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Investing in Diversity, Equity & Inclusion Strengthens NJ

By Anthony Russo
President, CIANJ

The U.S. Armed Forces has led the way in using diversity as a competitive advantage. Today, many businesses are following the military's lead in achieving strength through diversity and inclusion. In this issue,

we feature accounting firms, banks, environmental firms, healthcare companies, law firms and colleges and universities who are embracing this key form of outreach and finding success in their workforces and among their clients and students.

One example is New Jersey's Felician University, which is tapping into this vast pool of talent, thanks to President James W. Crawford III, who is featured on this month's cover. During his 35-year military career, Crawford—a member of CIANJ's Board of Directors—served under six presidents, rising to the rank of vice admiral. In fact, President Obama appointed him the 43rd Judge Advocate General in charge of the Navy's entire legal organization.

Crawford is the sixth president in the school's history and is also the first man and the first African American to hold the position. As February is Black History Month, it seems appropriate to salute both the milestone for Felician University, as well as the personal achievements of its president (see page 8).

For all the successes we highlight in this issue of *COMMERCE*, there is more to be done to support diversity, and the CIANJ Senior Team has been discussing the development of a Diversity, Equity & Inclusion (DE&I) Forum to join the association's roster of forums.

The creation of a DE&I Forum within CIANJ would allow us to create resources and programming to assist our members in developing the most diverse, equitable and inclusive workplaces possible. To help our member firms to achieve their goals in this arena, we will need to enlist forum members who are engaged in this area already and can share their valuable insights and experiences with the larger organization.

The forum would have a broad focus not limited to but including age; disability; religious background; class; nationality, ethnicity and race; gender identity and sexual orientation; veterans; and re-entry candidates.

Our initial goals for the DE&I Forum are to create programs that are relevant and timely and help members educate themselves on key issues and options for addressing them within their organization; and to bring in quality guest speakers who are well known in the DE&I space so that even those with significant experience in this area can hear from those who are innovating in this space.

Another recent success story is the historic partnership of two CIANJ members whereby Bank of America will invest \$560,000 in the New Jersey City University (NJCU) School of Business and its Career Services Center. This unique grant is the largest single corporate gift and most significant investment in career development in NJCU's history.

NJCU, a Hispanic-Serving Institution (HSI) and Minority Serving Institution (MSI), features an undergraduate population that is 45 percent Hispanic-Latino and 21 percent Black. Additionally, 54 percent of its undergraduates are first-generation college students and 58 percent of eligible students received Pell grants during the 2020-21 academic year.

The investment from Bank of America is in the form of a four-year grant that will address racial, ethnic and income inequality and help students of color successfully complete the education and training necessary to enter the workforce and embark on a path to success.

Bank of America is working to address these issues as part of its \$1.25 billion, five-year commitment to help advance racial equality and create economic opportunity by focusing on priority areas of jobs/education/skills, health, small business and housing. The grant to NJCU builds on the bank's ongoing work to address the underlying issues facing individuals and communities of color who have been disproportionately impacted by the global pandemic.

Access to good jobs and meaningful careers are key to closing the racial and ethnic wealth gap. Students of color often face daunting challenges, including financial hardship, lack of guidance in choosing courses that will help them achieve success, and lack of internship and skill-building opportunities to prepare for career readiness.


M&T Bank is also expanding the services it provides to communities with high concentrations of ethnic and racial diversity by newly designating 18 bank branches in New Jersey as multicultural banking centers. The centers will offer banking and other financial services in customers' preferred languages and



"We hope our investment in New Jersey City University will encourage others to join us, so the next generation of leaders have the training and education they need to succeed," said Bank of America New Jersey President Alberto Garofalo.

employ bankers from the branch's respective neighborhoods who understand the cultural nuances of the individuals and communities they serve. These branches are among the 118 multicultural banking centers the bank maintains throughout its Northeast and mid-Atlantic footprint.

The expansion of M&T's multicultural banking centers is part of the company's mission to be culturally fluent for all communities, especially as the region becomes more diverse. New Jersey's Hispanic/Latino residents make up nearly 21 percent of the state population, while the Asian population increased almost a third between 2010 and 2020, now reaching 10 percent, according to census data.

"As this nationwide demographic shift accelerates, our multicultural banking initiative will help us meet the changing needs of our communities," said Tom Comiskey, M&T Bank's regional president for New Jersey. 

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James W. Crawford III, Lessons in Life, Leadership and Learning

Felician's President strives for excellence in an environment of Diversity, Equity & Inclusion.

By Diane C. Walsh
Contributing Editor

When James Crawford III hung up his uniform and retired from the U.S. Navy, he was drawn to a new career in education, hoping it would give him the same purpose and joy that service had.

For Crawford, his 35-year military career was a “privilege and a blessing.” Raised in North Carolina, he is the son of a teacher and building custodian, and grandson of a sharecropper. A graduate of Belmont Abbey College, Crawford earned his law degree at the University of North Carolina.

In the Navy, he served under six presidents, rising to the rank of vice admiral. President Obama appointed him the 43rd Judge Advocate General in charge of the Navy’s entire legal organization.

His skills and background greatly impressed the board of directors of Felician University, a private Catholic school serving more than 2,400 students with campuses in Lodi and Rutherford. They tapped him for interim president in September 2020 and nine months later elevated him to president.

“There is a deep connection between a military leader and the president of a university,” Crawford reasons. “They share a sacred trust of caring for and transforming the lives of those who are trusted into their care.” His new role is invigorating because he is “able to help young men and women identify their potential and live up to it and not shirk from the challenges that confront them.”

Crawford spells out his vision for Felician in a simple sentence. “I want a diverse, sustained, engaged community of creativity and learning.” But attaining his goal will be a test of his leadership skills.

Higher education is facing a “time of great disruption” in Crawford’s estimation, as traditional academics evolve to fit into the digital world, while also bracing against the latest consequences of the COVID-19 pandemic. He believes that author and columnist Thomas Friedman provided sage advice in his book, *Thank You for Being Late*, which the president is recommending to all his students.

Friedman talks about living through an “age of acceleration” brought on by globalization, technology and climate change. He warns against an incremental approach, favoring speed and alacrity instead. Faced with the challenges

of COVID, Crawford heeded Friedman and quickly established a vaccine, and now booster, requirement for all on-campus activities. He also formed a committee to oversee the return to campus, which continues to help guide the school’s response to the pandemic.

As the new president continues to adopt Friedman’s approach, Crawford said he is focusing on four points: how to deliver learning, how to finance it; how to market the university experience and how to measure it.

His goal is for Felician University to provide “full-spectrum access,” meaning students recruited there can expect to graduate with the skills and knowledge to impress their employers at the entry level or, alternatively, enable them to be self-starters. It will be an “immersive education experience,” the new president said, explaining the university will strive to maximize students’ strengths, identify their weakness and develop their potential for success.

Crawford also recognizes these goals must be achieved in sync with the Franciscan values cherished by the Felician sisters who founded the school in 1942. These core values include: respect for human dignity, compassion, openness to a transformative spirit; and solidarity with the poor, justice and peace.

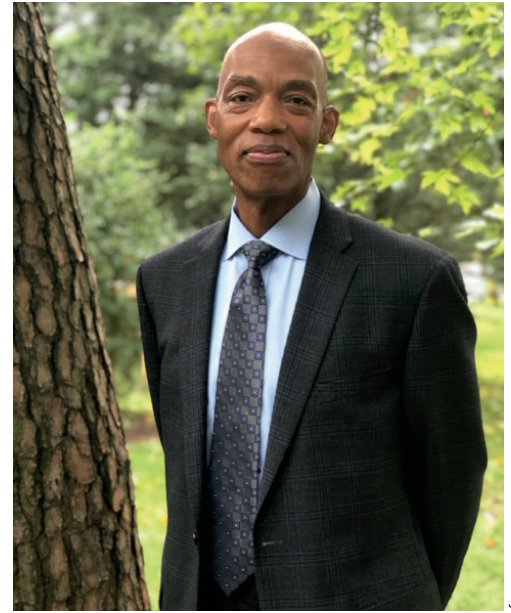



Photo: Felician University

Crawford, who rose to the rank of vice admiral in the U.S. Navy, is the sixth president of Felician University—and the first man and the first African American to hold this position.

As a Catholic himself, Crawford embraces the sisters’ values, having been steeped in the church’s teachings from a young age. He was taught by the Oblate Sisters of Providence, the Sisters of Mercy and the Benedictine monks and credits them with helping mold his character.

Crawford is the sixth president in the school’s history. He is also the first man and the first African American. He does not like to be in the spotlight, however. “It’s never about you, it’s always about your team,” he said, pointing to the success of two new deans.

Dean Mildred Mihlon of the School of Arts and Science was instrumental in securing a \$4.46 million grant from the U.S. Department of Education to expand the education of Latinx students in STEM (science, technology, engineering and mathematics). Dean Heather Pfleger of the School of Business and Information Sciences is initiating a plan that will bring the Bloomberg terminals and education platform into the university to immerse students in the financial markets.

The programs will move Felician toward Crawford’s vision for the school. “It was such a privilege and great blessing to be in the military. Now I see an equivalent blessing being here at Felician University,” he said. 



Felician University’s historic campus

Photo: Clear Tunnels



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Embracing Diversity, Equity and Inclusion is a Competitive Advantage

Compiled by Miles Z. Epstein
Editor, COMMERCE

To assess how some firms are using diversity, equity and inclusion as a competitive advantage—a key driver of opportunities—COMMERCE asked some of New Jersey's leading companies and organizations to discuss their outreach, and how it allows them to deliver value to their workforces and clients.

ACCOUNTING



Citrin Cooperman

By Nichol Chiarella, CPA, MST,
Partner, Co-Leader, CC EDGE

Recognizing the importance of continually fostering a culture of inclusivity in the workplace, Citrin Cooperman launched a diversity, equity and inclusion (DEI) mission, known as Empowering Diversity and Gender Equality (EDGE) in late 2019. Due to many COVID restrictions, we had to pivot to mostly virtual experiences, and be responsive to some of the immediate challenges our people were facing as a result of the pandemic. We provided panel discussions on areas of personal concern, such as health and wellness, and business concern such as networking in a remote environment. We launched an unconscious bias training program to bring everyone up to a baseline un-

derstanding of the issues of bias. More recently, we have hosted sessions on resilience and mindfulness, and a fireside chat to openly discuss diversity and inclusion challenges and best practices. Through a semi-monthly newsletter that addresses various aspects of diversity, from prominent people to important observances, we continue to build awareness throughout our firm on these issues. Our EDGE committee members also hold discussion groups and information sessions in each of our offices to build awareness and foster a culture of understanding.



CohnReznick LLP

By Steven Schinella, CPA,
OMP-New Jersey

CohnReznick is a long-time champion of advocating for diversity, equity, inclusion, and belonging and integrating it into everything we do, both within and outside of our firm. Internally, we created a National Diversity & Inclusion Council and launched two Employee Resource Groups (ERGs), CohnReznick Pride and the CohnReznick Black Action Council (CR BLAC), to provide mentoring, support and professional development opportunities to those communities, as well as to share information and promote education and awareness throughout the firm. Our Learning & Development team also launched the "Dialogues on Diversity" conversation series as part of its curriculum to partner with our ERGs on education initiatives. Externally, our Executive Women's Forum enables women in business to

connect, network and create beneficial relationships. Our firm is committed to advancing corporate responsibility and Environmental, Social and Governance (ESG) practices internally and externally because we know the work we do and how we do it can affect both our key stakeholders and the communities we live and work in.



Grassi

By Jeff Agranoff,
Chief Human Resources Officer

Grassi established a formal DEI committee to expand and advance the DEI initiatives at our firm. Led by employee volunteers, the committee is representative of our diverse workforce and enables their voices to be part of the conversation on our DEI initiatives, policies and commemorations. Since its formation, this committee has coordinated events focused on annual awareness campaigns, such as Black History Month, International Women's Day and Pride Month, and provided valuable insights into evolving social and racial issues. Their perspectives and feedback help our leadership make more impactful decisions about the response and actions our firm can take to be part of the solution. The success of these initiatives is due in large part to the contributions and passion of our employees. As we promote awareness and acceptance throughout the year, they are invited to speak, write, record videos and otherwise communicate with their colleagues on a variety of DEI topics. This has been the catalyst for many meaningful conversations and celebrations of our diversity, which result in better unity as we recognize that it is our unique backgrounds and experiences that make us a stronger team as a whole.



Levine Jacobs & Co., LLC

By Michael H. Karu, CPA,
CFF, CGMA
Partner

Diversity, Equity and Inclusion is about treating and judging people in the same way that you would like to be treated and judged by others. At Levine Jacobs, we do not judge our personnel based on their race, creed, color, religion, sexual orientation or any other limiting factor. We treat everyone equally, value the differences in cultures and encourage people to work together. When we look for new associates, we judge

Continued On Page 12



According to a new study from Goldman Sachs, companies with more women in leadership positions perform better.

Elevating the Arc of Every Life

It is both an honor and joy to celebrate Black History Month this year as President of Felician University, an institution and community whose values are – and have been since its beginning – committed to the ideals that underpin our shared humanity. In our Felician classrooms and community life, we esteem and strive to express this sense of our shared humanity to all we encounter through embracing the Franciscan Felician core values: Respect for Humanity, Compassion, Transformation, Solidarity with those in Need, and Justice and Peace.

To some, these may seem to be merely lofty goals, but for the Felician University community, this is our work – this is where we live! Justice, Diversity, Equity, and Inclusion are embedded in these core values and dictate our daily course. We are each unfinished vessels simply trying to become more complete every day, endeavoring to follow these core values as our North Star.

Our collective goal is to bring all the members of our university community of diverse race, gender, orientation, ethnicity, and age into a harmonious symphony, blending these varied notes into a perfect melodious arrangement and sharing this music with the broader community.

We are very proud that Felician University sits in the top 15% of all U.S. universities in racial and ethnic diversity, and is considered well above average in overall diversity.* This wonderful mix of a culturally rich community does not happen by accident. Here on campus, we seek to “Elevate the Arc of Every Life” in practical ways and reach out beyond our campus to the community at large.

Our graduates depart Felician as entry-level professionals in the fields of business, health, education, science, the arts, and many other specialties – carrying with them the values, skills, and depth of character which are the bedrock of their learning at Felician University, each prepared to have an immediate positive impact wherever they are.

It will be one of the great honors of my life to be formally inaugurated as the sixth President of this exceptional University during the week of April 25th.

The responsibility is humbling. The challenge, stimulating. The future, unbounded!

* Diversity and Equity Campus Climate Survey,
Higher Education Data Sharing Consortium, 2021



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*James W. Crawford III
Vice Admiral, JAGC, U.S. Navy (ret.)
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Diversity, Equity & Inclusion

Continued From Page 10

them based on their merits and abilities. While every person is different, we all are inherently the same. Everyone wants to be treated fairly. Everyone wants their beliefs to be respected. Everyone is entitled to both. As a relatively small firm, we do not have specific programs or initiatives geared towards Diversity, Equity and Inclusion. Instead, we encourage everyone to be part of the greater community. We all have to live in this world. It's up to everyone to make it better.



Marcum LLP

By Rachael Gibson,
*Director, Diversity, Equity
& Inclusion*

Marcum continues to lean further into our DEI values, as associates across the firm play a pivotal role in ensuring that DEI transcends initiatives and instead becomes a lens through which we do our work. Close to 2,000 associates attended DEI-related trainings and firmwide "Courageous Conversations" in 2021. Our nine associate resource groups (ARGs) implemented signature programming, highlighting important issues impacting various communities within the firm, including regional conversations to support our AAPI associates following the uptick in violence against AAPI communities across the United States in 2021. Marcum also launched a Diversity Scholarship Fund that provides \$5,000 scholarships to accounting students from underrepresented backgrounds. In addition, Marcum's 2021 class of promoted partners was the most diverse in Marcum's history. Marcum will continue to implement efforts that ensure our firm is not only diverse, but one where all associates feel a strong sense of belonging and associates from underrepresented groups see pathways to leadership.



The New Jersey Society of CPAs

By Ralph Albert Thomas,
*CPA (DC), CGMA,
CEO & Executive Director*

The New Jersey Society of CPAs (NJCPA) supports diversity in the profession through our Diversity, Equity and Inclusion (DEI) action plan, which includes implementing processes that expand entry points for potential Board members, mentoring and developing the leadership of diverse Board members, and nominating and appointing diverse candidates as successors to Committee/Interest Group chairs; educating members about the business case for diversity in the accounting profession and recognizing exceptional CPAs and firms excelling in this area; honoring and highlighting DEI champions in accounting and finance through the annual NJCPA Ovation Awards; and raising awareness of the accounting profession and providing programs and

financial assistance to students from underrepresented populations through the NJCPA CPA Career Presentation. Also, as part of a three-year pilot in partnership with Deloitte, the NJCPA Scholarship Fund will award one-year, \$1,500 scholarships to minority college-bound New Jersey high school seniors from three high schools: Rahway High School, New Brunswick High School and West Orange High School.



BANKING



Peapack-Gladstone Bank

By Brydget Falk-Drigan,
*EVP,
Chief Human Resources Officer*

Peapack-Gladstone Bank is committed to expanding its role as an employer that champions DEI in the workplace. We are focused on achieving hiring levels that are representative and in line with the communities we serve, as well as improving diversity representation in

"Simply put, inclusion and diversity make us better. It strengthens our business by enriching our corporate environment, accelerating success for our clients and helping us deepen relationships among our people, teams and communities."

senior-level roles. We have dedicated actions to drive a more diverse workforce, including investing in our community thereby creating increased brand awareness and channels from which to source, enhanced recruiting and hiring practices that minimize stereotypes and unconscious bias, heightened focus internally on cultural awareness and appreciation, and development actions to increase diversity at all levels of the organization. In 2021, we conducted close to 20 career building sessions to both colleges and different DOL agencies, updated the career pages of our website to communicate our commitment to DEI, changed our hiring practices to include diverse interview panels and behavioral interviewing, and greatly expanded our talent development initiatives across the bank. These initiatives, in part with other efforts, led

to a 45 percent increase in diverse hires in 2021. We expect this to continue and improve in 2022 and the coming years.



Valley Bank

By Tammy Mata,
*SVP, Chief Diversity &
Inclusion Officer*

Valley leaders and associates are committed to growing our culture of inclusion and belonging and championing engagement. Our DEI initiatives and programs center on providing greater access to the benefits Valley offers to associates, customers and to the communities we serve. This includes growing our six Associate Resource Groups (ARGs) and their signature programs including the ARG Financial Empowerment Roundtable Series and ARG Mentorship Program, which were launched last year. We will also continue investing in our Women in Business and National Community Lending platforms and building out our Supplier Diversity initiatives to ensure greater access and opportunity to minority, women- and veteran-owned businesses. We will also continue to increase the inclusion acumen of our associates through our three-pronged DEI education program, which includes weekly microlessons, live sessions and individual courses. Finally, we will continue to build out our Diversity Equity & Inclusion (DEI) Governance Framework to enhance our ability to bring new ideas to the table, raise new questions, innovate our practices and products, and strengthen our connections with our communities. This structure includes the DEI Leadership Advisory Council, which is chaired by our CEO, Ira Robbins, and includes Valley's executive leaders.



ENVIRONMENTAL BUSINESS



Colliers Engineering & Design

By Allison Colantuoni, PHR,
*SHRM-CP,
Director of Human Resources,
Member, Executive Committee*

The Colliers Engineering & Design Diversity & Inclusion Committee seeks to cultivate a culture of belonging for all employees. We are committed to raising awareness of diversity, educating about how we can promote inclusion, and taking action to make our firm a place where every employee feels safe, supported and appreciated for being exactly who they are. Simply put, inclusion and diversity make us better. It strengthens our business by enriching our corporate environment, accelerating success for our clients and helping us deepen relationships

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Diversity, Equity & Inclusion

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among our people, teams and communities. We hope to help guide our company's culture and continue being a trusted resource for employees. Recognizing that having wide-ranging perspectives in all situations benefits everyone, we will continually make conscious decisions to support Diversity & Inclusion in the workplace. We encourage this as a collective goal throughout our organization and promote working together to be the best firm we can be.



Sadat Associates, Inc.

By Lahbib Chibani, Ph.D., PE,
President

Sadat Associates, Inc. (SAI) is a New Jersey-certified Minority Business Enterprise that has long benefitted from the diversity of its employees. SAI's business culture is one of equity and inclusion. The different backgrounds and experiences of its employees contribute to a wide and often unique skill set that effectively serves our clients. As a Small Business Enterprise, the firm's diverse staff works closely together with the composition of our project teams based on the expertise required for each endeavor. We are a cohesive group that learns from each other, not only technically but in many other important ways. We are also fortunate to be involved with a number of environmental and redevelopment projects in underserved communities, thus promoting environmental justice. We have successfully transformed former brownfield industrial properties and landfills in a number of communities into recreation parks, retail cen-

ters, etc., for use by local residents and the wider public. Our employees take pride in these efforts and are gratified to be part of such a diverse working environment.



T&M Associates

By Lynn Spence,
Chief People Officer

T&M Associates is focused on attracting and maintaining a diverse workforce and fostering a culture of inclusion to help gain perspective and drive innovation for T&M's clients in creating sustainable communities. In 2019, a Diversity and Inclusion committee was established that could align and adjust to the increasingly changing workforce. The committee meets regularly to ensure T&M's forward momentum in supporting a culture that is aligned with T&M's core values. As part of the initiative, open company-wide meetings are held to increase awareness and promote dialogue and ongoing DE&I training is provided for employees and leadership. Entry-level recruitment efforts with historically black colleges and universities (HBCUs) have expanded and our non-profit organization, T&M Associates Foundation, offers STEM scholarships for diverse higher-education programs. The program is evaluated consistently in response to changing needs. With the objective to educate and celebrate the cultural and personal differences of employees and enrich the environment with people of different experiences, knowledge and unique capabilities, we believe that T&M has become a better firm.



HEALTHCARE



AmeriHealth New Jersey

By Mike Munoz,
Market President

Diversity, Equity and Inclusion is a corporate value that we take seriously at AmeriHealth New Jersey. Several years ago, we developed a Diversity, Equity and Inclusion Council that organizes discussion and learning sessions for our associates. These one- to two-hour sessions each have a theme, such as microaggressions, unconscious bias, generational differences and code switching, the practice of interacting differently depending on the social context. We believe providing a forum for safe, respectful and open discussion among associates is essential to fully embracing and addressing the many facets of diversity, equity and inclusion. We also believe it helps us serve our members more effectively. Together as a society we must embrace diversity, reject all forms of racism and intolerance, and make a genuine effort to understand one another better. That commitment is woven into the fabric of AmeriHealth New Jersey.



Bergen New Bridge Medical Center

By Deborah Visconi,
President and CEO

Understanding and ensuring diversity, equity, and inclusion is essential in healthcare. It is not only vital that we hear all the voices of our staff and those in our care, but it is equally as important that we respond appropriately and continue our equity reach directly into communities traditionally underserved who experience healthcare disparities. Bergen New Bridge Medical Center, as a Leader in LGBTQ Healthcare Equality in the Human Rights Campaign (HRC) Healthcare Equality Index (HEI), devotes resources to supporting a DEI Committee, providing training and education, engaging in a community health needs assessment, and bringing community health teams directly into vulnerable neighborhoods.



Delta Dental of New Jersey

By Paul Di Maio,
SVP, General Counsel

We established our Diversity Council in 2019 with the guiding principles that talent is equally distributed and comes from all walks of life. Since the Council's inception, we have established a Steering Committee and have

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A study by *Harvard Business Review* showed that companies with higher-than-average diversity had 19 percent higher innovation revenues.

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Diversity, Equity & Inclusion

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adopted three fundamental pillars that guide our programming—Awareness, Representation and Inclusion. In 2021, we provided nine virtual D&I programs for our associates, with more than 60 percent of them participating. Also, over the past two years we have donated more than \$75,000 to support local Urban League chapters and other organizations focused on diversity, inclusion and belonging. As we head into 2022, we are looking forward to continuing to learn, proactively being a part of change, and providing resources for our employees to help bring to life our vision of every voice mattering.



RWJBarnabas Health

By Trina Parks, DHA, FACHE,
*Executive Vice President,
Corporate Chief Diversity
and Inclusion Officer*

As one of the largest employers and care providers in the state, we are committed to ensuring that all New Jerseyans have representation within the health-care system and are treated with the dignity and respect they deserve. Since launching the Corporate Office of Diversity and Inclusion in 2016, we have sought to reaffirm a culture of diversity, equity and inclusion in all areas of operation because we understand that these areas influence every part of our business. We have hired DEI site leads across our facilities and created more than 30 Business Resource Groups that bring together employees based on shared characteristics or life experiences. To ensure that our workforce is representative of the populations we serve, we require that 50 percent of final leadership candidates for director-level positions and above are diverse in both race and ethnicity. We have also prioritized culturally competent care delivery, disrupting deep-rooted practices by creating and maintaining an environment where people are adapted to cultural humility. We instituted system-wide cultural sensitivity trainings for our frontline staff and practitioners, reaching 90 percent of employees to date. We have expanded LGBTQ treatment services across our facilities, ultimately resulting in eight hospitals to date, receiving recognition as Leaders in LGBTQ Healthcare Equality by the Human Rights Campaign Foundation.



HIGHER EDUCATION



Bloomfield College

By Dr. Marcheta P. Evans,
President

As New Jersey's only four-year college designated a Predominantly Black Institution, Hispanic Serving Institution and

Minority Serving Institution, Bloomfield College provides higher education access to a large segment of underserved student populations of which 85 percent are people of color and nearly 71 percent have a median family income below \$32,000. The college embraces the rich diversity and culture of its students, staff, faculty, administrators and trustees, including but not limited to race, ethnicity, gender, sexual orientation, ability, socio-economic status and religion. In spring 2021, the college's Diversity, Equity and Inclusion (DEI) Task Force conducted a Climate Survey and has made a number of recommendations as it examines all aspects of diversity, equity and inclusion to ensure this understanding is being infused throughout the curriculum, co-curriculum and extra-curriculum. The DEI Task Force reads peer-reviewed research, attends DEI-related trainings and events, and has reviewed faculty demographics and student retention and graduation rates at the college to make recommendations such as including a diversity statement in course syllabi that invites student DEI suggestions with the goal of improving course effectiveness; increasing diversity in hiring; and that employees receive diversity training for working with the college's diverse student body.



Georgian Court University

By Dr. Joseph R. Marbach,
President

Last year, we hired two chief diversity officers—Ria DasGupta, Ed.D., and Joy L. Smith, Ed.D.—who are examining issues of gender identity, microaggressions, critical race



Diversity in universities prepares students for a future in diverse workplaces.

theory, disability justice, inclusive practices and more. GCU has added one pre-doctoral and one post-doctoral position focused on improving representation among the faculty. A faculty-student brown bag series focuses on relevant research. A student coffeehouse conversation series is in the works. Another program creates opportunities for students who identify as men to talk about issues they face, especially as first-generation college students, first-generation Americans and students of color. These efforts, and others, are working. According to the 2021 National Survey of Student Engagement, GCU seniors gave the university significantly higher ratings on 18 DEI-related items than their peers.



Kean University

By Dr. Lamont O. Repollet,
President

Kean University is recognized as one of the most diverse universities in the nation, and we celebrate that with our commitment to equity and inclusion in all that we do. After becoming president in 2020, I launched the Equity in Action Presidential Postdoctoral Fellowship to bring more faculty members from diverse backgrounds and ethnicities to Kean. I created the Office of Diversity, Equity and Inclusion to ensure equity is embedded in the student and employee experience at Kean. I also launched a new Entrepreneurial Education Initiatives division to build a pre-K to bachelor's degree pipeline for all students in New Jersey. Through new programs like our Kean Scholar Academy, Kean is connecting with young people to help make their dream of earning a college degree a reality. These initiatives, and many others, ensure that diversity remains a point of pride for all of us at Kean and a key part of a Kean education as we prepare our graduates to excel in the global, multicultural economy.



Montclair State University

By Dr. Jonathan Koppell,
President

Diversity, equity and inclusion are embedded in the fabric of Montclair State University. The largest Hispanic-Serving Institution (HSI) in New Jersey, half of our undergraduate student population identifies as minority. We have been recognized as one of the top-performing institutions in the country for graduating low-income students, giving them the springboard to change the trajectory of their lives and achieve true economic mobility. The university has also been named one of only 35 Fulbright HSI Leaders in the country for its exemplary engagement with the international exchange program. Montclair has been designated a Stigma Free Campus and is annually

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Diversity, Equity & Inclusion

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ranked among the top LGBTQ-friendly campuses in the nation. Our Office for Social Justice and Diversity—which houses our LGBTQ Center, Multicultural Center and Women's Center—also engineers student-focused education, advocacy and engagement to build and enhance an inclusive campus climate. At Montclair, we do not subscribe to the belief that it is impossible to build a diverse, inclusive university and also be excellent. We remain steadfast in our commitment to providing the highest-quality education and making it as affordable as possible for all, and to creating a community that is truly reflective of New Jersey, our country, and the world.



NJIT

By Dr. Joel Bloom,
President

One of NJIT's greatest strengths is its diversity. In fact, we are ranked among the top 20 nationally for producing African American and Hispanic engineers, and 62 percent of all engineering degrees awarded to African American and Hispanic students by New Jersey public institutions have been awarded by NJIT. That's not enough, though, and we are actively trying to enhance diversity, equity and inclusion on our campus. Some notable efforts include a recent campus climate survey, establishment of our Hispanic and Latinx Leadership Council and a national search for a Chief Diversity Officer. These steps complement the numerous programs already in place, including our Murray Center for Women in Technology, our pre-college program

that serves more than 4,000 students who are predominantly from underrepresented groups each year, and the important work done by our Office of Diversity and Inclusion.



Ramapo College

By Dr. Cindy R. Jebb,
President

The late Desmond Tutu, who was a friend of Ramapo College, said, "Instead of separation and division, all distinctions make for a rich diversity to be celebrated for the sake of the unity that underlies them. We are different so that we can know our need for one another." As New Jersey's premier public liberal arts college, Ramapo College is different—we are uniquely obligated to the State of New Jersey and truly honored to be responsible for developing the needed ethical leaders of tomorrow. By identifying and valuing diversity through an inclusive and equitable culture, we strengthen our ability to meet the challenges of today and those emerging in the future. We continue to cultivate our 300+ acres as an inclusive environment for study, work and personal growth. Our academic programs are interdisciplinary and uniquely focus on developing empathy, building trust-based relationships and deploying the critical thinking skills necessary for our students to create and lead diverse teams. Further, our co-curricular activities with community organizations, businesses and legislators provide our students with hands-on experiences to invest their energies and talents in ways that serve to more deeply understand and, in turn, elevate the human condition for all.



Rider University

By Dr. Gregory G. Dell'Omo,
President

Rider University strives to be a leader in diversity, equity and inclusion. To achieve that, the university launched an Inclusive Excellence Plan in 2019, which sets forth explicit goals around institutional inclusion, including improving the diversity of employees and enhancing the support for underrepresented students, among others. Some milestones achieved so far include hiring Rider's first Chief Diversity Officer, building a new and prominent space for the university's Center for Diversity and Inclusion and consistently scoring favorably on the Campus Pride Index, a national listing of LGBTQ+ friendly colleges and universities. As the diversification of Rider's student body continues (approximately 41 percent of the entire student body is now made up of underrepresented students), the university is committed to continuously evaluating ways in which it can better serve students, faculty, staff, alumni and the greater community.



Stockton University

By Dr. Harvey Kesselman,
President

Stockton University's commitment to diversity, equity and inclusion has been an integral part of the university's mission since its opening 50 years ago. In 2021, Stockton was proud to have earned its fourth Higher Education Excellence in Diversity (HEED) Award in five years from *INSIGHT into Diversity* magazine. Our commitment to DEI initiatives includes all stakeholders. In fact, a recent Board of Trustees' resolution reaffirmed our priorities in these areas. For example, a new Race and Racism Education requirement embeds these critical issues within the curriculum. Our Office of Academic Achievement Programs, Stockton Cares initiatives, First Ospreys and other programs address student success and retention, with an emphasis on first-generation, LGBT, Black and Latinx students. Our Student Senate established a Senate Diversity and Inclusion Committee to assure that all student voices are heard. Finally, our more than 60,000 alumni were encouraged to participate in a yearlong Alumni Conference on Diversity, Equity and Inclusion.



Thomas Edison State University

By Dr. Merodie A. Hancock,
President

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Diversity, Equity & Inclusion

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inception in 1972. Attendant to that, we continue to embrace the principles of diversity, equity, inclusion (DEI) and unbridled access to quality higher education for all. This year afforded us new opportunities to be increasingly intentional in our commitment to this ideal across all dimensions of our work. Our Diversity, Equity and Inclusion Council (DEIC)—comprised of representatives from every TESU division and New Jersey State Library's (NJSL) staff—continues in its mission of providing a safe space to generate DEI-related dialogue, engagement and growth across both institutions. Our recently launched Peer Tutoring and Coaching Program helps students overcome academic and personal obstacles by ensuring that at-risk, nontraditional students succeed and thrive in their degree pursuits. Our Edison Sound Stage podcasts invite members of the community to weigh in on the value of building an inclusive workforce, leveraging diverse talent and the positive implications of that mindset on the 21st Century workforce. We'll continue to expand on these themes and focus our efforts toward an increasingly supportive and inclusive environment as our next decades unfold.



William Paterson University
By Dr. Richard J. Helldobler,
President

At William Paterson, a strong commitment to diversity, equity and inclusion is one of the university's core values and one of the ways we ensure that all our students receive an excellent education that will allow them to succeed in an increasingly complex society. Our longstanding commitment to diversity, equity and inclusion was further strengthened in 2021 through several new initiatives. We opened the Center for Latinidad which, together with the existing Center for Diversity and Inclusion and Black Cultural Center, creates a series of re-



Scholarships help to fill the pipeline with law students to diversify not only the law firm, but the legal profession as well.

source-rich spaces for enhancing awareness of our community's diverse cultural wealth and resiliency. We also welcomed our first class of postdoctoral fellows through a new program for candidates from historically underrepresented backgrounds. We now host a Community Dialogue series, where the campus community engages in sometimes difficult but always important conversations. Earlier in the year, we launched the inaugural President's Diversity Lecture. And we formed the Council for Equity and Justice, which will help ensure that, in 2022 and beyond, we continue to build on these efforts, which are critical to serving and supporting our diverse student body, faculty and staff.



LAW



Archer & Greiner P.C.
By Shelley R. Smith, Esq.,
Chief Diversity, Equity
and Inclusion Officer

Archer maintains a strong commitment to fostering diversity and inclusion in the firm and strives to create a workplace environment that embraces differences in perspectives and cultures so that all can work in an atmosphere of inclusion and respect. This not only provides Archer employees with an opportunity to flourish in their careers, but also optimizes the firm's ability to provide exceptional service to its clients. Archer has developed a variety of initiatives, both inward- and outward-facing, that enable us to attract, nurture, retain and promote top talent from a wide range of backgrounds. One initiative that we are especially proud of is our diversity scholarship programs: Rutgers School of Law—Camden, established in 1999; Temple University Beasley School of Law, established in 2011; and Seton Hall University School of Law, established just this year. Diverse law students often come from backgrounds with less exposure to members of the legal profession. We feel these scholarships are important to help even the playing field financially and give diverse law students more experience in law firms. Scholarships like these, help to fill the pipeline with law students to diversify not only the law firm, but the legal profession as well.



Connell Foley LLP
By Neil V. Mody, Esq.,
Co-Chair, DEI Committee

Our law firm has embraced a number of targeted DEI initiatives aimed at increasing diversity and dismantling structural inequity in the field of law. In 2021, Connell Foley joined Mansfield Certification Class 5.0, which requires participating law firms and legal



Photo: Getty Images/stockphoto/Dimensions

An inclusive workplace environment embraces differences in perspectives and cultures.

departments to consider a critical mass of attorneys from historically underrepresented groups for attorney hiring, partnership elevations and senior leadership roles. Through this initiative, Connell Foley partners with clients, colleagues and other firms to more mindfully incorporate DEI considerations into recruitment, retention and promotion practices. As part of our DEI initiative, Connell Foley has amplified its mentorship program to include a series of training sessions to support new and diverse attorneys. Additionally, firm management meets frequently and candidly with new and diverse associates to solicit input on firm initiatives and provide "open door" access to raise and address DEI concerns. The firm also has engaged an outside consulting firm to assist with DEI efforts and present CLE-accredited seminars exploring unconscious and explicit bias, micro-aggressions and other DEI topics. Recognizing that the best innovation comes from inclusive work environments, Connell Foley's DEI initiative strives to foster diverse ideas and nurture diverse talent.



Chiesa Shahanian & Giantomasi PC
By Shirley Emehele, Esq.,
Chair of Diversity, Equity
and Inclusion Committee

Chiesa Shahanian & Giantomasi's efforts to foster diversity, equity and inclusion are best exemplified by the work of the firm's Diversity, Equity & Inclusion Committee. The Committee's focus on supporting corporate culture has taken on a pivotal role during CSG Law's remote work environment,

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Diversity, Equity & Inclusion

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developing opportunities for employees to connect and engage around diversity and equity programming, fundraising for community organizations and unique cultural experiences. In particular, the Committee spearheaded a mandatory firmwide program—the Diversity, Equity and Inclusion Learning Lab, paired with “Dismantling Racism” Breakout Sessions, co-hosted by the Committee and the organizational equity consultancy, Equity Quotient. The Learning Lab focused on what organizations can do to create a more equitable workplace and provided employees the opportunity to discuss the concepts presented while sharing their own experiences and getting to know each other on a deeper level. The Committee has created a variety of fundraisers which have helped to highlight the firm’s collective vision to support those in need, especially in the communities we serve. Over the past two years, these fundraisers have raised more than \$45,000 for such outstanding organizations as the New Jersey Institute for Social Justice, Broadway for Arts Education and Community FoodBank of New Jersey.



Fox Rothschild LLP
By Kimberly Bullock
Gatling, Esq.,
Partner, Chief Diversity &
Inclusion Officer

Fox Rothschild is committed to a more just and equitable world and understands that providing the high caliber legal services clients have come to expect requires professionals with diverse backgrounds, experiences and perspectives. In service of these principles, Fox Rothschild hired its first Chief Diversity & Inclusion Officer, is developing a firmwide diversity and inclusion strategy and conducted anti-unconscious bias training for all supervisors. The firm has also expanded its pro bono programs to better reach underserved communities, upped its support of nonprofits pursuing civil rights reform and enhanced its 1L Diversity Fellowship to reach more eligible



Photo: Getty Images/Stockphoto/Rasill

A study from consultant McKinsey and Co. in partnership with the Women’s Forum for the Economy and Society noted that companies with a higher percentage of women in top management have better financial performance.



Photo: Getty Images/Stockphoto/SeventyFour

Diversity is one piece of the puzzle that builds customer and staff loyalty and retention.

law students. Accountability is essential, so Fox Rothschild has enrolled in Diversity Lab’s Inclusion Blueprint and Mansfield 5.0 Certification programs to create benchmarks and measure its progress on these goals. Accordingly, the firm has pledged that at least 30 percent of candidates for leadership and governance roles, promotions and client pitch opportunities will come from underrepresented groups. It will also provide lawyers with 50 hours of billable credit for meaningful contributions to diversity and inclusion efforts. At the grassroots level, three in-house committees—the Diversity, LGBTQ & Allies and Women’s initiatives— provide critical guidance and help keep the firm on track in these efforts.



Gibbons P.C.
By Robert L. Johnson, Esq.,
Chief Diversity Officer

The Gibbons Diversity and Women’s Initiatives exemplify the firm’s efforts to create a more diverse attorney workforce and promote diversity awareness. Examples of our DEI efforts include: (1) creating GDI-123, our

supplier diversity program, which addresses the objectives of various constituencies in the vendor/client relationship, engages clients and provides women- and minority-owned businesses and law firms procurement and other strategic business opportunities; (2) participating in the Institute for Entrepreneurial Leadership’s pro bono partnership, “Small Businesses Need Us,” which assists minority/women-owned small business owners impacted by COVID-19. Through this program, our attorneys have counseled many small minority/women-owned enterprises on numerous legal issues; and (3) working with longtime client, New Jersey Community Capital (NJCC), in structuring a joint venture with the African American Chamber of Commerce of New Jersey (AACCNJ) to financially assist Black business enterprises (BBEs). This venture is the largest-scale partnership between a community development financial institution and a NJ-based Chamber of Commerce to direct capital to small BBEs. Gibbons connected NJCC with AACCNJ, then structured a joint venture transaction. The venture, called the Equitable Small Business Initiative, is a multi-million-dollar fund created to make loans to BBEs and provide them with the resources necessary to expand their business operations.



Jackson Lewis, P.C.
By Kimya S.P. Johnson, Esq.,
Principal, Chief Diversity, Equity
and Inclusion Officer

Diversity, equity and inclusion (DEI) is a significant priority at Jackson Lewis, and it remains a core value as the firm expands. To ensure progress throughout every level of the firm, we challenge every employee to be purposeful about DEI, as our programs and initiatives focus on intentionality. Highlights of our DEI programs and initiatives include a formalized election process to our Board, ensuring we have the broadest diversity in senior leadership

Continued On Page 24



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Diversity, Equity & Inclusion

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Photo: Getty Images/Stockphoto/fizkes

Corporate Executive Board, now part of Gartner, conducted a study which found that organizations which made an effort to be actively inclusive had a 26 percent increase in team collaboration and an 18 percent increase in team commitment.

positions; conducting ongoing training for all attorneys on unconscious bias and strategies to interrupt these biases; and establishing several attorney resource groups to provide additional support and resources across varied identities. Additionally, we created DEI REACH, an initiative enhancing the firm's recruitment pipeline by interviewing at least two lawyers from underrepresented racial and ethnic groups before finalizing a hiring decision within an office; developed our RISE mentorship program, which provides equitable and consistent mentorship for attorneys across the distinct stages of their practice; and established an Ombuds team to further support a safe, inclusive and respectful environment for our workforce. No matter the differences a member of the Jackson Lewis community brings to work, we are purposeful in creating an environment that motivates and encourages our attorneys and staff to reach their full potential.



Norris McLaughlin, P.A.

By Melissa Pena, Esq.,
Chair of Diversity &
Inclusion Committee

As a first-generation Filipino attorney, I am proud to chair Norris McLaughlin's Diversity & Inclusion Committee. The committee's implementation and execution of DEI-focused programs and initiatives remains one of my top priorities. Our committee works directly with

our firm's Management Committee and Recruitment Committee to ensure that the firm takes the necessary steps to recruit, retain and advance the careers of women and diverse attorneys across all offices. Our firm's approach is not perfect, and we strive to make continued improvements in our educational programming and professional training because we understand the significant impact of a diverse workplace in our overall firm growth and development. We recognize that we can better serve our clients when all groups are represented at the table. We encourage our attorneys to actively participate in affinity bar association groups, the New Jersey Women Lawyers Association, and additional legal, trade and community organizations. Over the last 12 months, we have hosted multiple speakers to address implicit bias and sponsored DEI-focused community events. Most recently, I represented our firm at the Somerset County Business Partnership's Diversity & Inclusion Summit where we discussed best practices. Norris McLaughlin prides itself on working with the community to advance diversity and inclusion efforts.



NPZ Law Firm, P.C.

By David H. Nachman, Esq.,
U.S. Managing Attorney

The Nachman Phulwani Zimovcak (NPZ) Law Group is an immigration and nationality law firm. Our staff is internation-

al, and our clients benefit from our collective knowledge of multiple cultures. For example, a client's U.S. Investor Visa application was processed smoothly because our staff was able to collaborate effectively with the client's foreign bank in order to obtain financial information in a format which was acceptable to the U.S. Citizenship and Immigration Services (USCIS) and the American Consulate overseas. While staff diversity is essential to the function of our organization, NPZ also views diversity at work as a form of Continuing Education for the staff because it inspires novel approaches to solve problems which, in turn, gives NPZ a competitive edge.



Rivkin Radler LLP

By Nancy Del Pizzo, Esq.,
Partner, Commercial Litigation,
Intellectual Property and Privacy,
Data & Cyber Law Groups

Rivkin Radler's Development, Diversity and Inclusion (DDI) initiative is intended to strengthen the firm and in doing so meet the needs, requests and goals of our clients, foster a culture of inclusion to attract and maintain strong talent and grow the business. We work to increase diversity through recruiting efforts, promoting the development and advancement of attorneys via our mentoring and leadership program, and by supporting an inclusive environment through trainings,

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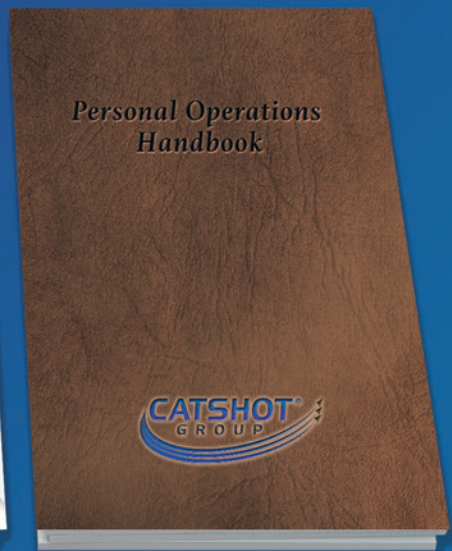
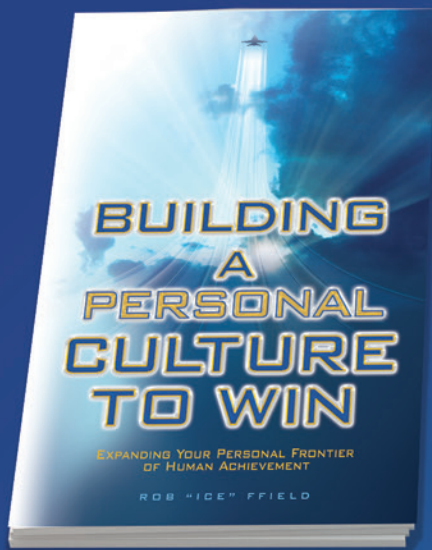
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Diversity, Equity & Inclusion

Continued From Page 24

committee discussions and events. A key part of our efforts to build a robust roster of diverse talent at all levels is reaching out to affinity groups and offering internships and making lateral hires. Specifically, open attorney positions are shared with regional affinity groups and the firm attorneys who hold leadership positions in these organizations. The firm also hosts summer interns from local affinity groups and through diversity fellowships. Our mentoring program is intended to develop a talented and diverse group of associates for leadership roles, including potential elevation to partner as warranted. Our DDI committee regularly meets to discuss initiatives and programs. Key to its effectiveness is that its members include equity partners, a member of the firm's executive committee, associates and senior human resources and marketing professionals.



Sills Cummis & Gross P.C.

By Max Crane, Esq.,
Managing Partner

The commitment of Sills Cummis & Gross to Newark, including being headquartered there since its inception in 1971, has been resolute and unshaken for 50 years, even when other law firms and companies left the city. The firm's commitment to Newark, one



Photo: Getty Images/Stockphoto/Paul Bradbury

According to a paper published by the Peterson Institute for International Economics, the presence of more female leaders in top positions of corporate management correlates with increased profitability of these companies.

of the most diverse cities in New Jersey, remains of the highest priority. In addition, creating and maintaining a diverse workplace is of paramount importance to Sills Cummis & Gross. The firm always has been an advocate of minority hiring practices and is involved in a number of minority hiring, retention, and diversity and inclusion initiatives. The firm's Diversity Committee and Women's Group focus on initiatives to enhance the culture of Sills

Cummis & Gross and the quality of service to the firm's clients. The Diversity Committee is dedicated to promoting diversity and inclusion within the firm, as well as within the legal community at large, in addition to promoting the professional and personal growth of historically underrepresented lawyers. The Sills Cummis Women's Group is dedicated to promoting the professional and personal growth of women lawyers. ♣

BUSINESS & LIFESTYLE

Port...A Love Affair

By Wendy Tait,
*CIANJ's EVP,
Business Development and
Strategic Initiatives,
Sommelier*

If there were a time to drink port, it is now.

The first time I drank port wine, it was from a bottle that had been open for at least a decade in my grand-

mother's house. Sadly, so many years later, I often find myself having a less-than fresh glass at local restaurants where the bottles they keep have also been open for far too long. When I do have the pleasure of a fresh glass, it is a love affair—pair it with some blue cheese or dark chocolate and, it is downright scandalous.

Port is a fortified wine, so it has more alcohol in it than your standard bottle and there is a sweetness to it that is deliciously nectarous, not cloying. Ruby and Tawny ports are very different in their styles and, more times than not, many

will have a distinct preference between the two. Ruby ports deliver a robust, fresh fruity style, while Tawny ports express themselves through decadent nutty and caramel notes. If there were a time to drink port, it is now.

February is freezing and Valentine's Day sits squarely in the middle of the month. Whether you celebrate alone, with a loved one, friends or family, make sure that you experience a little port love this February for yourself. ♣



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When you celebrate Valentine's Day, make sure that you experience a little port love this February.



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Four Ways Disability Inclusion is the Right Business Decision

There's more to disability inclusion than following the laws.

By **Jeremy Einbinder**
Contributing Editor

It's no secret that people with disabilities face challenges in their everyday life. One of the ways in which they are disadvantaged is in the workplace. It doesn't have to be like this. People with disabilities can live with dignity, they can have jobs and contribute to their communities in helpful and substantial ways. Obviously, disability inclusion is good for people with disabilities, but companies need to know that it's good for business, too. Here's how:

Never miss out on unique and qualified candidates.

One of the most common objections to policies in the vein of affirmative action is that an employer or a company should simply hire the "best candidate" and not pay attention to any demographic factors. This is a flawed policy for many reasons, but perhaps most obvious is the unconscious bias of the employer or hiring management team.

Hiring executives may be unfamiliar with the nuances of disability and assume the most qualified candidates for any given position are able-bodied, neurotypical folks like themselves. Diversity Equity & Inclusion initiatives have become important for so many companies. Part of that effort needs to include disabled individuals.

There is a tendency in even the most well-meaning people with a decent amount of comfort and privilege to treat people with disabilities as separate from other members of the community, as charity cases. The most qualified candidate for a job may well be a disabled person. A company would not want to miss

the opportunity to find someone who could go above and beyond on the job.

Increase worker productivity and innovation.

There are many ways that businesses must comply with all the regulations in the Americans with Disabilities Act, but there's more to disability inclusion than following all the technicalities of the law. Proactively making an effort to be inclusive has a noticeable positive impact on employees, customers and community members.

Corporate Executive Board (CEB), now part of Gartner, conducted a study which found that organizations that made an effort to be actively inclusive had a 26 percent increase in team collaboration and an 18 percent increase in team commitment. A study by *Harvard Business Review* showed that companies with higher-than-average diversity had 19 percent higher innovation revenues. This shows that hiring people with disabilities is not only a benefit to the individuals themselves, but also their coworkers and the company as a whole.

Encourage candidates with disabilities to see your company as one worth pursuing.

If accommodations are in place prior to a new hire with disabilities having to request them, it makes a new hire feel welcome, comfortable and safe. It also can easily lead to prospective employees with disabilities being more likely to apply. On the other hand, failing to provide accommodations could have businesses missing out on a whole host of qualified candidates who won't bother applying. Thankfully, accommodations are doable, so this is easily resolved. Could braille be printed on any buttons or signs? Can

you move furniture to make space for a wheelchair? Is all online presence digitally accessible? These are all things to consider. According to the U.S. Department of Labor Statistics, most workplace accommodations cost less than \$500, while nearly a quarter cost "nothing at all." Accommodations for disabled people, especially ones that cost little to no money, should simply be part of the way a business is structured.

Encourage healthy and open communication between workers and management.

Even beyond strictly the context of accommodating specifically for people with disabilities, an inclusive environment allows all workers to know that a company is willing to respond to the needs of its employees. Is someone confused or overwhelmed by something? Has someone found a different, more efficient way to complete a project? Did someone spot a problem that management didn't think of? Aiming in advance to be an inclusive environment for all, including disabled people encourages this sort of dialogue between workers and management that can lead to better, less contentious outcomes for everyone.

Ultimately, what is better for disabled workers benefits everyone. Even if an aspect of working life is not formally codified as an accommodation, it helps knowing that fostering a willing and inclusive environment is a company philosophy. If you want your company to succeed, it is in your best interest to accommodate disabled people in the workplace. 🍀

Jeremy Einbinder is a freelance writer specializing in disability advocacy.



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If you want your company to succeed, it is in your best interest to accommodate disabled people in the workplace.

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CCM Selected for National Project to Accelerate Workforce Training

A grant-funded program will create “New Models for Career Preparation.”

By John Joseph Parker
Contributing Editor

County College of Morris (CCM) has been selected as one of only six community colleges nationwide to participate in the next New Models for Career Preparation program.

A program led by New America in partnership with the Lumina Foundation, New Models is designed to provide community colleges with methods and strategies for creating and providing programs to meet the needs of diverse populations, addressing the workforce demand of employers and growing their communities.

CCM’s Center for Workforce Development aligns perfectly with that mission as it focuses on pathways and training to high-demand, good-paying positions that positively impact Morris County residents.

New America is a think tank dedicated to promoting economic opportunity for all individuals. As it notes, “Fostering racial and gender equity and addressing occupational segregation is a necessary focus for a truly excellent workforce-oriented community college.”

“We’re honored to have been selected to take part in this initiative and to build upon our already strong programs to provide even larger numbers of people with the opportunity to establish careers in fields that lead to economic self-sufficiency for themselves and their families,” says Patrick Enright, CCM’s vice president of Professional Studies & Applied Sciences.

Included among the leading programs the Center for Workforce Development at CCM offers are:

Advanced Manufacturing Apprenticeships. CCM has developed a highly successful national model for offering apprenticeships and paid on-the-job learning, in the high-demand area of advanced manufacturing with the support of a \$4 million grant from the U.S. Department of Labor. To date, 94 percent of graduates who have participated in the college’s

“New America is a think tank dedicated to promoting economic opportunity for all individuals.”

pre-apprenticeship boot camp who were seeking employment have been hired.

Certified Alcohol and Drug Counselors. Having run successfully at CCM for years, this program is one of the college’s greatest draws, especially as a result of the pandemic and the growth of the nation’s opioid crisis.

Certified Nurse Aid Apprenticeships. Students in this program gain sought-after healthcare skillsets and generally are immediately employable upon completion.

Data Analytics. Data science is ranked the number-one best job in America by Glassdoor, with starting salaries over \$100,000 a year. Through CCM’s Data Analytics certificate program, graduates are well positioned to pursue work in the field.

Medical Billing and Coding. CCM’s students who take part in this program are in demand because they train on the leading coding software in partnership with the American Academy of Professional Coders.

Pharmacy Technician Apprenticeships. Through this program, adult students can train for a rewarding career in healthcare, earn while they learn and get a good-paying flexible job in as little as seven weeks.

Project Management. Students in this program gain highly sought-after competencies and are recognized by employers as possessing the profession’s preeminent global standard of knowledge.

As a participant in New Models for Career Preparation, CCM will receive a \$50,000 grant. That funding will support program development and CCM’s participation in the study of workforce education and employment needs to determine how community colleges can accelerate high-quality, affordable and equitable non-degree programs that lead directly to quality jobs and careers.

To learn more about the programs offered through the Center for Workforce Development, visit www.ccm.edu/workforce/. 📌



Photo: County College of Morris

With the support of a \$4 million grant from the U.S. Department of Labor, CCM has developed a highly successful national model for offering apprenticeships and paid on-the-job learning in the high-demand area of advanced manufacturing.



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Students in CCM’s Certified Nurse Aid Apprenticeships program gain sought-after healthcare skillsets and generally are immediately employable upon completion.

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Groundwork Elizabeth Receives an Investment in City Sustainability

Compiled by John Joseph Parker
Contributing Editor

Support from the Bezos Earth Fund, created by a commitment of \$10 billion from Amazon Founder Jeff Bezos, will help Groundwork USA fight climate change and protect nature. For more than two decades, Groundwork USA-affiliated Trusts have worked with residents to transform neglected urban land and waterways into community assets that foster connection, health and resilience.

Groundwork USA is a network of affiliated non-profits, called Groundwork Trusts, working to improve the environment in cities across the nation.

Groundwork Elizabeth, the only New Jersey-based Groundwork Trust, was founded in 2003 to build a more sustainable and equitable community. Its programs include sustainable agriculture; expanding and upkeeping the 2.5-mile Elizabeth River Trail; highlighting green careers for young people in the community; and working with local residents to implement brown-field transformation and land-reuse projects, transforming environmental liabilities into community assets.

Groundwork Elizabeth is also launching a Climate Safe Elizabeth Task Force to bring the community together to learn about the effects of climate change, specifically flooding and heat islands. More than 75 employees from the New Jersey Department of Environmental Protection volunteered for the city's 2021 Earth Day Event, building 130 raised beds, doing slight vegetation control and other garden landscaping projects at the Groundwork Elizabeth MicroFarm.

The new MicroFarm at the Elmora Branch Library is another important project, as it serves as an educational resource, providing service-based learning opportunities for the surrounding community.

In December 2021, the Bezos Earth Fund announced the award of a \$6 million grant to the Groundwork network. Funding from this initiative will accelerate efforts to address the effects of the climate crisis through ambitious nature-based, community-driven resilience projects that engage residents in the process of building safer and healthier neighborhoods.

Jonathan Phillips, executive director of the Elizabeth-based Groundwork Trust, is looking forward to working with Groundwork USA to identify initiatives that can help address climate-concerns in New Jersey's fourth-largest city.

"As an example of the urgency of climate crisis, this past October, our community was inundated with flooding from Hurricane Ida, exacerbated by man-made factors," says Phillips. "People lost their lives. We are eager to put programming in place that can help mitigate these threats from happening again in the future."

Launched in 2020, the Bezos Earth Fund is a financial commitment to fund scientists, activists, NGOs, and private-sector entities that are taking critical action to combat the climate crisis, preserve and protect the natural world and support climate justice. With support from the Bezos Earth Fund, Groundwork USA will work with individual Trusts to tackle environmental restoration projects that provide tangible climate resilience benefits to residents of climate-vulnerable neighborhoods.



Photo: Amazon.com

Bezos Earth Fund benefactor Jeff Bezos

Stephen Burrington, executive director for Groundwork USA, is looking forward to the impact this funding will have on programming in Trust communities, "The harm caused by the climate crisis is growing exponentially in communities across the Groundwork network. With support from the Bezos Earth Fund, Groundwork Trusts will leverage their deep personal knowledge of the challenges faced by residents in frontline communities to accelerate their response to the climate crisis with the level of urgency demanded of us at this moment."



Photo: Groundwork USA

Groundwork USA team in Paterson, New Jersey



Photo: Groundwork USA

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Residential Redevelopment of a Historic Paterson Property

This project includes affordable units and resources for veterans and the disabled.

By John Joseph Parker
Contributing Editor

The New Jersey Economic Development Authority (NJEDA) has approved support for the purchase and renovation of Hamilton Square, a 68-unit mill-style, two-building apartment community located in the Great Falls Historic District of Paterson.

In December 2021, the NJEDA Board approved Economic Redevelopment and Growth (ERG) tax credits for co-applicants Hamilton Square Urban Renewal LLC and Soldier On Veterans Village VII, LLC (SOVV). The entities intend to purchase and renovate the property, which consists of a three-story brick historic building built in 1814 and a four-story brick building built in 1997.

The project, located at 20 & 21 Mill Street, is comprised of a mix of seven one-bedroom units, 54 two-bedroom units, seven three-bedroom units and parking spaces for tenants. Seven units within the property will be converted to full Americans with Disabilities Act (ADA) compliance as part of the planned rehabilitation. Fifty units (71 percent) are currently occupied.

SOVV is a subsidiary of Soldier On Inc., a Massachusetts-based nonprofit committed to ending veteran homelessness. Soldier On was organized in 1994 to provide a continuum of programs to ensure that homeless veterans and

their families have access to immediate and long-term housing with an array of support services delivered to them where they live. Soldier On will provide veteran referrals and supportive services to the veteran population at Hamilton Square, including securing affordable housing units, when available.

“The decision by Governor Phil Murphy and the New Jersey Legislature to extend the ERG program is enabling projects that will help communities and residents hit hardest by the pandemic recover while programs created by the ERA take shape,” says NJEDA Chief Executive Officer Tim Sullivan. “This project upholds several of the policy goals established under the ERA, particularly those that uplift our most vulnerable citizens by providing affordable and accessible housing options for veterans, and those with disabilities.”

“Reaching the homeless veteran population is an enormously difficult task, but a crucial one,” says New Jersey Department of Military and Veterans Affairs Commissioner Brig. Gen. Lisa J. Hou, D.O. “Our dedicated Veterans Service Officers and the two existing state-run Veterans Havens do incredible work every day toward the goal of ensuring all New Jersey veterans can access the benefits they have earned. The tremendous efforts of Governor Murphy, the New Jersey Legislature, the NJEDA, private and public organizations

together, affirm steadfast support for those who have served and sacrificed for our great state and nation.”

To support more projects like the Hamilton Square development, Governor Murphy committed an additional \$125 million to the Residential ERG program through the New Jersey Economic Recovery Act of 2020 (ERA), a comprehensive package of economic development legislation to address the ongoing economic impacts of the COVID-19 pandemic and build a stronger, fairer New Jersey economy. This new commitment of funding is enabling projects that are ready to move forward now to advance while new ERA programs are under development.

The ground floor of 21 Mill Street has eight commercial spaces with a commercial parking lot that are not part of the project. The land and buildings will be broken into two parcels with the applicants solely purchasing the residential portion and the commercial component remaining with the current owner.

Estimated renovation costs are \$5.9 million and will include completely renovated kitchens and bathrooms, updated aluminum windows, new doors and high-grade vinyl floor or hardwood floors. Additionally, the project will include common area and exterior renovations such as: conversion of the 1,500-square-foot vacant commercial space at 20 Mill Street into a community room, creation of a small fitness center, repairs to the elevators, installation of a new security system with cameras, and execution of other repairs and upgrades to common areas, including the parking lot and fencing.

The applicants are eligible for a base award of 20 percent of eligible project costs, plus an additional 20 percent (for a total of 40 percent) since the property is located in a Garden State Growth Zone. The project was approved for tax credits of 37.57 percent of eligible project costs of \$16.8 million, not to exceed \$6.3 million.

The application for the residential ERG program reopened on June 1, 2021 and is administered based on pre-existing ERG regulations and statutes, as amended by the ERA, which added new prevailing wage and minimum wage requirements.

For additional information and detailed eligibility requirements, including a clarifying document outlining all requirements and application review protocols for interested parties, visit <https://www.njeda.com/economicrecoveryact/>. 📄



NJEDA CEO Tim Sullivan



NJ Dept. of Military and Veterans Affairs
Commissioner Brig. Gen. Lisa J. Hou, D.O.

Don't Sweat the Q&A

Many leaders communicate poorly and panic when they face challenging questions after they deliver a presentation. With that in mind, following are some best practices for the Q&A.

--**Change your perspective.** Instead of thinking to yourself, "I get so stressed out after I deliver a presentation. What if I am asked a question and I don't have the answer?," view the Q&A as an opportunity to engage with your audience.

--**Be patient and listen to the entire question.** Pause and take a moment to think through the entire question before you respond. Listen to understand versus listening to simply respond.

--**Breathe.** When communicating in a stressful situation, we forget to breathe. Some leaders are so nervous that they border on hyperventilating. Practice slowing down your breathing to communicate in a more thoughtful fashion.



STEVE ADUBATO'S LESSONS IN LEADERSHIP

--**Be concise.** Monitor yourself. Get to your point concisely and quickly. Some leaders are so unaware of how long they have been talking that they pay a hefty and unnecessary price.

--**Anticipate the three or four toughest questions you are likely to be asked.** Think about what your audience is likely to be asking and prepare for how you would respond.

--**Don't be afraid to say, "I don't know."** It is an unforced error for a leader to act like they know the answer to a question when they clearly don't. It is okay to say you don't know the answer and then state how exactly you will follow up and by when.

Steve Adubato, PhD, is the author of five books including his latest, "**Lessons in Leadership**". He is an Emmy® Award-winning anchor with programs airing on Thirteen/WNET (PBS) and NJ PBS who has appeared on **CNN**, **FOX5 NY** and **NBC's Today Show**. Steve Adubato's "**Lessons in Leadership**" video podcast with co-host Mary Gamba airs **Sundays at 10:00 a.m. on News 12+**. For more information visit www.Stand-Deliver.com

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State-of-the-Art Cardiac Care at New Jersey's Top Hospitals

Compiled by Miles Z. Epstein
Editor, COMMERCE

State-of-the-art cardiac care is making a difference for hundreds of thousands of patients each year—there are five million people in the United States suffering from chronic heart failure, with 550,000 new cases diagnosed each year. Here are the latest treatments that are saving lives and improving the quality of life for survivors and their families. In addition, through early intervention, many 911 calls and emergency room visits are being avoided altogether.



Atlantic Health System
Linda D. Gillam, M.D.,
MPH, MACC, Dorothy and
Lloyd Huck Chair,
Medical Director,
Cardiovascular Service Line

“World-class cardiac centers such as our Cardiovascular Rescue and Recovery Program continue to evolve to successfully care for patients who, just a few years ago, could not be treated,” says Linda D. Gillam, M.D., MPH, MACC, Dorothy and Lloyd Huck Chair, Department of Cardiovascular Medicine and Medical Director, Cardiovascular Service Line, Morristown Medical Center, Atlantic Health System.

The Cardiovascular Rescue and Recovery Program will provide advanced treatment for patients in need of complex percutaneous coronary intervention (PCI) due to severe, total or multiple difficult-to-treat blockages of their coronary arteries (PCI is angioplasty with or with-

out a stent.) The program will also expand the advanced support capabilities for patients who are gravely ill with acute cardiac problems, such as cardiogenic shock, in which the heart suddenly can't pump enough blood to meet the body's needs. The Cardiovascular Rescue and Recovery team will also address other serious cardiac conditions. Cardiogenic shock most commonly occurs after a heart attack, is frequently lethal, but with coordinated, 24/7/365, multidisciplinary care, including mechanical support, PCI and surgical revascularization, Morristown provides improved outcomes for these complex conditions. The program's philosophy is that every PCI, whether simple or complex, should be assessed and performed at the highest level of precision.



Bergen New Bridge Medical Center
By Joseph Daoko, M.D.,
Chief of Cardiology

Bergen New Bridge Medical Center offers Coronary Calcium Scoring testing. This non-invasive test uses a CT scan that shows the amount of coronary artery calcium (plaque) that resides in the coronary artery, which cannot be directly imaged non-invasively. It measures the amount of calcified plaque in your coronary arteries. The test measures your calcium score, which helps your doctor calculate your risk of developing coronary artery disease (CAD)-related events such as a heart attack. Every person with a moderate risk of heart disease can

benefit from a coronary calcium score, making this procedure another important weapon in the Medical Center's robust health and wellness arsenal.



Englewood Health
By Samuel Suede, M.D.,
Chief of Cardiology

Cardiac care continues to become less invasive with the use of advanced technology. At Englewood Health, we are strengthening our capabilities for diagnosing and treating patients with valve disease, arrhythmias, coronary artery disease, heart failure, structural heart disease and vascular disease at both our main hospital campus and in our community-based settings. Englewood Health's transcatheter aortic valve replacement (TAVR) program offers a catheter-based (minimally invasive) approach to treating patients with aortic stenosis, performed by an expert team of interventional cardiologists and cardiac surgeons. Our electrophysiologists also use a minimally invasive approach to implant the Watchman left appendage closure device to prevent strokes from atrial fibrillation. Our heart and vascular team participates in clinical trials, contributing to research and expanding treatment options for our patients. New advanced imaging allows for less-invasive diagnostics, such as coronary CT angiography with fractional flow reserve (CTA-FFR), which our doctors are now using to help determine whether plaque is restricting the amount of blood flow through a coronary artery. Our cardiologists are adopting this low risk, highly accurate tool to help determine if chest pain or shortness of breath is due to severe coronary artery disease requiring a more invasive cardiac angiography (catheterization) in some patients.



Holy Name Medical Center
By Tariq Shah Syed, M.D.,
Chief of Cardiology

Holy Name Medical Center's cardiology experts provide high-quality, patient-centered heart care aimed at preventing, diagnosing, treating and managing cardiovascular disease with state-of-the-art technology and techniques. Our expert team addresses cardiovascular issues that range from the common to the complex, including heart rhythm

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By addressing medical conditions that affect the human heart, doctors and researchers are saving lives.



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Our nationally recognized heart specialists treat everything from simple heart conditions to the most complex, and offer access to groundbreaking cardiovascular research and technology. With five hospitals, including Morristown Medical Center ranked in the top 50 by *U.S. News & World Report* for Cardiology & Heart Surgery, along with multiple outpatient centers and specialist offices, we connect more hearts to the advanced care they need than any other health system in New Jersey.

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disorders, artery blockages and structural heart problems that may require lifelong support. Our cardiologists are also participating in clinical trials, studying new ways to treat and prevent coronary artery disease, heart failure and heart attacks. An area of rapid expansion is interventional cardiology, utilizing non-surgical, catheter-based procedures to evaluate and treat blockages of the heart's arteries. Holy Name also recently welcomed a structural cardiologist to our medical staff, who has expertise in treating structural and congenital heart disease, peripheral vascular disease and blood clots in the lungs (pulmonary embolisms) using state-of-the-art non-surgical therapies. Blood pressure checks, health screenings and preventive care are brought to our community by Holy Name's Center for Healthy Living and Mobile Education Lab (MEL). Virtual programs via Zoom offer educational talks to persons on their smart phones, tablets or desktop computers. All of Holy Name's cardiac care facilities are rigorously disinfected and located away from areas for COVID care. Anyone who is experiencing a heart emergency should not wait to seek evaluation at our Emergency Department, nor delay scheduling a potential life-saving procedure.



Hackensack Meridian Hackensack University Medical Center
By Joseph E. Parrillo, M.D.,
Chairman, Heart and Vascular Hospital

Hackensack Meridian Hackensack University Medical Center has a number of key advances ensuring patients receive the



Photo: Getty Images/Stockphoto/Chinaapong

Through early intervention, many heart-attack-related 911 calls and emergency room visits are being avoided altogether.

most effective care available. Most recently, the American Heart Association and the Mitral Foundation recognized Hackensack University Medical Center with the Mitral Valve Reference Center Award for its demonstrated record of superior clinical outcomes resulting from repair of degenerative mitral valves. The recommended treatment for degenerative mitral valve disease is mitral valve reconstruction, as opposed to valve replacement with a bioprosthetic or mechanical valve, since valve repair is associated with improved survival and fewer long-term complications. Hackensack University Medical

Center is the first hospital in Northern New Jersey to use this innovative heart valve reconstruction for the many patients who suffer from mitral regurgitation (MR) each year. Additionally, our cardiologists and cardiac surgeons perform New Jersey's most successful minimally invasive heart procedures, including Tendyne™ Transcatheter Mitral Valve Implantation (TMVI). Cardiologists working with cardiac surgeons implant a prosthetic, percutaneous mitral valve anchored to the apex of the heart. This new valve is a permanent device that allows the heart to pump blood more efficiently, another approach to improve valve closure. Patients who have a valve repaired at a center of excellence, before symptoms worsen, can enjoy an increased life expectancy.



Hackensack Meridian Jersey Shore University Medical Center
By Brett A. Sealove, M.D.,
FACC, RPVI, Chief of Cardiology,
Department of Medicine

From advanced cardiac imaging like intravascular Optical Coherence Tomography (OCT), to the most leading-edge cardiac catheterization and electrophysiology laboratories, Jersey Shore University Medical Center has become the local leader in cardiac care. The invasive and non-invasive clinical volume rivals other larger academic institutions with impressive results. One of the largest areas of growth has been the Structural Heart Program where physicians and team members collaborate on how to best correct heart valve and congenital heart defects, minimally invasively and without open heart surgery. Procedures generally can be accom-

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There are five million people in the United States suffering from chronic heart failure, with about 550,000 new cases diagnosed each year.



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plished by threading a small tube (catheter) into the heart and using it as a tunnel through which the heart can be fixed. The technique is optimal for patients at risk for open heart surgery or who would prefer not to have open heart surgery. While many defects occur at birth, a majority of structural heart and valve problems are age-related. Jersey Shore specializes in Transcatheter Aortic Valve Replacement (TAVR) where a miniaturized heart valve can be placed into the heart from a small incision in the groin. The hospital is also a Northeastern U.S. volume leader in the Mitraclip procedure, a novel minimally invasive technique for repairing a leaking mitral valve. These are merely two of the life-changing procedures offered regularly at Jersey Shore. We are proud to have saved countless lives, decreased hospitalizations and dramatically improved the quality of life of our patients.



RWJBarnabas Health, Cooperman Barnabas Medical Center

By Bruce Haik, M.D.,
Chief of Cardiology, Director,
Cardiac Catheterization Lab

At Cooperman Barnabas Medical Center, our Cardiovascular Service Line includes cardiologists and cardiovascular surgeons working together as one heart team in order to seamlessly evaluate patients with all forms of heart disease. This multidisciplinary approach offers patients individualized care utilizing the latest diagnostic and therapeutic tools in order to achieve excellent short- and long-term outcomes that exceed national quality benchmarks. Whether caring for patients with simple or complex heart disease, our team's collaboration and expertise ensure a patient-centered approach focusing on safety and an improved quality of life. Incorporating the latest non-invasive tests such as coronary calcium scoring and CT angiogra-

phy, as well as invasive diagnostic angiography, imaging and physiology we are better able to utilize minimally invasive interventional procedures such as catheter-based valve therapy and percutaneous coronary interventions (PCI) utilizing the latest drug coated stents and adjunctive devices to optimize outcomes. With this individualized approach to treating heart disease, patients are more likely to return home and begin their normal activity with reduced hospital stays. Our expert team of surgeons and cardiologists offer both state-of-the-art, non-surgical and surgical options for patients with advanced, as well as simple forms of cardiovascular disease.



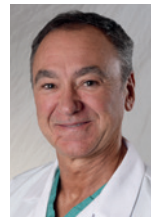
Saint Peter's University Hospital

By Dinesh K. Singal, M.D.,
FACC, FACP, FSCAI,
Medical Director, Cardiac
Catheterization Laboratory

Saint Peter's University Hospital offers a breadth of cardiology services, including diagnostic cardiac catheterization and emergency angioplasty. We have expanded the scope of diagnostic and treatment capabilities for patients with cardiac disease to include elective angioplasty/elective percutaneous coronary intervention (PCI). Angioplasty is a decades-proven procedure that increases life-sustaining blood flow to the heart when coronary artery disease has blocked the vessels that feed it. Guided by sophisticated imaging, our board-certified interventional cardiologists thread a thin, flexible tube through the bloodstream to deliver powerful intervention, directly at the site where blockage occurs. We also perform peripheral vascular angiograms and pacemaker implantation in Saint Peter's two cardiac catheterization labs. Saint Peter's offers treatment of congestive heart failure, cardiomyopathy, coronary artery disease and cardiac arrhythmias, among others. Critical services include echocardiography, both trans-

thoracic and transesophageal, for evaluation of cardiac function, as well as pharmacologic nuclear stress testing and exercise stress testing to evaluate blood flow to the patient's heart.

Saint Peter's is a certified Primary Stroke Center.



St. Joseph's Health


By Mark Connolly, M.D.,
Chairman of Surgery

Advances in cardiac care have transformed the way we treat patients with complex heart conditions. At St. Joseph's Health, we use the Transcatheter Aortic Valve Replacement (TAVR) for patients with heart valve problems. This minimally invasive treatment is performed using smaller incisions than those in traditional heart valve surgery, by inserting a new valve into the heart through an artery and placing it inside the diseased valve. St. Joseph's University Medical Center was among the first hospitals in New Jersey to perform this procedure, and today is one of the leading TAVR Centers in the state. More recently, TAVR has become a minimally invasive alternative for people who can endure an operation, but face moderate risk. Now, we are investigating its possible use in an even wider range of people with low surgical risk.



The Valley Hospital

By Gerald Sotsky, M.D.,
Director, Cardiovascular
Service Line;
Chair, Cardiac Services,
Valley Medical Group

The Valley Hospital's Heart and Vascular Institute is proud to offer patients with the latest treatment innovations. Our advanced cardiovascular imaging team has adopted Cleary, Inc.'s coronary analysis, a non-invasive, artificial intelligence enhanced imaging technology that leverages coronary artery phenotyping—a technique to define the characteristics of plaque buildup—to help prevent heart attacks. Building upon traditional CT angiography testing, Cleary's imaging technology helps physicians identify unstable plaque buildup with a high potential to rupture and lead to a heart attack. Using Cleary's imaging capabilities, high-risk, asymptomatic patients can now be evaluated and provided preventative measures before a heart attack occurs. Additionally, Valley's cardiovascular team has adopted Shockwave Intravascular Lithotripsy (IVL), a novel lithotripsy technology that treats patients with significant calcium deposits that reduce blood flow in their arteries. Through a minimally invasive procedure, Shockwave IVL uses sonic pressure waves to safely break up problematic calcium deposits. Without unnecessary complications, blood flow is restored with a stent implant. Shockwave IVL is successfully used by Valley's interventional heart and vascular surgery teams to treat coronary artery disease and peripheral artery disease. 

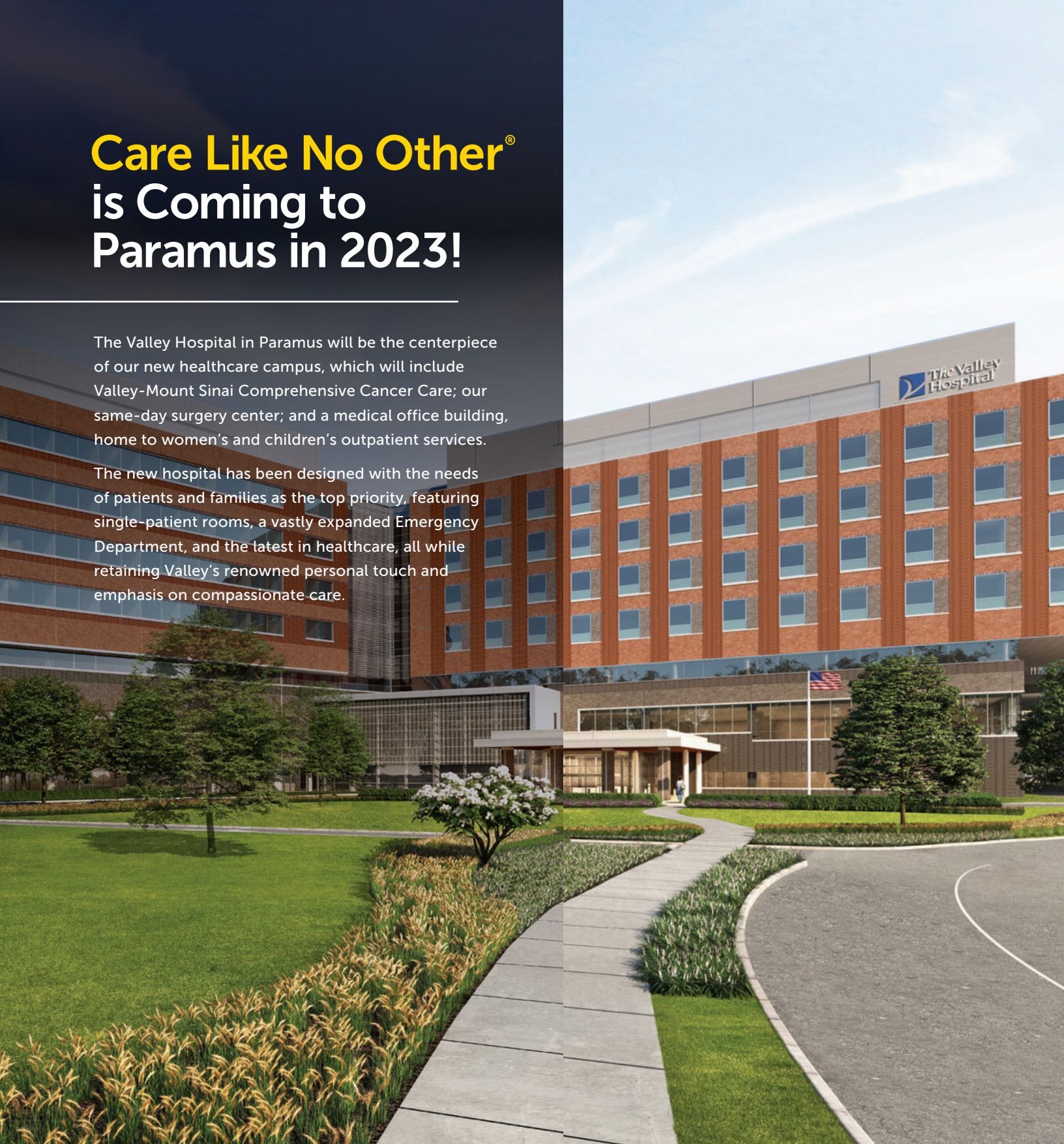


Preventive medicine, such as stress tests, can help identify heart problems early.

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The Valley Hospital in Paramus will be the centerpiece of our new healthcare campus, which will include Valley-Mount Sinai Comprehensive Cancer Care; our same-day surgery center; and a medical office building, home to women's and children's outpatient services.

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