJCCC trustees contributed to its development and approved the Action Pillars; promising examples from each college are included.
- These Action Pillars represent **our collective priorities** for the years ahead.
 - Some call for new legislation or funding; others advocate for new partnerships between community colleges and with external stakeholders. Many can be undertaken by community colleges themselves, reinforcing and building on progress they are already making.
- **We believe implementing these strategies is the best route to equitable academic, social, and economic mobility for all New Jerseyans and economic prosperity for our communities.**

NJ's Opportunity Agenda: Building Pathways to Equity and Economic Prosperity—4 Action Pillars

Pillar 1: Helping All High School Students Access Pathways to Postsecondary and Career Success;

Pillar 2: Fostering Student Success and Completion in Postsecondary Education and Training;

Pillar 3: Building Transparent, Seamless, and Stackable Student Pathways That Respond to the Changing Economy; and

Pillar 4: Helping Adults Attain the Credentials They Need for Career Mobility and Labor Market Success.



Pillar 1: Putting All High School Students on a Path to Postsecondary Success

STRATEGY 1: Ensure all high school students have the opportunity to earn at least six college credits while in high school

SOLUTION: Create a consistent statewide dual enrollment program built around community colleges, providing all high school students an opportunity to achieve a minimum of six college credits, entirely free of charge for low-income and historically underserved populations.

STRATEGY 2: Ensure all high school students know their options and have a plan for further education and a career

SOLUTION: Support high school-community college partnerships, navigators, guidance, and college readiness.



Pillar 1: Putting All High School Students on a Path to Postsecondary Success **Promising Examples**

Atlantic Cape Community College Dual Enrollment Career Cluster Pathways

Essex County College Pre-College Readiness Model

Ocean County College College Readiness Now

Passaic County Community College Biotech Innovation Center High School

Sussex County Community College Early College Advancement



Pillar 2: Fostering Student Success and Completion

STRATEGY 1: Commit to making community college tuition-free for more New Jerseyans

SOLUTION: Ensure individuals with adjusted gross household incomes of \$125,000 and lower can attend a New Jersey community college tuition-free through an expansion of the Community College Opportunity Grant (CCOG) program.

STRATEGY 2: Launch an expanded, evidence-based Community College Student Success Initiative

SOLUTION: Invest in a statewide student success initiative targeting low-income and underrepresented students, student parents, justice-impacted students, students with disabilities, veterans, and others.

STRATEGY 3: Commit to broader, sustained partnerships to address the basic needs of students

SOLUTION: Support collaborative efforts of community colleges, state agencies, local social service agencies, employers, and community-based organizations to address students' basic needs.



Pillar 2: Fostering Student Success and Completion **Promising Examples**

Brookdale Community College
Caroline Huber
Holistic Wellness Center

Hudson County Community College
Hudson Scholars

Middlesex College Center for
Justice-Impacted Students

Union College of Union County,
NJ Project Achievement and
Inspire the Future



Pillar 3: Building Seamless Pathways for a Changing Economy

STRATEGY 1: Revitalize general education

◇ **SOLUTION:** New Jersey community colleges, in collaboration with four-year institutions, should refocus general education on contemporary essential skills such as innovation; design thinking; collaboration; creativity; analytical thinking; resilience; empathy; diversity, equity, and inclusion; social influence; and digital, artificial intelligence (AI), and cyber skills.

◇ **SOLUTION:** New Jersey community colleges, in partnership with state leaders, technologists, and other stakeholders, must address the implications of AI for students, staff, and faculty.

STRATEGY 2: Launch applied baccalaureate programs in high-demand occupations at community colleges

◇ **SOLUTION:** Allow community colleges to offer applied baccalaureates tied to local labor market demand.

STRATEGY 3: Streamline transfer pathways

◇ **SOLUTION:** Ensure that all credits earned as part of an associate degree will transfer to a public four-year institution in New Jersey and that community college students have the transfer support they need.

STRATEGY 4: Ensure all community college students can complete a high-quality, paid internship work experience

◇ **SOLUTION:** Expand and make more flexible the state's Career Accelerator Internship, guaranteeing all CCOG students access to funds for high-quality paid internships.



STRATEGY 5: Embed industry-valued workforce credentials in community college programs

◇ **SOLUTION:** New Jersey community colleges should partner with the New Jersey Department of Labor and Workforce Development to develop and maintain an Industry-Valued Credential List to guide community college efforts.

◇ **SOLUTION:** Identify funding for low-income students to cover non-tuition-related costs of embedded industry credentials and certification exams.

STRATEGY 6: Build collaboratively designed statewide and regional pathways connecting students to credentials, degrees, and lifelong learning

◇ **SOLUTION:** Make a long-term commitment to the New Jersey Pathways to Career Opportunities Initiative.

Pillar 3: Building Seamless Pathways for a Changing Economy

Promising Examples

Bergen Community College Direct Support Professionals Pilot

Camden County College Diversity and Social Justice Program

County College of Morris Embedded Industry Credentials

Raritan Valley Community College Aseptic Processing and Biomanufacturing Center for Workforce Innovation

Rowan College at Burlington County 3+1 with Rowan University

Salem Community College Scientific Glass Technology Program

Warren County Community College Drone Certificate and Degree Programs



Pillar 4: Helping Adults Attain the Credentials They Need for Career Mobility and Labor Market Success

STRATEGY 1: Fund noncredit programs for low-income students

◆ **SOLUTION:** Amend CCOG to support low-income students pursuing high-quality, industry-valued credentials.

◆ **SOLUTION:** Modernize New Jersey's Workforce Development Partnership Fund and Supplemental Workforce Fund for Basic Skills to create a New Economy Opportunity Skills Fund for community college workforce and literacy programs and to address the impacts of AI in the workplace and prepare New Jerseyans for jobs of the future.

STRATEGY 2: Develop a consistent, statewide approach to Credit for Prior Learning (CPL)/Prior Learning Assessment (PLA)

◆ **SOLUTION:** Develop a statewide CPL/PLA policy to boost awareness and usage of CPL/PLA, addressing transparency, affordability, access, and quality to help more adults complete postsecondary degrees and credentials.

STRATEGY 3: Reenvision the state's workforce development system centered around community colleges

◆ **SOLUTION:** Launch an intensive planning effort to build a new "opportunity system" that would:

- Integrate Workforce Development Boards into community colleges to increase strategic coordination on economic development and to better address local labor market needs; and
- Designate community colleges as the preferred provider of postsecondary education, workforce training, and adult literacy.



Pillar 4: Helping Adults Attain the Credentials They Need for Career Mobility and Labor Market Success **Promising Examples**

Mercer County Community College
Registered Apprenticeship with
Trenton Water Works

Rowan College of South Jersey Partnership
with Gloucester County Workforce
Development Board



By implementing these bold policy initiatives, New Jersey community colleges are creating a blueprint for a sustainable future grounded in equity, resilience, collaboration, and opportunity.

We are eager to work with all who share this commitment.

For more information, contact:
Maria Heidkamp
mheidkamp@njccc.org

[Download the Opportunity Agenda here:](#)

[Vision | New Jersey Council of County Colleges](#)
(njcommunitycolleges.org)



AMID AI REVOLUTION: OPPORTUNITIES FOR COMMUNITY COLLEGE INNOVATION

Dave Cole

Chief Innovation Officer
The State of New Jersey





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A group of four diverse business professionals are seated around a table in a meeting. From left to right: a man in a light blue shirt and tie, a man in a dark blue sweater, a woman in a white blouse and purple headscarf, and a woman in a blue blazer and yellow scarf. They are all looking towards the center of the table. A large, bold, blue 'Q & A' text is overlaid in the center of the image.

Q & A

**DEVELOPING COMMUNITY
COLLEGE AI PROGRAMS:
LESSONS FROM AN AI
PIONEER ON EQUITY,
ACADEMICS, INDUSTRY
PARTNERSHIPS, AND DEGREES**

Dr. Madeline Burillo-Hopkins

**Vice Chancellor Workforce Instruction,
and President Southwest College,
Houston Community College**





HOUSTON COMMUNITY COLLEGE

DIGITAL
& INFORMATION
TECHNOLOGY
CENTER *of* EXCELLENCE

Artificial Intelligence & Robotics, A.A.S.

Houston Community College, Southwest
West Loop Campus

Why a A.A.S. in AI



Industry Demand

- Energy
- Healthcare (Texas Medical Center)
- NASA
- Smart Manufacturing
- Transportation Logistics



Labor Market Data

Job Growth Projections(2021-2026)

Houston MSA-Annual Openings: 14,048

Median Hourly Earnings: \$54.99

Annualized Wage: \$114,379.20

What you will need:

1. Commitment from Administration
2. Tech Industry Partnerships
3. Faculty Capacity - Professional Development
 - Semesterly
4. Specialty Lab
 - Equipment, Layout for group projects,
5. Trained Lab Technicians
6. Dedicated Program Advisor / Success Coach

TECHNOLOGY INDUSTRY PARTNERS



Curriculum Sources

AWS - MLU <https://aws.amazon.com/machine-learning/mlu>

Intel - AI for Workforce Program

Google - Advancing Education Using Google AI - Google for Education

Microsoft - Microsoft Education AI Toolkit 17 April 2024
edudownloads.azureedge.net



NEW

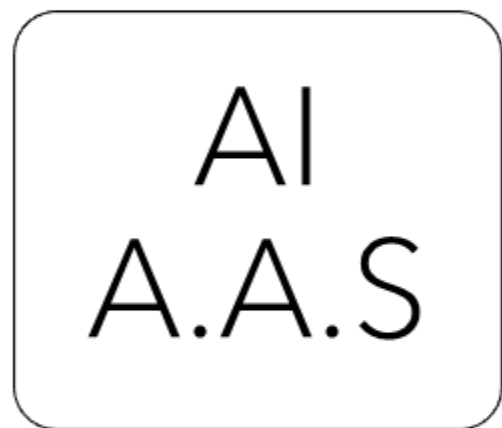
- Open AI has just announced an early access program for ChatGPT EDU.

[OpenAi for Education](#)

Adjacent Programs

- Application Development
 - Cloud Computing & Application Development Specialization, AAS
- Computer Systems Networking
 - Cybersecurity Specialization, AAS
- Computer Information Systems, AA
- Computer Science, AS

Program Structure



Instructional Mode



Hybrid



In Person



Online on a Schedule
Online Anytime

Admit Terms

Fall

Spring

Course Availability

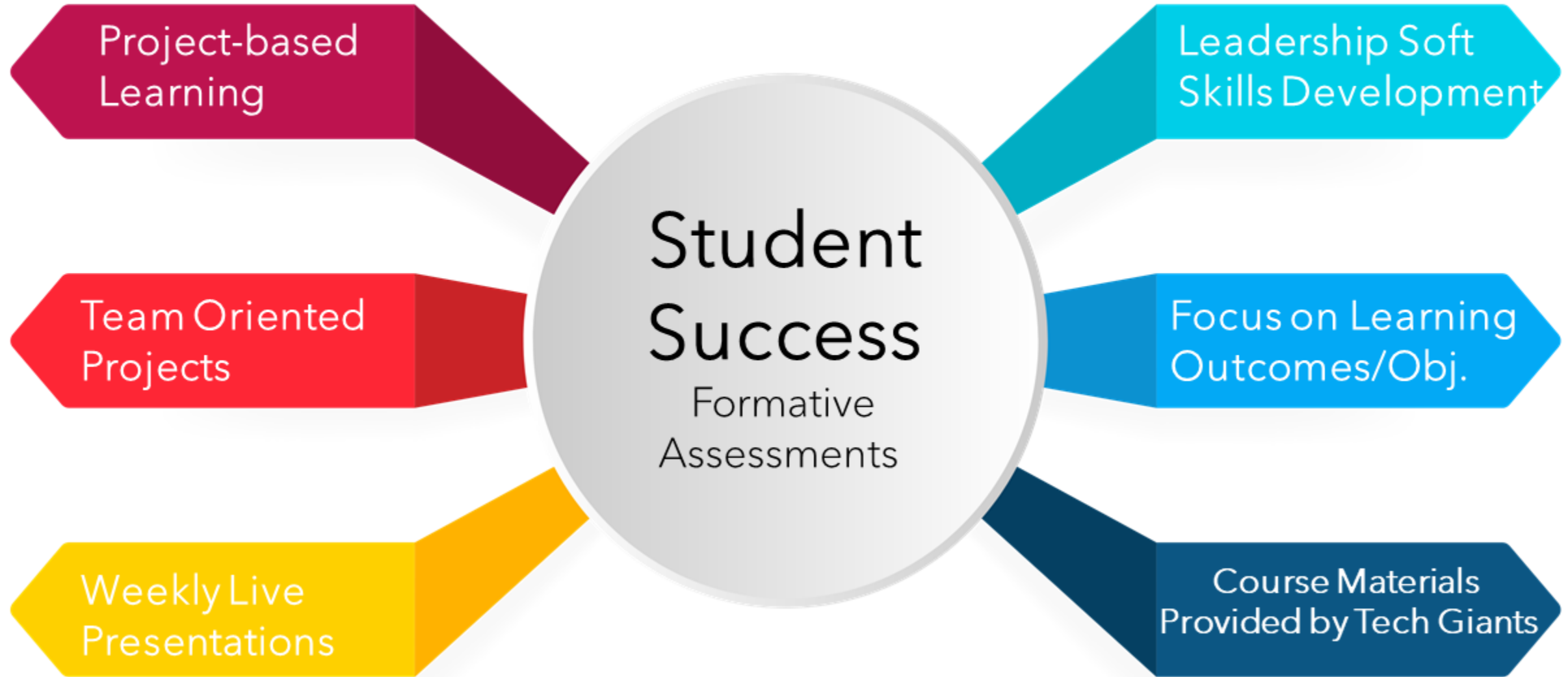
Fall

Spring

Summer

Career Outcome: AI Generalist

Instructional Development Approach



AAS 1st Year Courses

Course Number	Title	SCH
ENGL 1301	Composition 1	3
ITAI 1370	Artificial Intelligence History, Theory, and Platforms	3
MATH 1314	College Algebra	3
XXXX #3##	General Ed. Elective	3
EDUC 1300	Learning Frameworks	3

Course Number	Title	
COSC 1436	Programming Fundamentals	3
ITAI 1371	Intro to Machine Learning	3
ITAI 1372	Ai in Cybersecurity	33
ITAI 1378	Computer Vision for Ai	

A.A.S. Summer

Course Number	Title	SCH
ITSC 1307	Unix Operating Systems	3
ITNW 1313	Computer Visualization	3

2nd Year

COURSE NUMBER	TITLE	SCH
ITAI 2374	Robot Operating Systems & Platforms in Ai	3
ITAI 2373	Natural Language Processing (NLP)	3
ITAI 2372	AI Applications and & Case Histories	3
ITSE 1346	Database Theory & Design	3

COURE NUMBER	TITLE	SCH
PHIL 1301	Intro to Philosphy	3
ITAI 2377	Data Science in AI	3
ITAI 2376	Deep Learning in Ai	3
ITAI 2277	Ai & Resources & References OR,	2
ITAI 2275	Cooperative Education – AI (Project)	2

Student Performance

2022 & 2023 Intel Global Competition



Questions?

Contact Shelby Ballard, BAT Program Advisor

713.718.8709

shelby.ballard@hccs.edu

Sign Up for the Next Info Session



Moving Forward



Source: Discover Magazine, March 16, 2023; (Credit Left to Right: Engineered Arts,
International Telecommunication Union/Wikimedia Commons, Boston Dynamics, NASA)

- Academic pathways
 - Articulation with 2 year colleges towards HCC BAT
- Build / Increase Capacity
 - Upskill/reskill Faculty as adjuncts
 - HS Teachers to create seamless pathways
 - Invest annually in Faculty Professional Development
- Integration of Ai across all disciplines
- Incumbent Worker Upskill
 - Expand Continuing Education & Certifications
- National leadership (AI Coalition)
 - Mentor community colleges to start Ai degree programs – NSF Grant

BAT 3rd Year Courses

YEAR 3 (1st Semester)								
Prefix	Number	Course Name	Course Type	Weekly	Weekly	Ext	Cont	Credit
				Lec Hrs	Lab Hrs	Hrs	Hrs	Hrs
ITAI	3371	*Cloud Configurations & Resources for A.I.	Tech. LN	2	4	0	96	3
ITAI	3374	*On-Premises A.I. Hardware Platforms	Tech. LN	2	4	0	96	3
ITAI	3375	*Curating DATA for A.I. Optimization	Tech. LN	2	4	0	96	3
ENGL	2311	Technical and Business Writing	A. Core	3	0	0	48	3
XXXX	#3##	Creative Arts Elective	Ac. Core	3	0	0	48	3
Year 3, 1st Semester Totals				12	12	0	384	15
YEAR 3 (2nd Semester)								
Prefix	Number	Course Name	Course Type	Weekly	Weekly	Ext	Cont	Credit
				Lec Hrs	Lab Hrs	Hrs	Hrs	Hrs
ITAI	3377	*A.I. at the Edge and IIOT Environments	Tech. LN	2	4	0	96	3
ITAI	3378	*Finance and Business A.I.	Tech. LN	2	4	0	96	3
ITAI	3379	*Artificial Intelligence in Robotics	Tech. LN	2	4	0	96	3
GEOL	1305	Environmental Science	Ac. Core	3	0	0	48	3
BIOL	1308	Biology for Non-Science Majors I	Ac. Core	3	0	0	48	3
Year 3, 2nd Semester Totals				12	12	0	384	15
YEAR 3 Totals				24	24	0	768	30

BAT: 4th Year Courses

YEAR 4 (1st Semester)								
Prefix	Number	Course Name	Course Type	Weekly	Weekly	Ext	Cont	Credit
				Lec Hrs	Lab Hrs	Hrs	Hrs	Hrs
ITAI	4370	*A.I. 5/6G Communications & ORAN Networks	Tech. LN	2	4	0	96	3
ITAI	4371	*Digital Twins & Virtual Simulation in A.I.	Tech. LN	2	4	0	96	3
ITAI	4372	*A.I. Policies, Procedures and Governance	Tech. LN	2	4	0	96	3
ITAI	4373	*The New Nature of Work in A.I.	Tech. LN	2	4	0	96	3
PHIL	2306	Introduction to Ethics	Ac. Core	3	0	0	48	3
HIST	#3##	American History Elective	Ac. Core	3	0	0	48	3
Year4, 2nd Semester Totals				14	16	0	480	18
YEAR 4 (2nd Semester)								
Prefix	Number	Course Name	Course Type	Weekly	Weekly	Ext	Cont	Credit
				Lec Hrs	Lab Hrs	Hrs	Hrs	Hrs
HIST	#3##	American History Elective	Ac. Core	3	0	0	48	3
GOVT	2306	Texas Government	Ac. Core	3	0	0	48	3
ITAI	4374	*Neuroscience as a Model for A.I. Systems	Tech. LN	2	4	0	96	3
ITAI	4375	*Artificial Intelligence (A.I.) in Healthcare	Tech. LN	2	4	0	96	3
ITAI	4377	* A.I. & Robotics Planning Cooperative Educ. <i>OR</i>	Tech. LN	1	0	8	144	3
ITAI	4376	*A.I. Controls for Robotics (Capstone)	Tech. LN	2	4	0	96	3
Year 4, 2nd Semester Totals				11	12	8	432	15
YEAR 4 Totals				25	28	8	912	33

BAT First Year Course Descriptions

Fall 2023

ITAI 3371- Cloud Configurations & Resources for A.I.

This course covers Cloud Computing and Resources for Artificial Intelligence. The course highlights well-known providers of A.I. Cloud Services, the services needed to perform A.I., security, support and pricing.

ITAI 3374 - On-Premises A.I. Hardware Platforms

This course covers the specific computational hardware requirements needed by Artificial Intelligence. The course covers the hardware, software, and intersections between “on-premises” AI systems and how they relate to “off-premises” to run giant data sets to train AI and gain inference.

ITAI 3375 - Curating DATA for A.I. Optimization

This course covers one of the most important topics in AI, which is the practice of curating data. The course focuses on the tools and techniques around the value, lifecycle, and management of data as an asset and the people & processes around them.

Spring 2024

ITAI 3377 - A.I. at the Edge and IIOT Environments

This course covers most real-time subjects involving data collection, interaction, and distribution at the point of use (at the edge, outside of data centers). IIOT represents the “embedded industry” which is now the “Industrial Internet of Things.”

ITAI 3378 - Finance and Business A.I.

The transformation in Finance and Business is a direct result of A.I. This course covers how AI is changing the business of Finance and its tools. Generative A.I. is leading new ways to grow financial and business resources.

ITAI 3379 - Artificial Intelligence in Robotics

This course covers the application of AI with robotics for business use-cases and social use-cases. Students explore generative AI simulation tools and how the nature of robotic design and implementation is evolving.

Thank You!



Prompter: James King (Student)

© Midjourney | Prompter: Samir Saber



A blurred background image of a business meeting. In the foreground, a man with a beard in a dark suit is looking at a tablet. Behind him, a woman in a dark blazer is also looking at a tablet. To the right, another person is partially visible, also in business attire. The overall scene is brightly lit and out of focus.

Q & A



NETWORKING BREAK

OPPORTUNITY AGENDA: BUILDING PATHWAYS TO EQUITY AND ECONOMIC PROSPERITY (PARTNER INSIGHTS ON THE FOUR PILLARS)



Dr. Carin Berkowitz
Executive Director, NJ
Council for the Humanities



Althea D. Ford
Vice President, Government
Affairs, New Jersey Business
and Industry Association



Dr. Stephanie Hoopes
National Director, United For
ALICE® Chief Research and
Impact Officer, United Way
of Northern New Jersey



Dr. Laura A. Sullivan
Director, Economic Justice
Program, New Jersey
Institute for Social Justice



Daniela Velez
Entrepreneurial Programs
Coordinator, Statewide
Hispanic Chamber of
Commerce of New Jersey

Moderated by:

Maria Heidkamp, Chief Innovation and Policy Officer, New Jersey Council of County Colleges

NJ's Opportunity Agenda: Building Pathways to Equity and Economic Prosperity—4 Action Pillars

Pillar 1: Helping All High School Students Access Pathways to Postsecondary and Career Success;

Pillar 2: Fostering Student Success and Completion in Postsecondary Education and Training;

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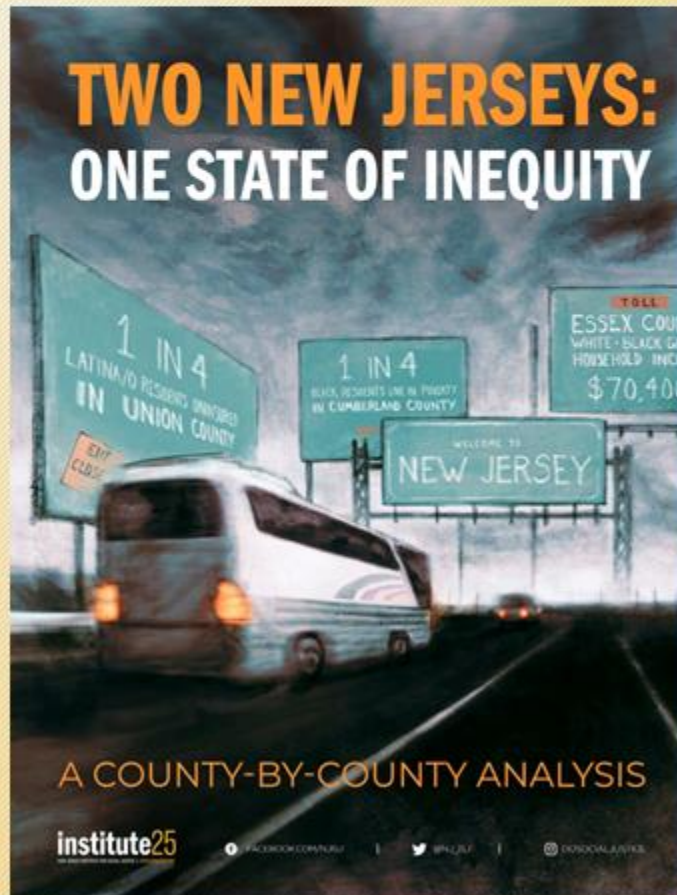
Pillar 4: Helping Adults Attain the Credentials They Need for Career Mobility and Labor Market Success.



The Two New Jerseys

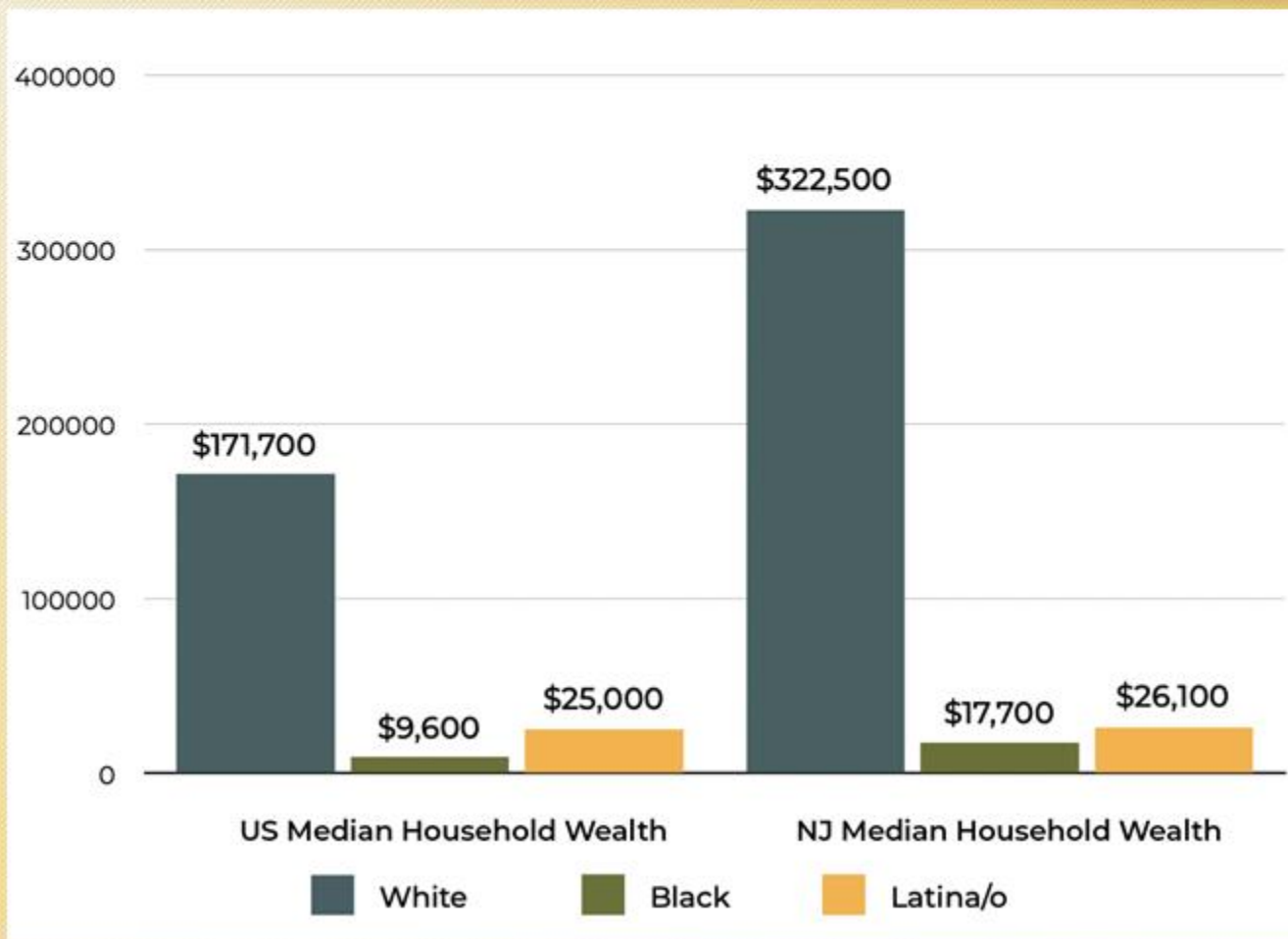
institute25

NEW JERSEY INSTITUTE FOR SOCIAL JUSTICE | 25TH ANNIVERSARY



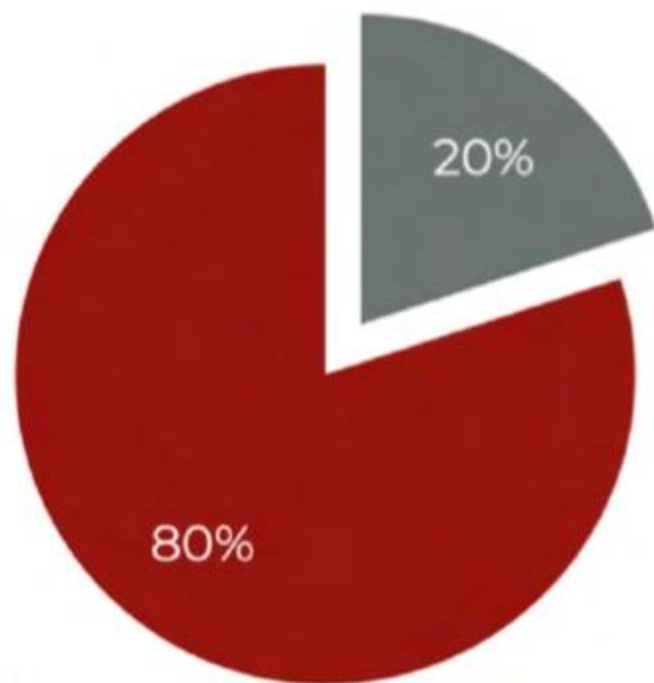
- New Jersey is one of the most prosperous states in the nation, but it is also characterized by some of the starkest racial & economic inequities
- Just as Martin Luther King identified Two Americas over 50 years ago, today there are Two New Jerseys characterized by two economic extremes
- Recent analysis looks at county-level economic and racial disparities

The Racial Wealth Gap in New Jersey

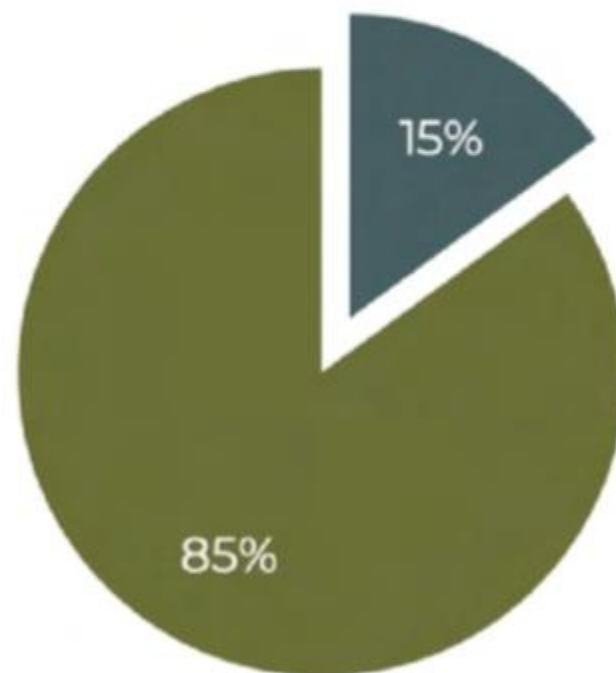


- **NJ has one of the highest racial wealth gaps in the nation**
- **Our racial wealth gap is about \$300,000 compared to \$160,000 in the U.S.**
- **28% of Black NJ households have no wealth or more debts than assets**

Income Inequality in New Jersey: One in Five NJ Households Have Incomes < \$35,000



● Households in NJ with incomes under \$35,000

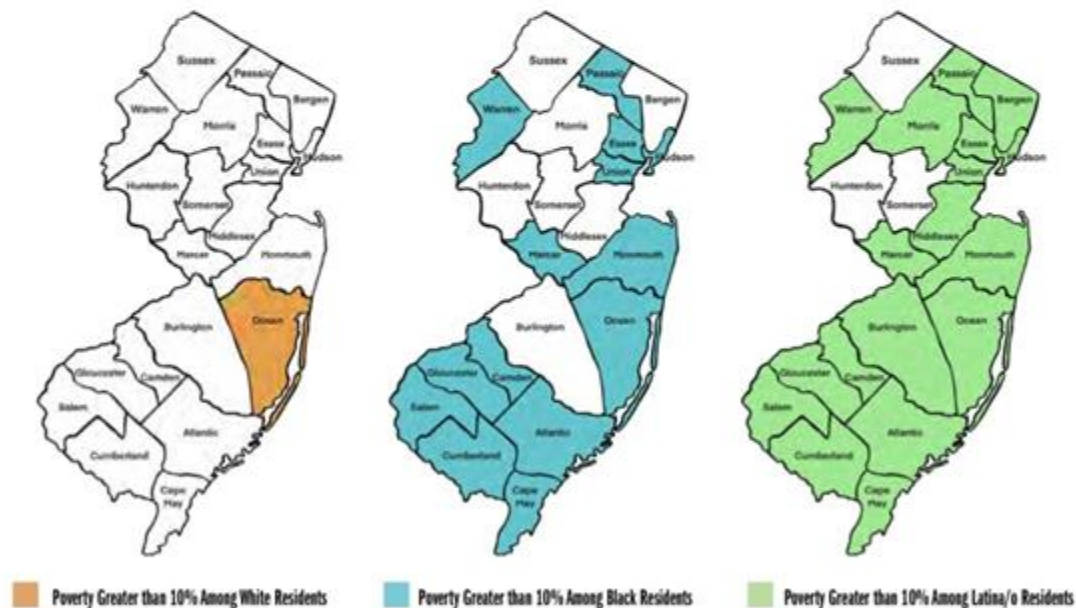


● Households in NJ with incomes over \$200,000

Source: U.S. Census Bureau American Community Survey (2019)

Racial Disparities in Poverty Across NJ

FIGURE 8: POVERTY MAPPED ACROSS THE STATE REVEALS STARK RACIAL DISPARITIES IN NEW JERSEY COUNTIES



Source: American Community Survey (ACS) 2022 5-year Estimates.

- In over 2/3 of counties, more than 10% of Black residents live in poverty
- In 18 counties, over 10% of Latina/o residents live in poverty
- Statewide poverty rates are 6.2% for white households and 16.1% and 16.5% for Black and Latina/o households respectively
- Federal poverty rate underestimates economic vulnerability

Housing and Homeownership



NJ White
Homeownership:

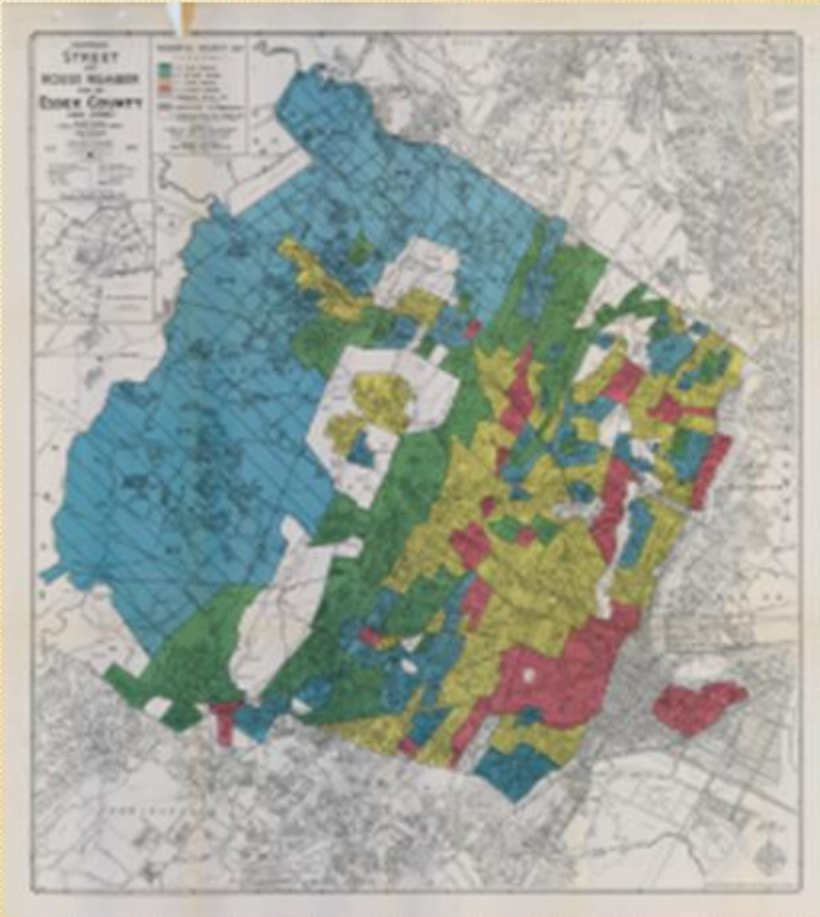
76.4%

NJ Black
Homeownership:

39.7%

- Inequality in homeownership is a major source of wealth inequality by race and ethnicity
- Inequities persist in rates of and returns to homeownership
- While typical NJ white family has \$130,000 in wealth, typical Black and Latina/o family rents

How did we get here?

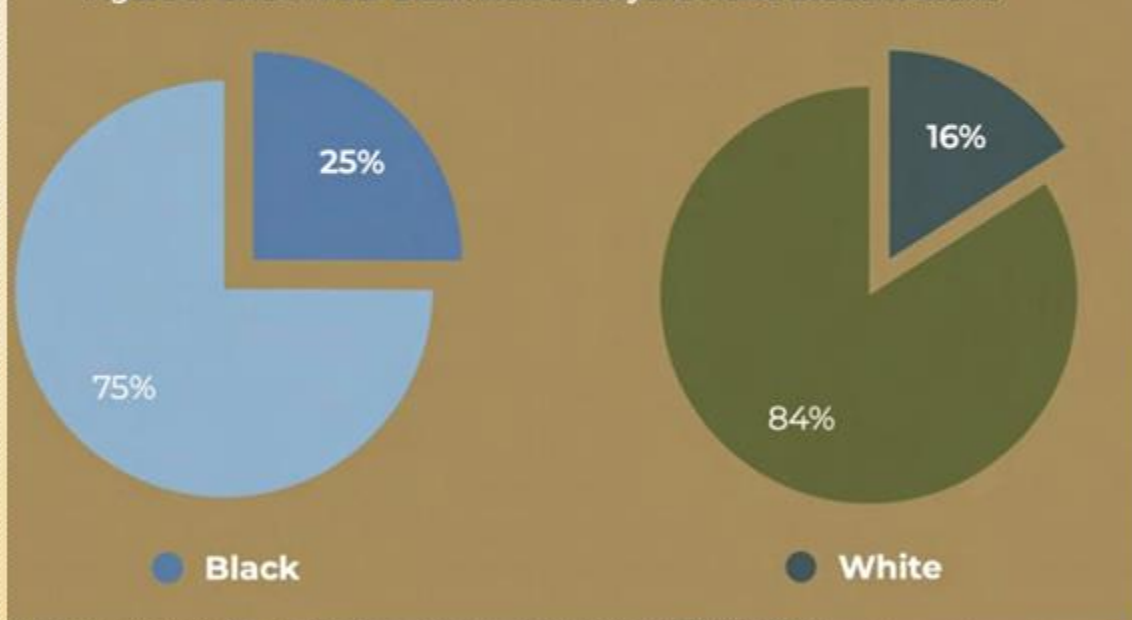


- **Slavery and unequal access to land ownership**
- **Redlining**
- **Racially restrictive covenants**
- **Inequality in the GI Bill**
- **The Great Recession & predatory lending**

Disparities in Impacts of Student Loans in New Jersey



Figure 9: One in Four Black New Jerseyans Holds Student Loans



- **The student loan crisis and our underfunding of higher education disproportionately burdens Black borrowers**
 - **\$1.75 trillion in pending student loans**
- **Average NJ graduate leaves with \$33,566 in debt**
- **After 20 years, median white student debt declines by 94% compared to 5% for Black borrowers**

NJ's Opportunity Agenda: Building Pathways to Equity and Economic Prosperity—4 Action Pillars

Pillar 1: Helping All High School Students Access Pathways to Postsecondary and Career Success;

Pillar 2: Fostering Student Success and Completion in Postsecondary Education and Training;

Pillar 3: Building Transparent, Seamless, and Stackable Student Pathways That Respond to the Changing Economy; and

Pillar 4: Helping Adults Attain the Credentials They Need for Career Mobility and Labor Market Success.



A group of people in a meeting, with a large blue 'Q & A' text overlay. The background is a blurred image of several people sitting around a table, looking at a laptop. The text 'Q & A' is centered in a bold, blue, sans-serif font.

Q & A



NETWORKING BREAK

Visits with Summit Sponsors

PILLAR 2: FOSTERING STUDENT SUCCESS AND COMPLETION IN POSTSECONDARY EDUCATION AND TRAINING



Dr. Constance Barnes,
Director, CUNY ASAP|ACE
National Replication
Collaborative, The City
University of New York, Office of
Academic Affairs



**Dr. Margaret M.
McMenamin,**
President, UCNJ Union
College of Union County, NJ



**Dr. Christopher M.
Reber,**
President, Hudson County
Community College



**Dr. Jessica Rowland
Williams,**
Senior Director of Client
Service Delivery, National
Institute for Student Success
at Georgia State University

Moderated by:

Maria Heidkamp, Chief Innovation and Policy Officer, New Jersey Council of County Colleges



Q & A

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BREAK

**AWARDS
DINNER**

6:15 PM

**TRAYMORE
A**