

2023-24 Annual Report to the Board of Trustees



College Goals and Outcomes Under My Leadership

Christopher M. Reber, President
Hudson County Community College
August 15, 2024



OFFICE OF THE PRESIDENT
Christopher M. Reber, Ph.D.



August 15, 2024

Dear Hudson County Community College Trustees and Family,

The 2023-24 academic year was one of phenomenal achievement at Hudson County Community College. Every member of our HCCC family contributed to substantive outcomes focused on our overarching priorities of student success; and diversity, equity and inclusion.

As President of Hudson County Community College, I have led and supported **college-wide initiatives** for continuous improvement with a specific focus on 2023-24 Hudson County Community College Board of Trustee Goals and Initiatives. My 2023-24 Presidential Goals therefore cascade from these Board goals.

Japanese writer Ryunosuke Satoro once said, “Individually, we are one drop. Together, we are an ocean.”

Together, members of the HCCC community have reached and surpassed significant milestones on our collective journey to serve students and our community. Along the way, our College has enjoyed unprecedented recognition for excellence and best practices at the local, state, and national levels.

Together, we celebrate a collective vision and shared values across the College that have helped us achieve outcomes greater than the sum of their parts.

Throughout the report that follows, I have recognized trustees, faculty, staff, students and others who have contributed directly to this year’s inspirational achievements in service to our students, our community, and our mission. Many more members of our exceptionally dedicated and talented HCCC family not specifically mentioned here also played important roles in every outcome. We thank and celebrate the contributions of everyone in our HCCC family. As we often say, it truly **Takes a Village** to live, breathe, and achieve transformative outcomes.

Thank you, Hudson County Community College trustees, for your leadership, advocacy, guidance, and support that make possible the achievements described in this annual report and beyond! And thank you, dedicated members of the HCCC family! It is an honor to serve as your president. Hudson is Home!

With heartfelt gratitude,

Christopher M. Reber
President

2023-24

Annual Report to the Hudson County Community College Board of Trustees

College Goals and Outcomes Under My Leadership

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As President of Hudson County Community College, I will lead and support college-wide initiatives for continuous improvement with a specific focus on HCCC Board Goals and Initiatives. My 2023-24 Presidential Goals are organized below under each of the four approved Board Goals and Board Initiatives.

Board Goal #1: Review data, initiatives, activities and outcomes related to the College's Student Success Action Plan, including student retention, completion, transfer, and gainful employment. Create and/or revise policies and structures as appropriate to ensure accountability and support for the continuous improvement of student success outcomes.

Presidential Goals:

1. Lead and support college-wide continuous improvement in reaching and exceeding targeted goals of the HCCC Student Success Action Plan, and in addressing identified equity gaps. Fully support initiatives and teams engaged in the plan's implementation.

Outcomes

- Led and supported the achievement of multiple-year goals of HCCC's Student Success Action Plan (SSAP) one year early. The first goal focused on increasing fall-to-fall persistence for first-time/full-time students from 58% to 64%, and the second goal focused on creating a culture of care that supports students in fall-to-fall persistence from 61% to 67%.
- Led and supported outcomes resulting in HCCC's recognition as a *2024 Achieving the Dream Leader College of Distinction*, a recognition held by only a select group of Achieving the Dream network colleges. HCCC's Leader College of Distinction recognition comes one year after HCCC received Leader College status from Achieving the Dream in 2023. HCCC achieved both Leader College and Leader College of Distinction status on the earliest timeline possible. Leader College of Distinction honors recognized the following and additional HCCC data outcomes.

- For new HCCC student cohorts entering fall 2018 through fall 2021, HCCC's fall-to-fall persistence rate improved from 54% to 59%. Equity gaps have narrowed by 9% for students who are age 25 or older and by 6% for Hispanic and Black/African American students. These remarkable



- achievements are attributed to a number of HCCC reforms, including directed self-placement, the adoption of a pass/fail procedure during the height of the COVID-19 pandemic, the introduction of synchronous remote course sections and student support services that removed transportation, child care, and myriad other barriers for students, the opening of the Hudson Helps Resource Center, resources of the Community College Opportunity Grant, programming focused on diversity, equity and inclusion, and the launch of the nationally distinctive and award-winning Hudson Scholars program in fall 2021.
- For new student cohorts entering fall 2016 through fall 2019, HCCC's 200% completion rate improved from 16% to 23%. For students who are age 25 or older, the equity gap narrowed by 6% during the same time period. Additional reforms and practices further contributed to HCCC's increased student completion rate. These include the introduction of the ESL Proficiency Certificate, adoption of elements of the Guided Pathways Framework, equity-focused programming, and launch of the Office of Transfer Pathways.
 - For new student cohorts entering fall 2014 through fall 2017, HCCC's six-year transfer and earned baccalaureate rate improved from 43.4% to 44.8%. This increase is in part attributed to expanded transfer agreements HCCC has established with four-year college and university partners, establishment of the Office of Transfer Pathways with dedicated leadership for articulation agreements, and HCCC's participation in the Aspen Institute-American Association of State Colleges and Universities (AASCU) Transfer Student Success and Equity Intensive in partnership with New Jersey City University (NJCU).

- Led and supported the continued development and scaleup of the award-winning Hudson Scholars program. Among many positive outcomes, the Hudson Scholars program continues to propel the success of historically underrepresented groups at the College. Traditionally underrepresented Hudson Scholars achieved a 19% two-year graduate rate, which was more than three times the rate of their non-Hudson Scholars peers, and over 58% higher than nontraditional peers who did not participate in the Hudson Scholars program.
 - To date, traditionally underrepresented Hudson Scholars have also achieved a 35% three-year graduation rate, exceeding the outcomes of their non-Hudson Scholars counterparts by 84%. This is also 17% higher than the three-year completion rate of White and Asian students who were not a part of the program.
- Supported EOF Director Dr. Jose Lowe and his team in achieving continued growth of HCCC's Educational Opportunity Fund (EOF) program, the model upon which the Hudson Scholars program is based.



During 2023-24, the college's EOF program served over 300 students, a 50% increase over the prior year. During the past year, EOF awarded \$289,921 in Title III grants to 321 students. This represents an increase of 67 students from the previous year. Remarkably, the EOF program's annual retention rate this year was 87.9%.

- Supported the HCCC New Student Onboarding Think Tank led by Assistant Dean of Student Life and Leadership Veronica Gerosimo. The Think Tank team is working to improve the new student onboarding process, communication, and graduation celebrations to increase student success outcomes. Processes being mapped include student recruitment, application, registration, financial aid, placement testing and advising, and others.
- Supported Dean of Enrollment Services Matt Fessler; Dean of Nursing and Health Professions Dr. Catherine Sirangelo; Director of Nursing Dr. Lori Byrd; Coordinator of Nursing Admissions and Recruitment Lisa Cieckiewicz; Associate Vice President for Academic Affairs Dr. Heather DeVries; and members of the ATD Pre-Nursing Group in their efforts to improve information disseminated to students after they apply,

including a customized welcome e-mail. The team is also creating a separate nursing application that will improve processing and filing of Nursing program applications.

- Supported Matthew Fessler and Associate Dean of Advisement Dr. Gretchen Schulthes in their continued engagement with MDRC, an enrollment management organization that promotes best practices in the recruitment, retention, and success of students. HCCC colleagues completed HCCC's third project with MDRC last year that was focused on a "better understanding of what makes for an effective cross-functional team and how these teams facilitate institutional transformation towards equitable student outcomes."

- The college is now beginning a fourth project in partnership with MDRC that will use strategies grounded in behavioral science and higher education research to transform college institutional processes and design an improved experience across students' first year of college. Structural barriers in three areas will be addressed: Enrollment and Registration, Financial Aid, and Satisfactory Academic Progress. We hope to identify processes that can improve student success in alignment with the work of ATD and the Onboarding Think Tank.

- Supported activities and outcomes of the Title V "Golden Door/La Puerta Dorada" Grant for continuous improvement of HCCC's ESL program and achievement of Student Success Action Plan goals and objectives.

- Total ESL enrollment has increased steadily since the pandemic and has now reached 93% of pre-pandemic ESL enrollment.

- ESL Pathway 1 persistence improved from 46.2% in spring 2023 to 65% in fall 2023.

- ESL Pathway 2 persistence improved from 55% in spring 2023 to 66% in fall 2023.

- The Pathway 1 pass rate improved from 52.6% in spring 2023 to 62.9% in fall 2023.



- **The Pathway 2 pass rate improved from 59.5% to 60.8% during the same period.**
- **Under the auspices of the Title V Grant, 15 licenses for Rosetta Stone’s Catalyst software were procured in April 2023 to provide emerging bilingual students with resources to enhance language learning experiences, reinforce content knowledge, and improve retention and mastery of skills. Students may now use the software at ESL Resource Centers at both the Journal Square and North Hudson campuses. From fall 2023 through spring 2024, the number of active learners using Rosetta Stone Catalyst increased by 40%, and the number of hours increased by 10%. Academic coaches are now placed in all ESL Pathway 1 and 2 classes.**
- **Supported Assistant Dean of Testing and Assessment Darlery Franco and colleagues across the college in their facilitation of student directed self-placement, which is widely considered best practice. During 2023-24, student directed self-placement increased by 189% in English, 157% in Math, and 155% in ESL.**
- **Supported continuous improvement of student retention and completion in HCCC Pre-nursing and Nursing programs. Outcomes included development of dedicated Nursing Program Admissions Advisor and Nursing Program Retention Specialist positions to help HCCC achieve its student success goals in these areas. The Nursing program has refined many program documents and communications to ensure clarity and consistency. Student focus groups have informed these improvements.**
- **Supported Center for Online Learning Executive Director Mathew LaBrake and his colleagues in their**

leadership for Accessibility in Online Learning through Student Success Plan Initiatives. These initiatives included implementation of a large-scale project to review and improve accessibility of all online courses. HCCC’s 2023-24 course accessibility goal was exceeded, with all 170+ online and hybrid courses receiving an accessibility score of 95% or higher. The Center for Online Learning integrated



accessibility standards into the new HCCC Online Course Quality Review Rubric used to assess new online or hybrid courses beginning in January 2024. Moving forward, all new online courses must achieve an accessibility score of 95% or higher before their offering.

- Supported College Student Success (CSS-100) course improvements as identified in the Student Success Action Plan. Supported Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and Associate Director of Advisement Jenny Henriquez in their efforts to revise the regular in-person and online curriculum. A CSS-100 course variation based upon students' majors in the School of Nursing and Health Professions was integrated into the existing CSS-100 curriculum. Other improvements include introduction of *Instructor Hub* as a centralized CANVAS shell; a revised curriculum in all modalities of CSS-100 classes; change of grading system from Pass/No Pass to a letter grade, and others. Mentors support student retention and success through the development of skills to help students achieve their academic and career goals.
- Supported Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries and many other HCCC colleagues in their development of HCCC's emerging 2024-29 Student Success Action Plan. Similar to the 2020-24 plan, the new plan will include specific, data-informed goals; mission-centric initiatives such as scaling the Hudson Scholars program to all students, improving persistence and completion rates for ESL students, narrowing equity gaps for pre-nursing students, and improving persistence and completion rates for nursing students. Additional planned initiatives include development of a model for Early College Academies and reviewing and refining processes related to onboarding. In support of this work, Dr. Heather DeVries and Associate Vice President for Institutional Research and Planning John Scanlon led and hosted the College's third annual Data Summit in March 2024 that was focused on benchmarks for potential goals of the 2024-29 Student Success Action Plan.





- Supported Associate Vice President for Continuing Education and Workforce Development (CEWD) Lori Margolin, Director of Workforce Pathways Anita Belle, and the CEWD Workforce team in their involvement of student success coaches in HCCC workforce training. These coaches engage, mentor, counsel, and support students obtaining industry recognized state and national credentials, licenses, and employment in occupations paying family-sustaining wages with pathways to future promotion and career advancement opportunities.

2. Lead and support continuous improvement in the college-wide focus on student success,

degree completion, college transfer, and gainful employment in all areas of the College's leadership and in our participatory governance processes. Lead and support the continuing development and institutionalization of a data-rich culture. Oversee and support the efforts of the Achieving the Dream (ATD) *Dream Team* and the College community to disaggregate meaningful retention and completion data and use those data to catalyze actions that improve student success outcomes. Lead, support, and measure progress in reaching and exceeding the goals of the College's approved Student Success Action Plan, and in achieving continuous improvement in student retention and completion.

Outcomes

- Led and supported HCCC's continued engagement in *Achieving the Dream* (ATD), the national network of high-performing community colleges committed to using data and best practices to help all students succeed through retention, degree completion, transfer, and gainful employment. Attended national ATD DREAM Conference in Orlando, FL in February 2024, where HCCC was named an "ATD Leader College of Distinction," the highest level of excellence awarded to a small number of community colleges that have achieved superior student success outcomes. Six HCCC colleagues attended the conference, where HCCC was represented twice on the DREAM conference program. HCCC Vice President for Diversity, Equity and Inclusion Dr. Yeurys Pujols, and Associate Dean of Advisement Dr. Gretchen Schulthes presented on HCCC's final project for the University of Southern California/ATD Racial Equity Leadership Academy. I participated in a panel presentation entitled "The Student

Success Dividend: Holistic Support and Institutional Sustainability,” where I discussed HCCC’s two overarching priorities of student success, and diversity, equity and inclusion; and the outcomes of the award-winning, nationally recognized Hudson Scholars program.

- **Led and supported HCCC’s selection for and engagement in a joint initiative of Achieving the Dream (ATD) and Jobs for the Future (JFF) that is focused on improving enrollment, persistence, and completion rates for returning adult learners. Supported Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty and her colleagues in their leadership of HCCC’s ATD/JFF initiative. Team members include Associate Vice President John Scanlon, Associate Vice President Dr. Heather DeVries, Associate Vice President Lori Margolin, Dean of Humanities and Social Sciences Dr. Alison Wakefield, Dean of Student Success Dr. Bernadette So, and Dean of Enrollment Matthew Fessler. HCCC’s work with ATD and JFF complements the College’s engagement with ReUP that is supported by NJ Secretary of Higher Education Dr. Brian Bridges.**
- **Led and supported HCCC’s engagement in the University of Southern California/Achieving the Dream Racial Equity Leadership Academy (RELA). Participated on HCCC’s RELA core team with Vice President for Academic Affairs Dr. Darryl Jones, Vice President for Diversity, Equity and Inclusion Dr. Yeurys Pujols, Vice President for Human Resources Anna Krupitskiy, and Assistant Professor of English Dr. Jeanne Baptiste. Through the year-long national academy, HCCC developed an action plan focused on improving the persistence and completion rates of Black and African American male students. HCCC’s plan was informed by disaggregated institutional data, the success of the Hudson Scholars program with particular attention on the outcomes and narrowed equity gaps experienced by Black and African American male students, and the results of a survey and subsequent focus groups administered and led by Associate Professor of Criminal Justice Dr. Jerry Lamb and HCCC’s Black Faculty Caucus.**



- Led and supported continuous improvement in the number of students completing HCCC credentials and graduating. In May 2024, HCCC celebrated a record 1,532 graduates at HCCC Commencement exercises held at Red Bull Arena in Harrison. Supported Commencement co-chairs Dr. Lisa Dougherty and Dr. Nicholas Chiaravalloti, and others across the college, in their planning for the 46th Commencement Ceremony attended by approximately 7,000 graduates, guests, faculty, staff, students, and others. This year's record graduating class represented an increase over the previous year's then-record number of graduates. In December 2023, HCCC hosted two December Graduate Receptions with approximately 400 attendees due to increasing numbers of students graduating mid-year. Going forward, we will consider the efficacy of holding a December Commencement Ceremony.



- Supported Dean Sylvia Mendoza and her colleagues in the Office of Financial Aid in their successful hosting of a growing array of financial literacy events aimed at empowering students with essential money management skills and knowledge. These events serve as valuable platforms for students to learn about budgeting, saving, student loans, credit management, and other aspects of personal finance. Through the offering of workshops, seminars and informational sessions, students are equipped with the tools they need to make informed financial decisions during and after their college experience. These initiatives contribute to the college-wide goal of promoting students' financial competence, independence, and long-term financial wellbeing.
- Supported Associate Registrar Irma Williams and her colleagues in their implementation of *Coursedog*, a comprehensive system designed to streamline various academic processes such as scheduling, events management, analytics, curriculum management, and catalog maintenance.
- Supported the HCCC Office of Career Services in the growing array of programs and services offered in support of students. During 2023-24, nearly 1,000 student meetings were held, and 55 company employers participated in college-sponsored job fairs.

- Supported Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and the Committee on Satisfactory Academic Progress (SAP) in their review and updating of the Academic Standing policy/procedure. Committee members analyzed HCCC data and reviewed policies of other community colleges. The waiting period for dismissed students to return to HCCC was reduced from three years to one, permitting 352 students to reenroll during the spring 2024 semester.
- Led and supported continuous improvement and advanced student success outcomes of Hudson Online and the HCCC Center for Online Learning. Student success in online learning, as determined by average course grade, increased by 10% over the preceding year. Students enrolled in online courses are now achieving an average course grade that is equal to or higher than their onsite peers in the same courses, eliminating an historic achievement gap between online and on-site teaching and learning modalities. This work and outcome was supported by a data visualization tool developed by the Center for Online Learning (COL) and Office of Institutional Research and Planning. The tool allows for an in-depth review of average course grades across instructional modalities and the disaggregation of data by demographics, participation, semester/year, time of registration, semester sequence, and more. The COL now utilizes this tool to employ a data-informed approach to course revisions by prioritizing courses and programs where there is greatest need.



- Supported Vice President for Diversity, Equity and Inclusion Dr. Yeury Pujols; Director of Accessibility Services Danielle Lopez; and Coordinator Karine Davis in their leadership for continuous improvement in accessibility services for students with disabilities, including those participating in remote, hybrid, and in-person modalities. During 2023-24, the office supported more than 300 students, including more than 130 students who self-identified, with accommodations and services to promote their academic, personal, and career success. Services included testing accommodations, note-taking services, captioning services, sign language interpretation, and many others.

- Led and supported the College’s participation in the 2023-24 Racial Equity Leadership Academy (RELA), a year-long program sponsored by Achieving the Dream and the University of Southern California’s Race and Equity Center. The program’s goal was to identify an area of priority, or a Racial Equity Change Effort, to focus our work. HCCC’s RELA Core Group included Vice President for Academic Affairs Dr. Darryl Jones; Vice President for Human Resources Anna Krupitskiy; Vice President for Diversity, Equity and Inclusion Dr. Yeury Pujols; Assistant Professor of English Dr. Jeanne Baptiste, and me. Our Extended RELA team also included Associate Vice President for Academic Affairs Dr. Heather DeVries, Associate Professor of Criminal Justice Dr. Jerry Lamb, Executive Director of Early College Programs Dr. Christopher Conzen, Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty, Associate Vice President for Institutional Research John Scanlon, Assistant Vice President John Urgola, and Associate Dean for Advisement Dr. Gretchen Schulthes.
 - The HCCC RELA team created and conducted surveys and follow-up focus groups of HCCC Black and African American male students. Team members reviewed institutional data and results of the surveys and focus groups to identify equity gaps and interventions. The principal finding was the need to leverage the activities of the Hudson Scholars program to support the retention and completion of HCCC’s African American male students. In the first three years of the Hudson Scholars program, historic equity gaps for Hispanic and African American students has been reduced by 70% for those participating in the Hudson Scholars program.
- Supported and celebrated student academic achievements in many venues throughout the year. Celebrated 888 students named to the fall 2023 Dean’s List and more than 550 students named to the spring 2024 Dean’s List.
- Supported Associate Vice President for Information Technology/CIO Patricia Clay, Office of Institutional Research and Planning staff, and their colleagues in their leadership for data management and data governance planning. Supported the development of policies and procedures for ensuring security and accountability, the new



information security incident response plan and procedures, portable technology accountability procedure, vendor risk management plan and procedure, and the data stewardship administrative procedure, among others.

- Supported Center for Adult Transition Associate Director Maritza Reyes, Career Advisor Tania Martins, Customer Service Associate Whitney Mora Rivera, Program Assistant Jerrell Sablan, and partners of the HCCC Center for Adult Transition. These colleagues have created pathways to degree, certificate, and other programs for the neurodivergent population, including students with intellectual and developmental disabilities. Processes have been improved to integrate wraparound and holistic support services for these students.
- Supported Vice President for External Affairs Dr. Nicholas Chiaravalloti and his colleagues in their distribution of \$300,000 in Hudson County Government supported scholarships. These scholarships fully cover tuition and fees for recipients for six consecutive semesters.
- Supported Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty and the Enrollment Management Council's AutoGraduation Work Group in optimizing the college's automatic graduation process. With the use of Ellucian technology, a customized dashboard developed by the Office of Institutional Research and Planning, and process management by the Registrar's Office, students who complete the requirements for proficiency and academic certificates are now automatically conferred those credentials without needing to apply for graduation.



3. Lead and support the continuing growth and development of the Hudson Scholars program. Oversee efforts to sustain the progress of the current program and gradually scale it to serve all HCCC students. Develop specific goals, outcome metrics, and financial plans to continue to grow the program and achieve related increases in student retention, completion, transfer, and gainful employment.

Outcomes

- See Outcomes above and below.

- Led and supported the continued growth, development, and scale-up of the national award-winning Hudson Scholars program. Outcomes of the program continue to grow. First-time, full-time Hudson Scholars students from the



first fall 2021 program cohort achieved a 20% two-year graduation rate, surpassing even the highest 3-year graduation rate in college history. The Hudson Scholars program now engages 21% of HCCC's matriculated students, and that proportion will increase significantly in fall 2024. It is estimated that 60% of fall 2024 matriculated incoming students will be served through the Hudson Scholars model, including all entering first-time, full-time students.

- Supported the accelerated completion of students enrolled in the Hudson Scholars program. Approximately 40% of Hudson Scholars who began in the program's first cohort in fall 2021 have graduated within three years, a significant increase over the college's historic completion rates that did not reach this level of success even after a six-year period.

- Supported the recruitment and engagement of fourteen faculty to serve as Faculty Mentors for third-year Hudson Scholars students. In collaboration with HCCC's Professional Association (faculty union), the Faculty Mentor project has added to the College's capacity to continue scaling the Hudson Scholars model to eventually serve all students. 2023-24 Faculty Mentors were Professors Robin Anderson, Jonathan Cabrera, Sharon Daughtry, Dr. Nadia Hedhli, Dr. Gabriel Holder, Dr. Jerry Lamb, Raffi Manjikian, Craig McLaughlin, Dr. Jihan Nakhla, Dr. Josue Perez, Dr.



Rafaella Pernice, Laura Samuelsen, Jeremiah Teipen, and Elana Winslow.

- Based upon surveys and other input of Faculty Mentors and students, the number of faculty involved is increasing to 22 in the 2024-25 academic year, and the model is reforming HCCC's faculty advisement processes.
- Supported Financial Aid and Hudson Scholars staff in their multi-faceted initiatives that resulted in distribution of Hudson Scholars stipends totaling \$464,500 to 910 HCCC students during 2023-24.
- Led and supported Associate Vice President John Urgola, Associate Dean Dr. Gretchen Schulthes, and other HCCC colleagues in a presentation to New Jersey Secretary of Higher Education Dr. Brian Bridges and members of his team regarding the Hudson Scholars program and outcomes. The OSHE team visited HCCC in March 2024 to learn more about Hudson Scholars and the program model's implications for promoting student success throughout New Jersey's higher education community.



- Supported Vice Presidents Nicholas Chiaravalloti, Lisa Dougherty, their colleagues, and our partners at Winning Strategies Washington in their successful application for \$1 million in federal Congressionally Directed Spending to support and further scale the Hudson Scholars program.

4. Lead and support the continuous improvement of Learning Support Services throughout the College, including staffing, operations, and technology in support of student achievement, student success, college transfer, degree completion, and gainful employment. Continue to address and remove barriers to student success through practice, including appropriate revisions to policies and procedures.

Outcomes

- Supported Director of Academic Affairs Kenny Fabara and his team in the continued growth and development of academic coaches, who assist students during lecture classes, workshops, and the laboratory portion of many courses. In addition to working with students during classes, academic coaches conduct tutoring sessions for students outside of class. During the past year, academic coaches were assigned to

289 HCCC classes. Career and Technical Education (CTE) academic coaches were assigned to 56 CTE courses during 2023-24.

- Supported Dean of Financial Aid Sylvia Mendoza and her team in their growing initiatives to assist students in securing employment to finance their education, particularly through the federal work-study program. During 2023-24, nearly 200 HCCC students were successfully placed into work-study positions, a 30% increase in placements, earning nearly \$500,000 in collective allocated funds representing a 12% funding increase over the previous academic year. Through collaborations with the HCCC Office of Career Services, Associate Professor of Social Sciences Robin Anderson, and local partners such as Angels Learning and Jersey City Housing Authority, nine HCCC students were placed into off-campus jobs aligned with their academic studies and enhancing their professional development.
- Supported college-wide use of EAB Navigate 360 to promote student success. The adoption of this national best-practice system has revolutionized student support services by enabling and facilitating proactive student engagement through timely reminders, targeted FAFSA campaigns, updates on application status, communication about available financial aid and other opportunities, and in many other ways.

- The Office of Financial Aid has effectively utilized EAB's capabilities to launch specialized student outreach campaigns including those focused on Financial Aid Satisfactory Academic Progress (FSAP). During spring 2024, 318 FSAP alerts were generated, demonstrating a proactive and coordinated approach. This strategy has achieved remarkable results with over 90% of FSAP students having a completed academic plan on file. EAB's advanced analytics tools have improved the precision of communication and the issue alert system has proven invaluable by enabling quick identification of potential financial aid issues so they can be addressed without unnecessary complications.



- Supported Associate Dean Dr. Gretchen Schulthes and Academic Counselor Candice Fernandez in their EAB Navigate 360 implementation and training efforts. Utilization of EAB among students has expanded significantly with nearly 4,500 students logged in to access the EAB student app and/or website during 2023-24.



- Supported North Hudson Campus Executive Director Joseph Caniglia and his team in their continuing work to grow and develop academic support and other services at the North Hudson Campus in Union City. During the past year, the North Hudson Campus Academic Support Center provided 1,018 individual student appointments, including 747 in-person and 271 online meetings. These are dramatic increases over the previous academic year.

- Supported the Office of Mental Health Counseling and Wellness in myriad outreach initiatives and services offered to students and staff. Supported Director Doreen Pontius, Mental Health Counselor Deliana Acosta, and

Administrative Assistant June Barriere, who are certified to offer Mental Health First Aid and QPR Training. Training was offered to many students and staff during the past year.

- Supported the continued growth and development of academic services including technology upgrades. Supported the implementation of Brainfuse, a third-party tutoring service that offers live support for myriad subjects and disciplines, a writing lab in which students can submit assignments for review by a Brainfuse tutor, test preparation, and other academic resources. Since its implementation, over 500 students have utilized Brainfuse's services and supplemental resources. Further supported the implementation of the EAB Navigate student success platform in spring 2024.
- Supported collaborations of the HCCC Office of Accessibility Services and Evan Schwartz, Interim Director of the Paramedic Science Program at RWJ Barnabas Health, to provide recommendations and guidance on revising their policy and procedural manual. This included eligibility for accommodations, appropriate types of accommodations, and the provision of testing accommodations for students with disabilities in the HCCC Paramedic Science program. This collaboration led to the appointment of Danielle Lopez as a member of the Paramedic Program Advisory

Committee to ensure continued compliance with the Americans with Disabilities Act and Section 504/Title II mandates.

- **Supported Associate Vice President Lori Margolin and Dean of Business, Culinary Arts and Hospitality Management Dr. Ara Karakashian in their identification of noncredit courses that articulate for credit. Supported partnerships with Rising Tide Capital Community Business Academy and other community agencies in order to articulate credit for certificate programs.**
- **Supported Director of Continuing Education and Workforce Development Catherina Mirasol and her colleagues in their management of internal Continuing Education and Workforce Development (CEWD) functions including finance, human resources, and**



systems. Operational improvements achieved last year include a more robust purchasing and payment requisition form to aid in the smooth processing and tracking of orders and reimbursements submitted by staff for multiple program areas; the linking of hiring and processing

procedures; monthly budget audits to ensure accuracy; regular meetings with Office of Finance colleagues to ensure appropriate checks and balances; regular meetings with Office of Human Resources staff for continuous improvement, and other process improvements that help ensure excellence in Learning Support Services.

5. Lead and support progress in achieving strategic enrollment management goals and objectives that are informed by data and national best practices. Oversee, empower and support the HCCC Enrollment Management Council in achieving these goals and in seeking continuous improvement in all areas of college student recruitment and retention. Oversee the development and refinement of enrollment goals and metrics for each academic unit. Measure and report progress periodically to the College community.

Outcomes

- Led and supported college-wide initiatives to increase enrollment through recruitment and retention best practices. HCCC's 2023-24 credit headcount enrollment increased by 353 students (3.5%); noncredit and workforce development headcount enrollment increased by 126 students (1.3%); and total annual credit and noncredit headcount enrollment reached 20,257 individual students, an increase of 479 students (2.4%). Full-time Equivalent (FTE) credit enrollment (credits earned) increased by 4.9%, and Early College FTE enrollment increased by 18% over last year. Particularly noteworthy is that 2023-24 college-wide *new student enrollment* increased by 193 students over the previous year (9.6%). Fall 2023 applications increased by 13.43%, and Spring 2024 applications increased by over 22%.
- Supported Dean of Enrollment Services Matthew Fessler, members of the Enrollment Management Council (EMC), and colleagues across the college in their leadership and support for continuous improvement in strategic enrollment management. EMC



meets monthly and plans to incorporate more data discussions related to retention and program completion in the coming year. The EMC tuition sub-group, led by Dean Ara Karakashian and Director of Student Accounts Leslie Lang, researched in-county, out-of-county, and international tuition rates of sister colleges, resulting in the

decision to lower HCCC's international tuition rate to match the out-of-county rate in order to attract more international students to HCCC. During 2023-24, EMC formed six additional working groups focused on high-priority enrollment initiatives.

- Led by Executive Director Matthew LaBrake and Vice President Nicole Johnson, the marketing group completed and is continuously updating a new HCCC Viewbook with the "Hudson is Home" theme; leading a new focus on marketing Hudson Online; distributing an RFP for an online marketing consultant; and developing online transfer agreements and a "Did You Know" campaign.

- Led by Assistant Dean Darlery Franco and Associate Vice President John Scanlon, the placement process working group explored the expansion of directed self-placement and the elimination of



- Accuplacer except for ESL students. They are learning from the success of Union College of Union County, NJ, a best-practice institution in this area and an Aspen Top 10 college.
- Led by Executive Director Dr. Chris Conzen and Dean Matthew Fessler, the emerging cohorts working group focused on Veteran, International, and Early College students. Jamilah Moudiab, HCCC's new Director of Veteran and International Student Services, will lead the expansion of activities to recruit and retain Veterans and International students going forward. The working group also focused on enhancing the matriculation of Early College students to HCCC following high school graduation.
- Led by Associate Registrar Irma Williams and Dean of Humanities and Social Sciences Dr. Alison Wakefield, the ESL/Academic Foundations working group is addressing the addition of correct rules and prerequisites into Colleague in order to create a more seamless registration process with fewer manual overrides. Working group members are also auditing all course prerequisites to ensure their accuracy.
- Led by Associate Vice President Dr. Heather DeVries and Associate Dean Dr. Pamela Bandyopadhyay, the academic standing working group is fine tuning academic suspension and dismissal rules to ensure more accurate academic standing at the end of each semester.
- Led by Dr. Lisa Dougherty and Associate Vice President John Urgola, the auto-graduation working group is addressing the comprehensive identification of every student eligible for graduation, including those who complete nested certificate programs.

- Led and supported efforts to promote fully online programs to the broader community, including out-of-county, out-of-state, and international populations. Supported Center for Online Learning Executive Director Matthew LaBrake and Vice President for Advancement and Communications Nicole Johnson in their leadership to market Hudson Online to prospective students outside of commuting distance from the college. Data have been gathered with demographic and contact information for students enrolled exclusively in online sections and for alumni of Hudson Online programs.
 - Associate Professor of Criminal Justice Dr. Jerry Lamb has facilitated an online student and alumni focus group to identify what makes Hudson Online unique and special in order to inform upcoming marketing campaigns. Matthew LaBrake has collaborated with four-year college leaders to establish and market online-to-online program transfer agreements. An RFP has been issued to identify a national digital marketing partner to guide the expansion of outreach leading to increased enrollment in online programs going forward.

- Supported Executive Director of Early College Programs Dr. Christopher Conzen, his team members, and colleagues across the college in their leadership for the continued growth and development of the Early College program. For the first time in the history of the Early College Program, all students at a high school – the Hudson County Schools of Technology – are now able to earn an associate degree upon high school graduation.
 - 21 high school students earned their HCCC associate degree in May in addition to their high school diplomas. Most participated in the HCCC Commencement Ceremony at Red Bull Arena. Most or all of these students plan to begin baccalaureate study at four-year colleges and universities with junior status. Of these Early College graduates, six students attended Hudson County Schools of Technology and 15 attended



Bayonne High School. There are currently 274 high school students across seven high schools that are following a degree track, with 46 of those students expected to graduate HCCC in 2025.

- **Supported significant growth in HCCC Early College enrollment during 2023-24, including an 18% increase in total registered credits and a 20% increase in credits attempted.**
- **Supported a 163% increase in HCCC Early College students supported through the NJ Office of the Secretary of Higher Education (OSHE) College Readiness Now grant (108 students in 2023-34 compared to 41 students in 2022-23). Compared to last year, there was a 728% increase in enrollment across meta major courses.**
- **Supported the Educational Opportunity Fund (EOF) program in reaching their goal of 40 student participants in the annual 2023 EOF Summer Academy.**

- **Supported the HCCC Enrollment Services team in their continued process improvements for the effective recruitment and enrollment of students.**



- **New dashboards were created for better tracking, ownership, accountability, and the student enrollment experience.**
- **New applications were created for Nursing and Early College program applicants.**
- **Supported the implementation of EAB Navigate in all admissions processes.**
- **Supported the continued development with community organizations to enhance recruitment of students. During 2023-24, these included Year Up New York New Jersey, Kismet of Kings, Junior Achievement, Fidelity, York Street Project, Jersey City Housing Authority, Youth Corp, Hudson County Schools of Technology Community Resource Center, North Hudson Community Action Corporation, Hoboken Family Planning, Department of Family Services, Hudson Speaks, Jersey City Department of**

Health & Human Services, RWJBarnabas Health, Hudson County Corrections Center, Amazon Career Choice, and others.

- Supported dynamic pep rally events for Hudson County High School seniors in collaboration with Pastor John H. and Tamika McReynolds and their organization, Teen Magazine; Hudson County Office of Family Services and Reintegration; Hudson County executive leadership; Hudson County Sheriff's Office, and others. HCCC faculty and staff were joined by special guests including Hot 97's renowned DJ Wallah, whose music set a vibrant, energetic tone reflecting the students' excitement about their educational futures. Other special guests included U.S. Congressman Rob Menendez, State Senator Angela McKnight, and Jersey City Councilwoman Mira Prinz-Arey. The high school students met HCCC faculty, staff, and students representing academic and cocurricular programs, clubs, and organizations. More than 400 students from three different high schools attended. Many completed HCCC and FAFSA applications.



- Supported Associate Vice President Lori Margolin, members of her team, and colleagues across the college in a wide range of Continuing Education and Workforce Development enrollment management initiatives. Examples follow.

- The Eastern Millwork Holz Technik program, led by Director of Workforce Pathways Anita Belle and Apprenticeship

Program Coordinator Albert Williams, continues to grow as apprentices are finishing bachelor degrees. Conversations with an out-of-state millwork employer, Hollywood Woodwork, began in earnest last year as the next step in expanding the Holz Technik Registered Apprenticeship program nationwide. Work will begin early next year to recruit prospective apprentices for Hollywood Woodwork and other interested employers throughout the United States.

- HCCC has participated in a United States Department of Labor Scaling Apprenticeship Grant for advanced manufacturing. Led by Director of Workforce Pathways Anita Belle and Apprenticeship Program Coordinator Albert Williams, 48 HCCC participants were served through this grant including students from the New Jersey Reentry Corporation welding program.

- Supported Director of Workforce Pathways Anita Belle, Assistant Director of CEWD Health Programs Samaya Yashayeva, and Apprenticeship Program Coordinator Betsey Barnum in their leadership for HCCC participation in a U.S. Department of Labor/NJ HealthWorks Scaling Apprenticeship Grant. HCCC developed and strengthened partnerships with health care employers for apprenticeships and clinical placements. Approved HCCC programs supported by the grant were the Enhanced Certified Nursing Aide (CNA), Fast Track Patient Care Technician (PCT), Pharmacy Technician, and Certified Phlebotomy Technician (CPT) programs. During 2023-24, the grant served 132 HCCC participants.



- HCCC’s New Jersey HealthWorks program partnered with the New Jersey Reentry Corporation beginning last year. The project was led by Assistant Director of CEWD Health Programs Samaya Yashayeva and Student Success Coach Marion Betancourt. These and other colleagues created the new HCCC Certified Phlebotomy Technician program for court-involved individuals, the first such program in New Jersey. Three cohorts of students have now completed the program, sat for the Certified Phlebotomy Technician exam, and completed employer externships.

- Supported HCCC’s hosting of a first-ever “Justice Education Summit: Education as a Pathway for Upward Social and Economic Mobility” full-day program held in the Culinary Conference Center in May 2024. Attending were leaders and representatives from education, criminal justice, incarcerated and reentry programs, social service agencies, government, and



other sectors. Sponsored by HCCC's School of Continuing Education and Workforce Development, the summit was co-led by HCCC's Incarcerated and Reentry Training Task Force chairs, Associate Vice Presidents Lori Margolin and Dr. Heather DeVries.

- **Speakers and panelists included Former New Jersey Governor and NJ Reentry Corporation Chair James McGreevey, Hudson County Department of Family Services and Reintegration Director Frank Mazza, Hudson County Commissioner William O'Dea, NJ Senate Majority Leader Teresa Ruiz, NJ Assistant Commissioner of Labor and Workforce Development Dr. Yolanda Allen, NJ Council of County Colleges President Dr. Aaron Fichtner, and others.**

- **In May 2024, 28 of 30 International Union of Operating Engineers (IUOE) Local 825 apprentices graduated with an HCCC associate degree in Technical Studies, concentration in Construction Management. Our unique partnership with IUOE, led by Student Success Coach Machli Joseph, offers an opportunity and process for union apprentices to pursue a dual education program with credit awarded by HCCC for union apprenticeship training, and students simultaneously completing 30 credits of HCCC support courses virtually. Students are further supported by academic coaches. Tuition was fully paid by an NJ PLACE 2.0 grant and IUOE Local 825. The union also paid for students' books. Ours is the only such program offered through a union partnership in New Jersey. We are in conversation with IUOE Local 825 to design a new model based on what we have learned during this NJ PLACE 2.0 grant-funded program and partnership.**

- **The HCCC Justice program, led by Associate Vice Presidents Dr. Heather DeVries and Lori Margolin, was recognized in spring 2024 as a national Bellwether College Consortium Top 10 Finalist in their Instructional Programs and Services category. The program was also recognized with the 2023-24 Innovation of the Year Award by the League for Innovation in the Community College.**



- **Our Academic and Workforce Pathways Program for incarcerated students, led by Director of Workforce Pathways Anita Belle and supported by Student Success Coaches Fabiola Ocean and Karina Arango, continued to enjoy great success during its third year. To date, 256 students enrolled in the degree program have earned a collective average GPA of 3.71. Twenty of these students have now been released from jail, and, of these, 12 are continuing their studies at HCCC. By every measure, HCCC is meeting or exceeding standard benchmarks for this student population, including a 59% completion rate for HCCC incarcerated students compared to 42% nationwide. Incarcerated**



individuals who enroll at HCCC are immediately connected with academic and support services, with particular support offered through the Hudson Helps Resource Center including food pantry services when needed.

- **HCCC’s reentry student partnership with the New Jersey Reentry Corporation (NJRC) has grown significantly since its inception in 2021. Led by Director of Workforce Pathways Anita Belle and Student Success Coach Marian Betancourt, nearly 500 students have enrolled in the program to date. HCCC programs offered to reentry students include Culinary Hot Foods Proficiency Certificate, Certified Welding, Certified Phlebotomy Technician, GED Preparation, Summer Training Institute for Court-involved Youth, and Computer Basics. Of the classes attempted, 69% have been completed and 209 students (70%) have earned an industry-recognized credential.**
- **HCCC was awarded \$175,000 in grants from the American Association of Community Colleges (AACC) and the Metallica Band “All Within My Hands” Foundation to support student tuition for the certified welding program during 2022, 2023 and 2024.**
- **In summer 2023, HCCC administered the Year 1 Summer Training Institute for Court-involved Youth between the ages of 18 and 28, and we received additional funding and are currently supporting the second institute this summer in partnership with the New Jersey Reentry**

Corporation (NJRC). Significant financial support has been provided by the New Jersey Pathways to Career Opportunities initiative led by the New Jersey Council of County Colleges (NJCCC) and the New Jersey Business and Industry Association (NJBIA). In summer 2023, 230 students participated and nearly all (96%) completed the program. HCCC program offerings include Certified Phlebotomy Technician and Computer Basics. Training offered by other partners in this project includes Construction, Solar, Peer Recovery Specialist, and Culinary programs.

- In spring 2024, HCCC was awarded a four-year, \$1.75 million U.S. Department of Labor (DOL) *Strengthening Community Colleges Training Grant* in addition to a \$25,000 grant from Citizens Bank. HCCC was one of only 16 lead community



colleges awarded a grant in this round, and the only one from New Jersey. The DOL grant was celebrated at an April on-campus news conference, where County Executive Craig Guy, U.S. Congressman Rob Menendez, and others spoke.

- The HCCC *Gateway to Innovation* program began in 2021 with an \$850,000

investment from JPMorgan Chase that later was increased to more than \$1 million. The program is led by Associate Vice President Lori Margolin, Director of Workforce Pathways Anita Belle, Gateway to Innovation Associate Director Laurice Dukes, Business Developer Dan Brookes, Student Success Coach Evani Greene, Career and Job Placement Manager Maria Lita Sarmiento, and Gateway to Innovation Healthcare Coordinator Denisse Carrasco. Program components include basic support for students through enhanced access to benefits and one-on-one financial counseling; support for HCCC alumni with access to recession-resistant employment and continuous learning opportunities; expanded access to short-term health care credentials targeted at dislocated low-wage workers from retail, service, and hospitality sectors, and low-wage essential workers in communities of color; and creation of projects aligned with recession-resistant

industries through deep employer engagement in finance and information technology (IT) career pathways.

- During 2023-24, 121 students were enrolled in the HCCC *Gateway to Innovation* program. Of these, 50 students were enrolled in healthcare training, 61 in financial services and technology, and 10 in the GED program. Students placed into healthcare employment had an average wage of \$19/hour and an 80% three-month retention rate. Students placed into financial services and technology employment had an average wage of \$52/hour and a 100% retention rate.
- Led by Center for Business and Industry Coordinator Joyce Alvarez, the HCCC Water Workforce Utility Program was launched last year. The eight-week paid program for adults aims to develop a skilled workforce for New Jersey's water industry. The Water Workforce Utility Pilot Project has set a precedent for industry-academic partnerships in the field of workforce development, and collaborating partners intend to replicate this model in other institutions and sectors to promote job creation and address employment needs in various industries.



- Originally conceived by Jersey Water Works members to address industry needs, the program has received overwhelming support from advocates, educators, the financial sector, and water companies made possible by a collaboration of Bank of America, New Jersey Future, Veolia, NJ Water Association, and NJ Utility Association. Bank of America provided seed funding for the project while HCCC recruited applicants, delivered the curriculum, and assisted in placing graduates. Veolia, a global water company, provided instructors for water-specific courses.
- The first cohort of the 50-hour pilot program concluded in fall 2023, and 14 of 15 registered students completed the program. Based upon our experience with the first cohort, the School of Continuing Education and

Workforce Development (CEWD) has collaborated with internal and external partners to modify the program by increasing it to 75 hours, adding more water industry specific courses, and adding a lab component. Further, the curriculum has been aligned with the New Jersey Water Association’s Water and Wastewater Operator Apprenticeship program.

- **In December 2023, HCCC obtained a New Jersey Department of Labor and Workforce Development Pre-Apprenticeship in Career Education (PACE) Grant and was awarded \$215,563 to fund a second cohort that is now beginning.**

- **During 2023-24, additional CEWD certification programs were offered, including Human Resources, Meta Social Media Marketing, Google IT Help Desk, Google Data Analyst, Intuit Bookkeeping, Salesforce Sales Representative, Pharmacy Technician, Certified Nurse Assistant (CNA), and others. The CEWD Employer Advisory Board was expanded and launched subcommittee meetings to advance goals driven by industry. Additional certification training programs based on employer feedback and labor market information will be launched in FY 2025.**

- **Led by Coordinator of Evening, Weekend, and Offsite Programs Alexis Muniz, CEWD has developed a partnership with the HCCC School of Business, Culinary Arts, and Hospitality Management to develop programs focused on skillsets and credentials needed for HCCC students to seek employment in the rapidly growing cannabis industry. CEWD is developing agreements with external partners to provide scholarships, workshops, and opportunities for internships and employment for our students. CEWD and the School of Business, Culinary Arts and Hospitality Management have offered professional workshops at local and national meetings and conferences, such as the 2024 Cannabis World Congress and Business Exposition at the Javits Center in New York City.**





- Supported the development of CEWD and School of Science, Technology, Engineering and Mathematics (STEM) stackable credentials in Construction Management and National Institute for Certification in Engineering Technologies (NCIT) certification preparation courses. Eight stackable certificates have been developed. A credentials graduation event was held in May 2024 where 240 stackable credentials were awarded to 82 graduates. Two additional courses widely used in the industry will be added next year.
- Supported HCCC's participation in the New Jersey Council of County Colleges (NJCCC) and New Jersey Business and Industry Association (NJBIA) collaborative initiative to address the rapidly changing needs of employers through career pathways for students. HCCC is the administrative lead for the collaboration's Construction Center, led by Dean of STEM Dr. Burl Yearwood, and assisted by Supply Chain and Logistics Associate Director Sean Kerwick.
 - HCCC is also a member of the Supply Chain and Logistics Center, led by Director of Workforce Pathways Anita Belle and Sean Kerwick. During 2023-24, this project included the planning phase of a Diesel Mechanic Apprenticeship Program in partnership with Coach USA. Next year's work includes a partnership with NJCU, another community college, and collaborations with employers to identify industry credentials, develop curricula, and create pathways leading to associate, bachelor's and master's degrees.
- Led by Maritza Reyes, the Center for Adult Transition (CAT) was opened in 2023 as a result of a January 2022 New Jersey statute that requires all county

colleges to operate adult centers for the transition of individuals with intellectual and developmental disabilities up to the age of 24. The New Jersey Office of Secretary of Higher Education (OSHE) has provided funding for our Center for Adult Transition. Through the transformative learning experiences provided by HCCC's Center for Adult Transition, individuals who once saw higher education as unattainable now view it as a viable pathway to career development.

- Accomplishments in 2023-24 include the revision and expansion of the ACCESS curriculum (Accessible College and Continuing Education for Student Success), a ten-week training opportunity for youth who have



been diagnosed with an intellectual or developmental disability and are seeking academic or workforce pathway training; development of an Advisory Board with stakeholders from education, state and county government, community organizations and others; launch of a Peer Mentorship program; planning for a Parent Advocacy Group; planning for a customized college student success course for students who want to continue their studies at HCCC; coordinated services with Hudson Helps and the HCCC Office of Mental Health and Wellness; expansion of recruitment activities and technology solutions to better meet the needs of CAT students, and others.

- Led by Internship Coordinator Natalie Brown, HCCC's Project-Based Internship Program is a new initiative developed in partnership with, and funded by, the Hudson County Economic Development Corporation. This program connects students to

entrepreneurs and small businesses in order to provide technical assistance primarily in the areas of marketing, digital literacy, and social media. The program will benefit entrepreneurs and small businesses by teaching them how to access essential tools for growth, and it will benefit HCCC students by providing an invaluable experiential learning opportunity while being paid a stipend for their technical assistance. Following an aggressive student and business recruitment campaign, the program launched in spring 2024 with five student interns matched with businesses. The

program will continue to grow next year with additional interns and businesses and a new internship component focused on construction development businesses.



- **Hudson County was awarded a three-year, \$1 million U.S. EPA Environmental Justice Government to Government grant in FY 2024 for a county-wide clean water campaign. Hudson County invited HCCC to lead the workforce portion of the grant with an allocation of \$426,700. Planning began in June 2024 with the program expected to launch in fall 2024. The program will feature two integrated components.**
 - **An educational component, led by the Hudson County Improvement Authority (HCIA) and Hackensack Riverkeeper, will include activities such as river cleanup events, eco-cruise, research and monitoring of the Hackensack River, plantings and invasive removals, park cleanups, storm drain design projects, a county-wide litter campaign, and others.**
 - **A workforce initiative, led by HCCC, will train county residents from environmental justice communities to be certified to work in green infrastructure jobs and ensure job placements after certification is completed.**
- **HCCC was awarded \$250,000 by the Hudson County Department of Family Services and Reintegration to launch a workforce training program that provides entry level training to Workfirst NJ high-risk individuals. Launched in July 2023, students are offered short-term training programs in the healthcare, finance, and technology sectors. Year 2 funding is pending. Plans for next year include the engagement of mental health counselors to intern with the program; expansion of wraparound services; expansion of program offerings to clients who are victims of domestic violence; the addition of ESL courses, and launch of a Job Readiness program.**
- **Supported HCCC's award of a Parent-Powered Solutions Fund grant of \$50,000 by Ascend at the Aspen Institute. Ascend at the Aspen Institute's Parent-Powered Solutions Fund is the first student parent-led participatory**

grantmaking model of its kind. Ascend is focused on building intergenerational family prosperity and well-being by focusing on children and adults together.

- Ascend received a record 144 proposals from higher education institutions, workforce development entities, and community-based organizations from across the United States. HCCC is one of only six institutions awarded a grant by Ascend.
- Led by Director of Workforce Pathways Anita Belle in partnership with the Jersey City Housing Authority, the HCCC Parent Powered Solutions program aims to support Jersey City Housing Authority residents and Housing Choice Voucher/Section 8 participants who are parents of children up to age 18 and who are interested in pursuing workforce development education. Plans for next year include hiring a dedicated student parent coordinator, creation of a student-parent advisory board, collaboration with the HCCC FamilyU team to support student parents, and providing wraparound support services to students.
- This program was featured in The Hechinger Report and in a National Public Radio story in spring 2024.



- Supported growing collaborations of CEWD and the County of Hudson during 2023-24. Led by Center for Business and Industry Coordinator Joyce Alvarez, HCCC continued to strengthen our relationship with the Hudson County Office of Personnel. For the first time, we have created a training catalog for County employees. We are expanding offerings by developing new training focused on LGBTQ sensitivity and are providing an abbreviated “Director’s Edition” of select classes for supervisors. HCCC’s contract for calendar year 2024 was increased to \$70,000 to accommodate the new courses.
- HCCC’s largest Continuing Education program is the Au Pair program, led by Director of Continuing Education and Workforce Development Chastity Farrell and supported by Program Coordinators Riddhi Shah and Hiram Miranda. During 2023-24, a broad range of classes were offered both in-person and online to Au Pair students and community members. Classes included photography, culinary, stress management, American studies, digital

marketing, graphic design, creative writing, and many others. In addition to services offered in our community, travel classes were offered in Nevada, Alaska, Florida, Hawaii, and Puerto Rico.

- Supported the continued growth of the CEWD noncredit ESL program, led by Coordinator of Continuing Education and Workforce Development Qua'fayshia Ransom. Due to increased demand, multiple sections of ESL levels 1-3 have been added at the North Hudson Campus, and new classes in English Pronunciation and Accent Reduction, and Test of English as a Foreign Language (TOEFL) have been added.
- Led by Workforce Development Training Coordinator Laura Riano, HCCC's Workplace Literacy Program enrollment increased by 40% last year. New clients have been recruited such as HOPES CAP, Inc., Crunch Fitness North Bergen, and After School All-Stars.
- Working with the School of Nursing and Health Professions, CEWD launched and revamped a preparation course for health majors including nursing and radiography. Led by Coordinator Qua' Fayshia Ransom, the CE healthcare programs include Basic Life Support certification and the Assessment Technology Institute Test of Essential Academic Skills (ATI TEAS) preparation course. HCCC's TEAS preparation workshop was revised to include support for all three sections of the TEAS exam: English, Language Usage and Reading, and Science/Math.
- Supported enhanced customer service initiatives for noncredit Continuing Education and Workforce Development students led by Director of Continuing Education Chastity Farrell and CEWD Customer Service Manager Brianna Heim. A focus in 2023-24 has been progress in decreasing time and effort required for course and program registration, facilitated by increased availability of staff who speak Spanish and Arabic in addition to English.



- Supported the continued growth and development of HCCC's Summer Youth Program. Led by Youth Coordinator Carmen Guerra, middle school and high school students experience engaging and enriching programs including one- and two-week, hands-on programs offered in partnership with the HCCC Culinary Arts Institute. Programs emphasize self-discovery, cognitive reasoning, and cooperative thinking using a hands-on approach. Registration has continued to increase since the pandemic, made possible with a wide range of age-appropriate courses and programs. New programs in 2023-24 included CPR and First Aid, SAT Preparation, and Chess. Digital photographs and culinary courses, among others, continue to be popular.



- During 2023-24, CEWD Language Institute classes were offered in Spanish, Italian, French, and Arabic. These classes have been highly successful, resulting in the launch this year of new and higher-level classes.
- Supported new and noteworthy programs in CEWD. These include American Sign Language courses and relaunch of the former CEWD Culinary program, led by Au Pair Coordinator Hiram Miranda and Youth Coordinator Carmen Guerra. Culinary classes are offered for family, children, adults, and for private parties. We are partnering with famous New Jersey chefs, including local chefs, to showcase their cooking and support their restaurants while providing the community with hands-on culinary classes including mixology, coffee, brewery classes, and wine tasting classes. A cannabis culinary course is also in development, among others.

- Supported Associate Vice President Lori Margolin, Director of Continuing Education Chastity Farrell, and their colleagues in myriad programs and initiatives leading to 19% enrollment growth and an enrollment record in Continuing Education.
6. Lead and support college-wide professional development opportunities related to student success best practices and ensure that employee search processes include experience and a commitment to student success in the review of candidate portfolios.

Outcomes

- Supported expansion of the college’s Employee Development and Performance Review process. During 2023-24, all full-time staff transitioned to this new process that includes professional development planning and goal setting at the beginning of each year, followed by an employee self-evaluation of performance in addition to supervisor assessment and review at the conclusion of each year. This process now includes all employees affiliated with the Academic Administrative Association, Support Staff Federation, and all full-time confidential employees.
- Led and supported the continued growth and development of HCCC’s tuition reimbursement and professional development program. HCCC allocates up to \$9,000 for every full-time employee in support of activities related to the employee’s annual professional development plan created jointly by the employee and supervisor, and ultimately approved by each employee’s supervisor. The program continues to grow with a more than 25% increase over the previous year in the number of employees utilizing the benefit. Eligibility now encompasses expenses related to conference participation and travel.
 - Supported Vice President for Human Resources Anna Krupitskiy and her team in the offering of information sessions conducted in fall 2023 and spring 2024, complemented by comprehensive online resources designed to aid eligible employees. The program has been enhanced to include an online submission portal accessible through HCCC’s website. During 2023-24, a significant portion



of reimbursements were allocated in support of employees' pursuit of advanced degrees.

- Supported colleagues in the Office of Human Resources; School of Business, Culinary Arts and Hospitality Management; School of Nursing and Health Professions; School of Science, Technology, Engineering, and Mathematics; School of Humanities and Social Sciences; and School of Continuing Education and Workforce Development in their efforts to recruit qualified applicants for part-time, adjunct teaching positions. Over 100 interested candidates attended a virtual job fair in fall 2023 to launch an ongoing effort to more effectively and efficiently address teaching needs. Deans and other staff spoke with candidates and many applied to be included in open candidate pools.

- Supported Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson and her colleagues in their leadership for continued growth of HCCC's partnership with the Association of College and University Educators (ACUE). Through ACUE, a wide range of professional development opportunities are offered to HCCC faculty and staff. During 2023-24, nearly 50 certificates and advanced certificates were offered to faculty and staff for completion of effective teaching practice programs, and nearly 170 badges were earned for completion of ACUE micro-credentials in addition to many other professional development activities.



- Supported Vice Presidents Pujols, Krupitskiy, Dean of Students Dr. David Clark, Assistant Dean of Student Life and Leadership Veronica Gerosimo, and their colleagues in their coordination of Title IX community training programs in fall 2023 and spring 2024. These sessions were based on real-life case studies and were offered to all students, faculty, and staff. Going forward, training will be updated to comply with new 2024 Title IX regulations.
- Supported Coordinator of Human Resources Andrea Goodwin, Instructor of STEM Raffi Manjikian, and Adjunct Faculty Union President Nancy Lasek in their coordination of HCCC's 9th Annual Adjunct Faculty Conference in August 2023. The conference was

attended by many part-time faculty and others, and offered professional development activities and recognitions of adjunct faculty colleagues.

- Supported Director of Faculty and Staff Development Amaalah Ogburn and Director of Benefits and Compensation Josianne Payout in their leadership of Professional Development Day in April 2024. Approximately 140 full- and part-time employees, hired between January 2024 and April 2024, were invited to participate in the in-



person New Hire Orientation. This program provided a comprehensive introduction to the organizational landscape of the College. Representatives of offices across the college offered insights into their areas of responsibility. Lunch provided further opportunities for new employees to meet other new and current employees. All of the day's workshops were planned and presented by HCCC faculty and staff.

- Supported Amaalah Ogburn and her colleagues in the planning and offering of professional development programs and workshops conducted by HCCC employees throughout the year. During 2023-24, program topics included Family Medical Leave Act; Tuition Reimbursement; Goal Setting and Professional Development Planning for Employee Performance Management; Implicit Bias; Onboarding Best Practices; Time Management; Making the Most of Your WebEx Meetings; Supporting Your Employees; Recruiting and Screening Practices; Conducting Annual Performance Reviews; Preparing for Difficult Conversations; and the New Staff Employee Development Performance Review Process, among others.
- Supported Director of Faculty and Staff Development Amaalah Ogburn and Coordinator of Human Resources Andrea Goodwin in their March 2024 facilitation of HCCC's 3rd Annual Women's History Month Employee Panel. Organized through a collaboration of the Office of Faculty and Staff Development, Library, and Office of Accessibility Services, the panel provided a platform for dialogue highlighted by three staff members' discussions of their professional journeys. Moving forward, the Office of Faculty and Staff Development plans to host this program annually on International

Women's Day to help foster an environment of empowerment and celebration of women's contributions to the workforce.

- Supported Associate Director of Diversity, Equity and Inclusion Natalia Vazquez-Bodkin, Safety and Security Coordinator Cesar Castillo, and other colleagues in their leadership and support of ALICE Training for faculty, staff, and students. This training program offers a multi-faceted approach to security and safety. In our various HCCC offerings of ALICE training during 2023-24, interactive practical demonstrations and scenarios were conducted by certified ALICE trainers. These hands-on sessions were helpful in reinforcing key learning concepts and foundational knowledge necessary for effective engagement and response in emergency scenarios.
- Supported Vice President for Human Resources Anna Krupitskiy and her colleagues in their leadership for expansion of platforms used to recruit the largest and most diverse pools of eligible applicants for all HCCC position openings. Platforms now include the HCCC Job Opportunities Page, *Chronicle of Higher Education*, *Latinos in Higher Education*, *Higher Ed Jobs*, *Inside Higher Education*, *Insight Into Diversity*, *Indeed*, *LinkedIn*, the *Higher Education Recruitment Consortium*, and others. In addition, selective use of additional platforms where appropriate include *EDUCAUSE*, *Diverse Issues in Higher Education*, *NJ Advance Media*, *NY Daily News*, *Newsday*, and the *American Association of Community Colleges*, in addition to industry-specific national associations such as *The National Association of Social Workers*, *National Association of Black Social Workers*, *New Jersey Library Association*, *Social Work p.r.n.*, *American Library Association*, *American Nursing Association*, and others. HCCC now works with 26 recruitment outlets.
- Supported Vice President Anna Krupitskiy and Assistant Director of Human Resources Stephanie Sergeant in their implementation and management of a new employee applicant tracking system. This system improves tracking of various components of



applications for position openings and supports and facilitates the review of applications by screening committees and hiring managers.



- Supported the continuous improvement of employee morale, satisfaction, happiness, and engagement. Led and supported processes and activities to ensure the HCCC workplace environment is respectful, caring, inclusive, and celebrates the contributions of everyone. During 2023-24, HCCC was again named a “Great College to Work For” as a result of a spring 2024 national survey of our workforce.

- Supported Vice President for Diversity, Equity and Inclusion Dr. Yeurys Pujols and colleagues across the college in the development and execution of the 2023 DEI Summer Retreat that featured Rev. Al Sharpton, Founder and President of the National Action Network (NAN); and Dr. Jelani Cobb, Dean and Henry R. Luce Professor of Journalism at Columbia University. The program also provided updates about college DEI initiatives and outcomes, and included six concurrent workshops. The retreat was open to all HCCC students, faculty, staff, and community members, and had over 250 participants.
- Supported Director of Accessibility Services Danielle Lopez in her development of a new faculty guide for supporting college students with disabilities. This new resource will provide an overview of services, accommodations, and insights into supporting the success of students with disabilities in the learning environment. The guide will be available in fall 2024.
- Supported a partnership with *Right to Be*, an organization that empowers bystanders to intervene and stop various forms of discrimination. Associate Director of DEI Natalia Vazquez-Bodkin coordinated a series of bystander intervention presentations designed to equip participants with knowledge and skills for addressing Islamophobic, Xenophobic, Anti-Asian American, Antisemitic, and other forms of hate-based harassment.

7. Lead and support initiatives to promote continuous improvement in student engagement, including pervasive student involvement and participation in the HCCC community. Ensure that student engagement is at the center of HCCC's student success initiatives. Maintain regular contact with students throughout the College and bring increased visibility to student achievements as well as areas of student concern.

Outcomes

- **Supported the engagement of hundreds of students in on- and off-campus professional development conferences and activities. These included the Hispanic Association of Colleges and Universities (HACU), Association of Student Governments of America, Association of Community College Trustees (ACCT) National Legislative Summit, Harriot Tubman House Tour, MLK Holiday Luncheon presented by Jersey City NAACP, Phi Theta Kappa (PTK)**

Middle States Region

Convention, PTK National Catalyst Convention, National Model United Nations in New York City, NJ League for Nursing, NJ State Nurses Association Convention, THRIVE Conference at Middlesex College, and many others.



- **Supported Assistant Professor of Engineering Science Dr. Clive Li and HCCC students Camila**

Pazmino Izquierdo and Dillon Singh, who were selected as members of one of only twelve finalist teams nationwide for the Community College Innovation Challenge sponsored by the National Science Foundation (NSF) and the American Association of Community Colleges (AACC). Dr. Li and our students were invited to participate in the Innovation Challenge Boot Camp held in June 2024 in Washington, DC. This experience provided the students with hands-on opportunities to further develop their ideas through workshops and technical assistance focused on building innovation, entrepreneurship, and strategic communication skills. Their presentation was attended by United States Senators, members of the House of Representatives, other national leaders, and college and university students, faculty, and staff, among others.

- Supported additional faculty-facilitated involvement of students in scholarship.
 - Dr. Clive Li supervised students Anam Khan, Montse Ramon, and Yamanni Tay on a research project. They published a paper in the *UCNJ Undergraduate Research Journal* entitled, “The Effect of Thyme Oil on the Antimicrobial Properties of Ethylene Vinyl Acetate (EVC).”
 - Dr. Li guided students Camila Pazmino, Justin Mosquera, Chuka Nweke, and Dillon Singh in developing and presenting their research projects, resulting in third place in the Pitch competition at the Northern New Jersey Bridge to the Baccalaureate (NNJ-B2B) STEM conference at Rutgers University.
 - Five teams competed in HCCC’s internal Mission 50 Pitch Competition in April 2024. The teams were coached by faculty Dr. Peter Cronrath, Dr. Clive Li, and Sharon Daughtry. The students’ creative ideas included Smart Box, Recyclable Wire, Fit+Pal, ASLIE, and Lingualink. Smart Box, coached by Dr. Li, was selected by judges Dr. Darryl Jones, Dr. Heather DeVries, Dr. Yeurys Pujols, and Matthew LaBrake to compete against three other institutions of higher education in Hudson County for the countywide competition.



- Associate Professor of Business Elana Winslow organized a Women in Business event for all HCCC students in March 2024. Featured panelists were HCCC alumnae from the School of Business, Culinary Arts and Hospitality Management. More than 50 students attended.

- Learning Community Day events were held using a hybrid modality in December 2023 and April 2024. Members of the college community viewed the achievements of HCCC Learning Community students. Students received awards for academic achievement, academic excellence, academic persistence, and best poster.

- The second annual Aspiring Student Leadership Conference was held at the North Hudson Campus in November 2023. More than 200 HCCC students and local high school students attended. Conducted by North Hudson Campus Executive Director Joseph Caniglia, Associate Director of Student Life and Leadership Angela Tuzzo and their colleagues, the conference theme was “Effective Leadership.”



- The Grand Opening for the new North Hudson Courtyard Café was held in February 2024. The new \$1.2 million project, funded with federal stimulus dollars, provides 1,950 square feet of space to serve breakfast, lunch, and snacks for North Hudson Campus students and employees. The new eatery has been used heavily and has proven very popular with members of the HCCC family.
- New terraces on the seventh floor of the North Hudson Campus and on the sixth floor of the Gabert Library in Journal Square opened last year. The furnished terraces provide students, faculty, and staff inspiring facilities to relax and engage with other members of the HCCC community.

- Supported Assistant Professor of Education Dr. Angela Pack and her colleagues in the continued growth and development of the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI) Student Action Group, through which students identify their own areas of interest and focus before developing interventions to address them.
- Supported SGA leaders in their monthly reports to the Board of Trustees, at monthly Town Hall Meetings, and in many other events and venues in the life of the college.

- Hosted seven “Pizza with the President” student events. Engaged with hundreds of students, who shared their stories, asked questions, and offered important feedback and suggestions. More than 700 students participated during 2023-24.



- Supported the Office of Student Life and Leadership in myriad student engagement and leadership development programs. Examples include a specialized leadership program for Peer Leaders, regular student organization leadership workshops, and a higher-level online leadership program for student leaders. Nearly 200 new student members were welcomed into HCCC’s chapter of the National Society of Leadership and Success, and 106 students earned induction and a Foundations of Leadership Certificate. The HCCC Diversity, Equity and Inclusion Student Passport Program (DEISPP) welcomed 90 students, with 58 students completing the eight-week online program. This program was extended to incarcerated students this year at the Hudson County Correctional Center. HCCC’s second annual Aspiring Student Leadership Conference was held at the North Hudson Campus involving 200 high school and HCCC students.
- Supported expanded volunteer opportunities for students involved in EOF, Phi Theta Kappa, and Hudson Scholars. Examples include a fall “Keep Me Warm Drive” resulting in the collection of more than 20 bags of gloves, hats, scarves, and socks for the Hoboken Homeless Shelter; and spring off-campus trips to the Community Foodbank of New Jersey and the Hoboken Homeless Chapter.
- Supported the leadership of Associate Professor of ESL Linda Miller and her colleagues – and participated in – the third annual School of Humanities and Social Sciences *From ESL to Graduation: A Celebration!* Event in May 2024.

- Supported the Student Life and Leadership Second Annual Spirit Week, with over 1,000 attendees for Multicultural Monday, Teal Tuesday, Wellness Wednesday, Truckin' Thursday, and Meme Friday activities.
- Supported growth of the HCCC "It's on Us" Chapter, which sponsored a Walk-a-Thon, Open Mic Night to raise awareness about sexual assault and Title IV laws, and a Take Back the Night Fundraiser to support victims of domestic violence and sexual assault.
- Supported an EOF summer 2023 two-day trip to Washington, DC, where 30 students visited the African American Museum, Air and Space Museum, and several national landmarks.
- Supported attendance of five EOF students at October 2023 HACU National Conference in Chicago, IL.
- Supported Instructor of Criminal Justice Jonathan Cabrera and EOF Counselor Eric Okai in their leadership of "The Brotherhood," a student support organization for HCCC male students. Over 30 students participated in Brotherhood meetings and events during 2023-24.



- Supported staff in the Office of Financial Aid in their leadership and support for the distribution of gift aid (funds that do not need to be repaid) to 95% of HCCC students; and distribution of financial aid dollars from multiple sources to 87% of HCCC's record 2023-24 class of 1,532 graduates.
- Supported staff in the Office of Financial Aid in their groundbreaking and effective use of text messaging for communication with students. During the past year, over 53,000 text messages were sent to students through the Mongoose text messaging application. This tool has proven effective in maintaining open lines of communication with students and their families, ensuring they are well informed about various financial aid opportunities.
- Supported the Office of Financial Aid in the administration of a customer survey to solicit feedback about services. 462 HCCC students participated in the survey, with 95% expressing satisfaction with overall customer service, accessibility of staff,

timeliness of responses, clarity of information, effectiveness of financial aid counseling, and utility of financial aid tools and resources.



- Supported Director of Cultural Affairs Michelle Vitale and her colleagues in their facilitation of student engagement in various international artist-led workshops offered to individual classes to inspire and ignite learning. During 2023-24, Asad Raza (Pakistani artist from Germany) met with Professor Eric Adamson's creative writing class; Talia Hinkis (Israeli artist) met with Professor Jeremiah Teipen's digital tech class; and Fabricio Suarez (Uruguayan painter) met with Professor Laurie Riccadonna's painting II class. Outcomes were seen in the HCCC Student Art Exhibit held in the Benjamin J. Dineen III and Dennis C. Hull Gallery, and

the Student Pop-up Painting II Class Exhibit in the Student Center lounge.

- Supported Assistant Dean of Student Life and Leadership Veronica Gerosimo, Associate Director Angela Tuzzo, and their colleagues in the recruitment and training of 10 Peer Leaders for 2024-25, an expansion over previous years that will provide a more robust experience and support for HCCC students.
- Supported student engagement and customer service in the School of Continuing Education and Workforce Development (CEWD). The Ruffalo Noel Levitz (RNL) Satisfaction-Priorities Surveys are the national standard for benchmarking student satisfaction in higher education. According to the 2022 National Student Satisfaction and Priorities Report, 68% of students report they are satisfied or very satisfied at community colleges. In FY 2024, 86% of HCCC CEWD students reported these satisfaction levels.

- Supported HCCC Center for Adult Transition (CAT) student programs including the active CAT Peer Mentorship Program, CAT Alumni Club, and planning for the Parent Advocacy Group.
- Supported Vice President Yeurys Pujols and his colleagues in their engagement of a strong contingent of HCCC students and employees attending the Jersey City NAACP Dr. Martin Luther King Jr. Annual Breakfast in January 2024.
- Supported Assistant Dean of Student Life and Leadership Veronica Gerosimo, Associate Director Angela Tuzzo, and Vice President Yeurys Pujols in their coordination of student attendance at the 37th Annual Hispanic Association of Colleges and Universities (HACU) conference in Chicago in November 2023.
- Supported Director of Cultural Affairs Michelle Vitale and others in their leadership for the HCCC Art Docent Program. HCCC Galleries provide creative spaces for students to assist and learn in all areas of gallery management. Docents help with research, create educational materials, learn customer service skills, and lead public tours.
- Supported the Office of Cultural Affairs in the development of employment opportunities and experiences for HCCC students and alumni who have creative aspirations. The Hudson Creative Alumni Network participated this year in Art Fair 14C at Liberty State Park. The international art fair is celebrated throughout the region. Five recently graduated alumni curated, exhibited, and sold art alongside established artists. Alumni were involved in presenting the exhibit, speaking with visitors, and pricing and sales of their artwork.



- Supported the Office of Cultural Affairs in educational initiatives to improve student engagement. The HCCC Emerging Curators partnership with African American history classes continued throughout the fall and spring semesters. Students discussed art, historical objects, themes, and learned all aspects of exhibition production. Students created materials, assisted with framing and hanging, participated in hosting an opening reception, and led public tours. Two students were compensated to continue leading tours at events such as Night of Ideas and the MLK and Juneteenth celebrations.
8. Lead and support the continued development of a college-wide *Culture of Care*. Support the continuing development of all components of the *Hudson Helps Resource Center*, including response and support for individuals in distress, and support for individuals with special needs, abilities and concerns. Support platforms for personal engagement, community building, and educational attainment for all members of the college community.



Outcomes

- Supported Hudson Helps Resource Center Director Katherine Morales, her staff, and HCCC family members across the college in community partnerships to serve HCCC students. Examples include the Hudson County Department of Family Services, which connects qualified students to state benefits including SNAP, Medicaid, Medicare, WIC, TANF, and more. HCCC students also receive housing assistance including back rent, forward rent, security deposit, and other related services. Additional community agency partnerships include Hoboken Family Planning, STAR Program, Department of Health and Human Services, Hudson Pride, Bridgeway, NJCU, Saint Peter's University, and others. Partners further provide health screenings and dental services for students at little to no cost.
- Supported Director of Mental Health and Wellness Doreen Pontius and her team members in the offering of more than 3,000 mental health and wellness counseling appointments during 2023-24, an increase of 20% over the previous year.
- Supported Doreen Pontius and her team in the recruitment and engagement of MSW graduate students in field experience at the HCCC Hudson Helps Resource Center.

Fifteen MSW graduate students from Fordham University, NYU, and Rutgers University provided individual case-management services for HCCC students during 2023-24. Graduate interns also assist with programming and analyzing the overall needs of HCCC students in order to ensure they are supported and are successful inside and outside of the classroom.

- Supported HCCC Food Pantries at the Journal Square and North Hudson campuses. These food pantries continue to be HCCC points of pride. Both pantries have a refrigerator and freezer, allowing perishable goods to be provided to the HCCC community. HCCC Culinary Arts faculty and students have prepared over 20,000 meals that have been distributed through the food pantries to date. There have also been nearly 4,000 visitors to the pantries, and over \$50,000 worth of gift cards have been distributed to students in need.
- Supported the HCCC Career Closet in its continued growth and service to students. Faculty, staff, and community members continue to be generous donors of clothing for students in need. Over 1,000 items have been taken from the closet by students for job interviews, internships, and other needs. The Career Closet held its inaugural “Career Closet Fashion Show” in February 2024. Students, faculty and staff modeled clothing and raised nearly \$20,000. We especially thank Steve Madden Ltd. and Foundation Director Richard Zaborowski for their generosity.
- Supported student use of *Single Stop* in the Hudson Helps Resource Center. This software offers a one-stop off-ramp out of poverty by supporting families in meeting their basic needs. During 2023-24, nearly 2,000 students completed the screener and received staff or intern follow-up support. Graduate-level social work interns assist the students in navigating identified resources for which they are qualified.
- Through the Hudson Helps Resource Center, supported the offering of emergency financial assistance to students with unforeseen emergency expenses related to food, housing,



course materials, technology, health care, child care, and other needs. Over \$100,000 has been allocated for emergency funding assistance for students.

- Supported the annual Hudson Helps Resource Fair. This year's event was attended by 259 students, a significant increase over last year.



- Supported the Office of Accessibility Services, Office of Cultural Affairs, Center for Adult Transition, and other offices and external agencies and organizations in their collective initiatives and services to support HCCC students. Partnership organizations include the following.

- Commission for the Blind and Visually Impaired (CBVI), whose mission is to promote and provide services in education, employment, independence, and eye health through informed choice with persons who are blind or visually impaired, their families, and the community.
 - Division of Vocational Rehabilitation Services (DVRS), which enables eligible individuals with disabilities to achieve employment consistent with their strengths, priorities, needs, and abilities.
 - Workforce Recruitment Program (WRP), a recruitment and referral service that connects federal and private-sector employers nationwide with highly motivated college students, and recent graduates with disabilities, through summer or permanent jobs.
 - Heightened Independence and Progress (HIP), whose mission is to promote full inclusion and accessibility for all people, and to enhance the ability of every individual to live and work with maximum independence.
- Supported Culinary Club and Culinary Arts faculty and students in their continued preparation of nutritious, high-quality meals for the Hudson Helps Resource Center's Food Pantries. Since July 2020, over 20,000 meals have been prepared and made available to HCCC community members. Culinary Club students also provided hot soup on Wednesdays throughout the 2023-24 academic year. Over 1,000 cups of soup were served last year to HCCC students, faculty, and staff.

- Supported CIO Patricia Clay and her team members in their implementation of an automated data feed for improved food and food pantry management, and their support of the Office of Mental Health Counseling in the migration of on-premises Titanium software to SaaS Medicat software for improved accessibility.

- Supported multiple events during the academic year to promote mental health and wellness. Examples include wellness events on our campuses and at Union City High School, World Mental Health Day, Breaking the Silence: Domestic Violence Series, Distress December, Love Yourself, Women Empowerment Festival, Barbie Movie Screening, Know Your Body, Mental Health First Aid Training, and Sexual Assault Panel.



- Supported HCCC's growing participation in Project SEARCH that provides community members with disabilities opportunities to gain skills for success in the workforce. During the past year, 12 young people with disabilities were provided work experience and instruction at the North Hudson Campus.
- Supported HCCC employee and student attendance at Sarah's Daughters Domestic Violence Foundation Annual Gala in October 2023. HCCC partners with this community organization in mutual support of our respective missions.
- Met with and supported the engagement of colleagues across the college with Harry and Alejandra Geithner, who head the Minority Media Arts Foundation. This organization seeks to create educational pathways for traditionally underrepresented groups, including Spanish-speaking members of the community, in acting, theatre, and other arts-related fields. We are planning programs on campus led by the Minority Media Arts Foundation. HCCC was recognized at the Minority Arts Foundation inaugural fundraising event in May 2024 for the college's support of their mission.

- Supported Vice President Anna Krupitskiy and her colleagues in their development and offering of services that promote a culture of care and an inclusive work environment characterized by appreciation, recognition, fair and equitable treatment of all employees, open communication, personal accountability, trust, and mutual respect. Supported solutions to workplace issues that optimize college goals and sustain an environment in which employees continue to rank HCCC as a best place to work.
- Supported HCCC participation in the All-Stars Project, a national nonprofit organization located in New Jersey that uses a performance-based approach to helping thousands of inner-city youth and their families. Supported the Office of Academic Affairs in their identification and reservation of space and computer labs at HCCC for the All-Stars after-school youth development program.
- Supported Director of Library Patron Services Saudia Reid in her leadership for partnering with the New Jersey State Library Talking Book & Braille Center (TBBC) to serve students and community members through the *Talking Book* service. HCCC users may receive their own device and login to access materials through TBBC.
- Supported the Offices of Accessibility Services, Facilities and Operations, Safety and Security, and other offices in their efforts to ensure that all HCCC facilities are compliant with the Americans with Disabilities Act (ADA).

9. Support the achievement of student organization goals, outcomes, and engagement, including the Student Government Association, the HCCC Chapter of Phi Theta Kappa International Honor Society, and other student organizations.



Outcomes

- See Outcomes above and below.

- Supported HCCC's more than 40 student organizations in record-breaking engagement and activity during 2023-24. Student clubs hosted more than 300 events and meetings throughout the year, a significant increase over last year. Events included meetings, community service activities, chapter activities, guest speakers, movie nights, off-

campus trips, and many other social and educational programs.



- Supported myriad opportunities for student leadership and engagement offered by academic student organizations, their advisors, and other faculty and staff. These

include the Beta Alpha Phi Chapter of Phi Theta Kappa International Honor Society; Sigma Kappa Delta English Honor Society; HCCC Chapter of Society of Physics Students; Chemistry Honor Society; American Chemical Society; Computer Science Club; Environmental Club; Art Club; Business and Accounting Club; Culinary Club; Model UN; Latin Society Club; and many others.

- Supported the National Society of Leadership and Success (NSLS) that welcomed 198 new HCCC members this year, many of whom completed the Foundations of Leadership Certificate and achieved Induction status. This year's induction rate was 53%, up from 48% last year and 38% the prior year. This rate exceeds the NSLS best-practice goal of 40%. HCCC's NSLS chapter earned the 2023 Order of Omega recognition for the chapter's achievement in reaching all 10 pillars of success, an honor earned by only 20% of chapters nationwide.
- Supported the induction of 18 HCCC Early College (high school) students into HCCC's Beta Alpha Phi Chapter of Phi Theta Kappa International Honor Society.
- Supported the official recognition of the HCCC Center for Adult Transition (CAT) Alumni Club to demonstrate inclusivity, emphasizing that "Hudson is Home" for neurodivergent students.

10. Lead and support aspirations for achieving and maintaining excellence in all areas of HCCC's academic mission, including continuous improvement in institutional

effectiveness, program outcomes, student learning outcomes, disciplinary accreditation, and faculty and staff professional development and recognition.

Outcomes

- See Outcomes above and below.
- Supported faculty, staff, and students across the college in the enhancement and effective utilization of academic facilities, technology, and other resources to advance HCCC's academic mission.
 - Supported North Hudson Campus Executive Director Joseph Caniglia; Director of Faculty and Staff Development Amaalah Ogburn; and HCCC Foundation Art Collection Curator Dr. Andrea Siegel in multiple outcomes for expanding the art collection at the North Hudson Campus. New art pieces have been installed at the campus, and art exhibits and events are now held regularly at the North Hudson Campus Art Concourse.



- Supported the installation of many additional Immersive Telepresence Video (ITV) classrooms on both campuses using a variety of grants including a nearly \$1 million federal Congressionally Directed Spending grant for technology improvements at the North Hudson Campus.
- Supported HCCC Dean of Libraries John Hernandez and his colleagues in the acquisition of *Statista*, a new database and statistics portal that integrates data and facts about thousands of diverse topics from a wide range of sources onto a single platform. Statista provides access to statistics and studies gathered by market researchers, trade organizations, scientific publications, and government sources in more than 600 industries.

- Supported Multimedia Specialist Cecily McKeown and her colleagues in the development and utilization of an HCCC Faculty Media Room on the lower level of the Gabert Library. This state-of-the-art facility is used for creating online course content, faculty introduction videos and lectures, video presentations, and other college programs, courses, and projects.



- Supported Vice President Anna Krupitskiy and her colleagues in the use of technology to improve employee payment processing, employee onboarding, offboarding, benefits enrollment and administrative processes. These included professional development and tuition reimbursement processing, employment verifications, adjunct faculty and overload pay, personnel files imaging, and continued development of flexible work arrangements and leave administration in support of the College's culture of care and employee recruitment and retention efforts.

- Supported Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries and her colleagues in their leadership for continuous improvement in college-wide assessment and accreditation.
 - Supported reapproval of HCCC's Nursing Program by the New Jersey Board of Nursing, and reaffirmation of accreditation by the Accreditation Commission for Education in Nursing (ACEN). The Nursing Program's accreditation was reaffirmed for a full eight-year term.
 - Supported reapproval of HCCC's Associate of Applied Science in Paramedic Science Program offered in conjunction with Robert Wood Johnson/Barnabas Health. HCCC's Paramedic Science Program accreditation was reaffirmed for a five-year term by the Commission on Accreditation of Allied Health Education Programs (CAAHEP).
 - Supported eight-year reaffirmation of accreditation of HCCC's Associate of Science in Radiography Program by the Joint Review Committee on Education in Radiologic

Technology (JRCERT). The program is approved by the New Jersey Radiologic Technology Board of Examiners.

- **Supported the successful three-day visit to HCCC of the American Culinary Federation Education Foundation, which conducted a comprehensive analysis of the college's Culinary Arts and Baking & Pastry programs. The following programs were considered for reaffirmation of accreditation: AAS Culinary Arts, AAS Culinary Arts - Baking & Pastry Option, Certificate - Culinary Arts, and Certificate - Baking & Pastry. In preparation for the visit, the School of Business, Culinary Arts and Hospitality Management team standardized all lesson plans for culinary and baking lecture and lab classes. Upon completion of the visit, the team noted there were no issues with compliance. Team members complimented the college's curricular and co-curricular support. Full reaffirmation of exemplary accreditation**

was awarded to all eligible HCCC programs in July 2024.

- **Supported the development of new and revised programs and certificates, and new courses.**

- **Twelve of HCCC's Proficiency Certificates were revised in accordance with updated**



Title IV Financial Aid program eligibility guidelines.

- **Assistant Professor of Engineering Science Dr. Clive Li developed a new Proficiency Certificate in Metalworking.**
- **The Curriculum & Instruction Committee reviewed 14 new course proposals in 2023-24. Four courses received approval from the Learning Innovations Committee of the New Jersey Council of County Colleges (NJCCC) to be offered to meet General Education requirements.**

- **Instructor of Physics Dr. Gunes Senturk and Instructor of Chemistry Raffi Manjikian developed a new course, Introduction to Astronomy (SCI- 105). In this course, students learn about the sky, moon phases, eclipses, the Solar System, the sun, and galaxies. The course was approved to meet General Education requirements by the NJCCC Learning Innovations Committee.**
- **Assistant Professor of Engineering Science Dr. Clive Li developed a new course, Introduction to Beekeeping Science (ENV-107). The course provides a deep dive into the scientific study of bees, covering their diverse species, life cycles, and essential roles in pollination and biodiversity.**
- **Associate Professor of History Antonio Acevedo and Instructor of History Dr. Christopher Cody developed World History I and World History II courses. Both courses received approval for General Education from the NJCCC Learning Innovations Committee.**
- **Assistant Professor of Speech and Modern Languages Gilda Reyes led the development of Deafness as a Cultural Experience (ASL-105). This course was approved for General Education by the NJCCC Learning Innovations Committee.**
- **In an effort to expand the college's inventory of Modern Language courses, Assistant Professor Reyes led the development of Basic Korean II (MLK-102) and Basic Chinese I (MLC-101). These courses will be reviewed by the NJCCC Learning Innovations Committee in fall 2024 and will be offered for the first time in spring 2025.**
- **Under the leadership of Dean Alison Wakefield, Professor Katie Sweeting, and Associate Professor Alison Bach, six new courses in music and audio production were developed.**
- **Under the leadership of Dean Ara Karakashian and Associate Professor Elana Winslow, a new course in Project Management was developed.**



- Supported research and experiential learning opportunities for HCCC students across the curriculum.
 - Supported Professors Laurie Riccadonna and Jeremiah Teipen, who organized many student trips to New York City museums and galleries. These included Chelsea Galleries, Metropolitan Museum of Modern Art, Guggenheim Museum, Brooklyn Museum, Whitney Museum of American Art, MANA Contemporary, and more.
 - Supported Professors Riccadonna and Teipen in their leadership of the General Pencil Mural Project. HCCC partnered with General Pencil Company in Jersey City to engage students in creating pencil drawings that were enlarged and printed on canvas. The prints are now on display, adorning the factory where the pencils are manufactured.
 - Supported Professors Riccadonna and Teipen in their curation of student art exhibitions in the Dineen Hull Gallery during the fall 2023 and spring 2024 semesters.



- Supported Associate Professor Robin Anderson in her initiatives to engage students enrolled in the college's AA and AAS Early Childhood programs in community-based early childhood learning experiences. The students worked a minimum of twenty hours each week in an early childhood center in Union City or in school districts throughout Hudson County.
- Supported Dr. Clive Li and his STEM colleagues in their outreach to engage local high school students with opportunities to conduct seven-week, hands-on research. Guided by experienced faculty and staff, students

used sophisticated laboratories to solve industrial or fundamental research problems.

- Supported faculty and staff in the HCCC Construction Management program and CEWD in their collaboration with the Rutgers Youth Success Program (RYSP) at Rutgers Center for Advanced Infrastructure and Transportation. RYSP focuses on increasing direct services for justice-impacted youth by enhancing work readiness programming tailored to address specific employment barriers faced by individuals with a criminal history. An HCCC cost estimation class was offered to 15 students in spring 2024.
- Supported faculty and staff in their engagement of students majoring in Culinary Arts in an experiential learning opportunity with visits to upscale restaurants in New York City for a multi-course tasting event. Over 50 HCCC students participated during the past year.

- Supported faculty and staff in HCCC's Culinary Arts Institute, and members of the HCCC Foundation, in their engagement of students who completed 16 Fridays of service for the Foundation Subscription Dining Series during the fall 2023 and spring 2024 semesters. Culinary



- Arts, Baking and Pastry, and Hospitality Management students trained for several weeks before each grand opening for the semester. More than 50 students and three faculty participated in the delivery of a unique guest experience for HCCC donors and community members. All proceeds for this series are provided to the HCCC Foundation for scholarships and other student support.
- Supported ESL Resource Center colleagues in their engagement of HCCC students enrolled in the ESL program. Students attended two plays presented by the Educational Theatre of New York (ETNY), a theater company that produces plays specifically for English language learners. Twelve students, one faculty member, and six staff participated in the experience in New York City in March 2024.
- Supported HCCC School of Nursing and Health Professions faculty and staff in their successful coordination of much-needed new sites for student clinical and internship experiences. These include Stanlaw Fitness in Bayonne; New Jersey

Imaging Network in Nutley and Jersey City; Riverside Optum in Lyndhurst; and Hudson Regional Hospital.

- Supported special programs and cohorts for students to advance HCCC’s student success and diversity, equity and inclusion goals.
 - Supported the continued growth and development of HCCC’s participation in the New Jersey Pay It Forward (NJPIF) Program in partnership with NJ CEO Council and Social Finance, a national nonprofit organization. Pay It Forward is a first-of-its-kind program that provides no-fee, no-interest loans for students leading to high-demand careers that offer family-sustaining wages. A principal goal of the program is to narrow equity gaps among members of historically marginalized communities through their participation in approved programs that are relatively expensive. During 2023-24, 79 HCCC students received a NJPIF loan amounting to a collective \$626,000, marking a significant increase from the previous year. Both the number of students and the total funding provided through certified loans experienced remarkable increases of 70% and 71%, respectively.



- In 2023, 19 HCCC Nursing Program graduates participated in the program, increasing to 34 Class of 2024 nursing graduates. HCCC students surveyed emphasized that the stipend received through the

program was essential to their success. To ensure the continued smooth execution of the program, the HCCC Financial Aid team conducted a comprehensive review of its policies and procedures, and developed a new communications guide.

- Supported Dr. Heather DeVries, Dr. Catherine Sirangelo, Director of Radiography Cheryl Cashell, and colleagues across the college in their successful efforts to propose the addition of HCCC's Radiography Program to the Pay-It-Forward inventory of approved programs.
- Supported Dr. Pamela Bandyopadhyay and her colleagues in the offering of 24 HCCC Learning Community sections during the 2023-24 academic year, and the number of sections is expected to increase next year. HCCC's Learning Communities provide academic coaches, expanded opportunities for student engagement and self-empowerment, and a supportive learning environment.
- Supported Assistant Director of Human Resources Stephanie Sergeant and her colleagues in the Office of Human Resources in their leadership for the 11th Annual STAR – Special Thanks and Recognition – Program. At this spring 2024 program, full- and part-time employees were recognized for reaching service milestones in five-year increments, from five years up to 45 years of service to HCCC. Retirees were also recognized. A total of 114 HCCC faculty and staff were celebrated.
- Supported Assistant Director of Human Resources Stephanie Sergeant and Director of Benefits and Compensation Josianne Payoute in their organization of Administrative Professionals Day in April 2024. Approximately 50 administrative assistants and other support staff attended and were thanked for their dedicated service to HCCC.
- Supported Vice President Anna Krupitskiy, Director of Faculty and Staff Development Amaalah Ogburn, and their colleagues in the continued development of certificate and badge programs and incentives in support of employee professional development.





- Supported the All College Council College Life Committee and Office of Human Resources in their facilitation of the college-wide “Steps for Wellness” program in fall 2023 and spring 2024. The committee also hosted a highly successful Faculty and Staff Appreciation Luncheon in May 2024 attended by approximately 150 employees.

11. Oversee and support the growth and continuous improvement of HCCC’s Center for Online Learning, including the ongoing development of additional fully online programs, growth in online enrollments through new market penetration, the continuing development and improvement of services to support students and faculty participating in online and remote programs, and the success of students enrolled in online courses and programs. Support initiatives to enhance the quality of online teaching and learning including the maintenance of quality standards, the improvement of online program accessibility and equity, and the effective assessment of online, remote, and hybrid courses.

Outcomes

- Supported Center for Online Learning (COL) Executive Director Matthew LaBrake and his colleagues in the continued expansion of fully online programs. During 2023-24, six new fully online programs were developed, bringing the total number of HCCC fully online programs to 17. These include associate degree programs in Early Childhood Education, Elementary and Secondary Education, Special Education, Health Services (Public Health Option), Science and Mathematics, and a fully online Community Healthcare Navigator Proficiency Certificate. Five additional fully online programs will be added soon. Twenty-one new online courses across the college were also developed last year, and 22 online courses were revised and updated.
- Led and supported colleagues in the Center for Online Learning and across the college in the achievement of continued growth in Hudson Online programs. HCCC reached an all-time high in online course enrollment in spring 2024 with plans to recruit more fully online students in the coming years. This is a priority in our work to increase access to and participation in HCCC educational programs. In spring 2024, 36% of HCCC’s total headcount, or 2,439 students, were enrolled in one or more online

courses; 13%, or 886 students, were enrolled exclusively in online courses; and 21% of the college's total credit production came from online course enrollment.

- Supported continuous improvement in training and support offered to HCCC students through the Center for Online Learning.
 - All students enrolled in online and hybrid programs are now automatically enrolled in *Hudson Online Student Orientation*, a self-paced course that introduces students to the Canvas platform and multiple aspects of online learning. More than 1,600 students were enrolled in this orientation program last year.
 - At the start of every term, the HCCC Center for Online Learning offers multiple sections of a workshop, *Introduction to Online Learning for Students*, in addition to specialty workshops. COL has produced a series of *Introduction to Canvas* videos developed with faculty feedback. These videos are now included in a Student Information Module in every Canvas course.
 - COL made a new technology available to students during the past year. *Turnitin DraftCoach* is a Microsoft Word plugin that provides feedback to students as they write. It includes a similarity check to prevent accidental plagiarism and a citation check to assist with properly citing sources.
- Supported the Center for Online Learning, the Online Learning Advisory Council, and the Academic Senate in their collaborative launch of the *Canvas Course Template* in September 2023. As faculty teaching in synchronous modalities further embrace Canvas to support their instruction, this universal template provides an easy way for faculty to extend the consistent student experience of Hudson Online courses to additional courses across these modalities. Faculty can also import the template into

their own course through *Canvas Commons*.



- Supported the Center for Online Learning and the Online Learning Advisory Council in their collaborative reimagining of course information modules for students and faculty, ensuring that the most appropriate and

relevant resources faculty and students need to be successful in their courses are available at point-of-need. During 2023-24, the modules were updated in all 170+ online and hybrid master courses in Canvas so that the new information is added into every online course section going forward.

- Supported the Center for Online Learning, the Online Learning Advisory Council, and Academic Senate in their collaborative creation of new universal syllabus statements to inform students about the possible use of academic integrity technologies in their courses. The statements were approved by the All College Council in February 2024 and are now included on the HCCC website.
- Supported the expanded offering of HCCC's College Student Success course for Early College (high school) students. These course sections were offered fully online across the semesters, and redesign of the course to better align with the needs of high school in college students is currently underway. Nearly 700 Early College students took online courses in 2023-24, while 212 students took remote courses. These two modalities accounted for 2,716 total registered credits earned by HCCC Early College students.
- Supported CIO Patricia Clay and her colleagues in their offering of training workshops to assist faculty in the use of ITV technology and facilities in order to optimize their teaching experience while maintaining an interactive environment for their students. Further supported training and services provided to faculty and students for their effective use of technology and hardware in classrooms and computer labs.
- Supported the Center for Online Learning and Office of Information Technology Services in their joint exploration of Artificial Intelligence (AI) for academic and business purposes, and their involvement in the offering of an ongoing Professional Learning Community.



12. Support continuing equity initiatives to expand the use of Open Educational Resources, textbook-free, and zero-cost courses throughout the College in order to reduce, and, where possible, eliminate the cost of textbooks and other educational materials. Lead

and support planning, implementation, and goal/outcome attainment related to scaling textbook-free course and program opportunities to all students. Empower and support the Textbook-Free/OER Steering Committee to lead this work and achieve specific

annual outcome goals.



Outcomes

- **Led and supported Vice President for Academic Affairs Dr. Darryl Jones, Associate Director of Open Educational Resources Michael Whelpley, and their colleagues in the development of a new Textbook Equity Strategic Plan. The plan will help guide the college's efforts across the curriculum to expand the use of Open Educational Resources (OER) in order to create zero-cost textbook courses in which students do not need to purchase a textbook.**

- **Supported Director of OER Michael Whelpley in his development of a faculty training course about the**

creation and use of OER. This asynchronous training provides HCCC faculty with necessary background to revise and create zero-cost textbook courses in support of the Textbook Equity Strategic Plan. Our goal is to train the majority of HCCC faculty in OER best practices that lead to increased financial savings for students through expanded zero-cost textbook course offerings and changes in pedagogy.

- **Supported the offering of 399 zero-cost textbook sections saving students a collective \$639,600 in 2023-24. Courses are now clearly marked as zero-cost in Colleague. The number of 2023-24 zero-cost textbook course sections increased by 27% over the previous year.**
- **Led and supported a Memorandum of Understanding with the HCCC Professional Association (full-time faculty union) to engage faculty in the development of zero-cost textbook sections for every HCCC course over the next two years. The MOU was ratified by the Professional Association and approved by the Board of Trustees in summer 2024.**

13. Lead and support innovative thinking and exploration in all of our college and academic enterprises. Encourage and support faculty and staff professional development, and the involvement of the College community in regional and national organizations that explore and share best practices and new approaches to educational attainment and success.

Outcomes

- **Supported and celebrated 28 faculty and staff across the college who received Excellence Awards from the National Institute for Staff and Organizational Development (NISOD); and 25 faculty and staff who received Excellence Awards from the League for Innovation in the Community College.**
- **Supported meetings and activities of community advisory boards whose volunteer members provide ongoing guidance and support for continuous improvement of college programs and services. These include the North Hudson Campus Advisory Board; Center for Teaching, Learning, and Innovation Advisory Board; Gateway to Innovation Employer Advisory Board; School of Business, Culinary Arts and Hospitality Management Advisory Board; and Cannabis Advisory Board, among others.**
- **Supported myriad professional development activities of faculty and staff in all parts of the college, including books, book chapters, presentations at professional meetings, attendance and engagement in professional associations and activities, advanced credential attainment, workshops, speakers, and other involvements. During 2023-24, 87 HCCC faculty and staff utilized HCCC professional development funding, a 27% increase over the previous year. This included 53 employees pursuing advanced professional degrees, a 15% increase. Of these, 24 faculty and staff utilized professional development funding in their pursuit of a doctoral degree, a 26% increase over the previous year. A total of \$500,082 was provided to these employees in support of their approved professional development plans, representing a 24% increase over the previous year and a whopping 130% increase over the last five years.**
- **Supported Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty and her colleagues throughout Student Affairs and Enrollment offices in myriad professional development activities engaging staff across the college.**



- Student Affairs and Enrollment staff participated in a “Fall Fridays Training Series” with professional development sessions offered by peers. All sessions were recorded and are available on the Student Affairs and Enrollment YouTube channel.
- The Office of Student Affairs and Enrollment held an annual spring professional development conference with the theme of “High School Years.” The keynote session was offered by a panel of One Stop employees from Union College and Middlesex College, who shared best practices and lessons learned about their One Stop implementations.
- Twelve Student Affairs and Enrollment colleagues and three HCCC students attended the NASPA Region II Conference in Philadelphia. Several offered presentations.
- Supported nationally recognized excellence in the HCCC School of Continuing Education and Workforce Development in partnership with the Office of Academic Affairs. CEWD and Academic Affairs received the 2024 Bellwether College Consortium Top 10 Award in the Instructional Programs and Services category for the HCCC *JUSTice Program*, and also the 2023-24 *Innovation of the Year Award* from the League for Innovation in the Community College. Last year, the CEWD *Gateway to Innovation Program* was also a Top 10 Bellwether Award winner in the Workforce category and received the Innovation of the Year Award from the League for Innovation in the Community College.
- Supported myriad professional development opportunities offered through the Center for Teaching, Learning, and Innovation; Office of Faculty and Staff Development; the President’s Advisory Council on Diversity, Equity and Inclusion; the Office of DEI, and others. Supported Dr. Paula Roberson in her leadership for the continued growth of educational opportunities and employee participation in certificate programs offered by our partner, the Association of College and University Educators (ACUE).



- Supported presentations by HCCC faculty and staff across the College at the June 2024 New Jersey Council of County Colleges (NJCCC) Opportunity Summit in Atlantic City. Presenters included Senior Vice President Dr. Lisa Dougherty, Vice President Anna Krupitskiy, Associate Vice President Lori Margolin, Director of Workforce Pathways Anita Belle, Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson, Instructor of Business Sharon Daughtry, Hudson Helps Resource Center Director Katherine Morales, several Hudson Scholars counselors, and me. Lori Margolin also participated in a luncheon plenary panel discussion with New Jersey Reentry Corporation Executive Director James McGreevey.



- At the Summit Awards Dinner, HCCC’s long-serving trustee and board chair, William Netchert, received the NJCCC Ronald D. Winthers Award for Exemplary Trustee Leadership; and Hudson Helps Resource Center Director Katherine Morales received the NJCCC Spirit Award for her exemplary leadership of Hudson Helps, HCCC’s Generation Hope FamilyU engagement, and her many contributions to HCCC’s culture of care. Trustee Pamela Gardner and Former Trustee and Board Vice-chair Bakari Lee also attended.

14. Support the continued development of academic and career pathways that employ the latest research and best practices for promoting student success. Lead and support continuous improvement in HCCC’s Early College programs; the continued growth and development of the Secaucus Center; and the creation, growth and success of seamless K-20 educational and career pathways through expanded partnerships with organizations across the educational spectrum and community at large. Support the Associate Director of Career and Transfer Pathways to achieve continuous improvement in the College’s transfer partnerships, transfer student support services, and effective communication of transfer opportunities to students, prospective students, and the surrounding community.

Outcomes

- Supported comprehensive HCCC engagement in local high schools and with high school students, faculty, and staff.

- Supported Early College staff, and faculty and staff across the college, in their leadership and support of Early College (college in high school) students. 274 Early College students are pursuing associate degree completion in high school. They are enrolled at Bayonne



- High School, James J. Ferris High School, Abraham Lincoln High School, Innovation High School, Kearny High School, and the Hudson County Schools of Technology (County Prep and High Technology High Schools).
- Supported Associate Dean of Career and Transfer Pathways Jennifer Valcarcel in her leadership of the Early College Programs subcommittee tasked with building partnerships and providing information to high school students related to HCCC post-secondary partnerships.
- Supported the Early College STAR Celebration in February 2024, which hosted various Academic and Student Affairs/Enrollment partners and was attended by 48 local high school students.
- Supported faculty and staff in the Construction Management program in their leadership of a summer workshop dedicated to raising awareness about construction professions among high school students in partnership with the Architecture, Construction, and Engineering (ACE) Mentor Program of America.
- Supported a wide range of high school student visits to HCCC to learn about college programs and meet members of the HCCC family.
 - In January 2024, approximately 60 eighth grade students from the Dr. Michael Conti School PS #5 in Jersey City visited the HCCC STEM Building and participated in hands-on scientific activities to enrich their scientific knowledge and deepen their appreciation of the role science plays in their everyday lives.

- The HCCC Culinary Arts Institute hosted K-12 students on campus and visited high schools where they frequently conducted demonstrations. Supported Culinary Arts Recruiter Janine Nunez, and Chef Anuchit Pukdeedamrongrit (“Chef Puk”) in their collective engagement of over 200 students in HCCC cooking and baking programs. Many high schools visited the HCCC Culinary Arts Institute during 2023-24, including County Prep High School, Middlesex County Vocational School, Essex County Vocational-Technical School, Donald M. Payne Sr. School of Technology, Bergen County Technical Schools, Marion P. Thomas Charter High School, Orange High School, East Side High School, Paterson High School, Elizabeth High School, and Edison High School.
- Supported the Culinary Arts Institute’s growing relationships with Lincoln High School and Harrison High School, where over 40 students were able to visit the campus on Fridays and take culinary and baking lab classes. Students enrolled in these programs earn seven credits toward their HCCC Associate of Applied Science in Culinary Arts degree.
- Supported the School of Business, Culinary Arts, and Hospitality Management’s dual enrollment partnerships with Essex County schools, including West Orange High School, Orange High School, Marion P. Thomas Charter High School, Newark Vocational High School, and Newark Public Schools. More than 118 students participated in HCCC programs through these partnerships.
- Supported the offering of a July 2023 Summer Bridge Program funded by a NJ College Readiness Now Grant in collaboration with HCCC’s Early College program. Seventeen students participated in activities acclimating them to the campus, including participation in Basic English and Basic Algebra courses. All students moved into English Composition and College Algebra courses, respectively, following the Bridge program.



- Supported North Hudson Campus Executive Director Joseph Caniglia, Associate Director Jason Figueroa, Assistant Director Diana Galvez, and Recruiter Larry Anderson in their design of a One Stop Program for Union City and surrounding high school students to visit and engage in college activities during 2023-24. Approximately 45 high school students participated in each visit. Students received a tour, participated in workshops about program offerings, were administered the College Placement Test, and registered for classes.
- Supported Associate Director of Career and Transfer Pathways Jennifer Valcarcel, Transfer Pathways Coordinator Rimsha Bazaid, and colleagues across the college in multiple presentations, fairs, trips and activities to promote transfer opportunities and pathways to four-year colleges and universities. The Offices of Transfer Pathways, Registrar, and Testing held events to educate students about reading their degree audits, opportunities to take CLEP tests in order to accelerate their graduation, and transfer opportunities.
 - Under Jennifer Valcarcel’s leadership, the Transfer Council has met monthly for the past three years and has established subcommittees focused on Early College, Student Engagement for ESL, Veterans and International Students, Transfer Agreement Review, and Enrollment. Each subcommittee, led by a designated leader, meets regularly to discuss best practices and set goals. Each group has developed specific goals and measurable outcomes.
 - Supported two transfer fairs in spring 2024 involving 48 colleges and universities. Nearly 200 HCCC students attended the transfer fairs. Further supported a “National Signing Day” to celebrate students planning to transfer to four-year colleges and universities.
- Led and supported Senior Vice President Lisa Dougherty and her colleagues in the development of the HCCC | NJCU CONNECT program that streamlines the transfer process from HCCC to New Jersey City University (NJCU), ensuring students can transfer credits seamlessly and without accumulating excess credits. The initiative addresses the common challenge of non-transferable credits by providing a clear, barrier-free pathway and support through a dedicated transfer counselor. The program offers



nearly 40 academic pathways across various fields. HCCC | NJCU CONNECT has become a model for improving transfer pathways to all HCCC four-year and graduate partner institutions. Led a signing ceremony at HCCC with NJCU Interim President Andres Acebo in December 2023.

- Supported Director of Accessibility Services Danielle Lopez and her colleagues in their collaboration with New Jersey City University (NJCU) to develop an accommodation transfer policy for students and a streamlined process for the continuation of their accommodations, auxiliary aids, and services at NJCU.
- Supported Associate Vice President Lori Margolin and Dean of Enrollment Services Matthew Fessler in their leadership for ensuring that high school students have multiple opportunities to visit, apply, and attend college, supported by expanded HCCC pathways to successful careers. During 2023-24, HCCC established a partnership with Frank Mazza and Tamika McReynolds from the Hudson County Department of Family Services and Reintegration to host students from Jersey City high schools (Lincoln, Snyder, and Renaissance Institute). On-campus pep rallies and an Open House were offered to hundreds of high school juniors and seniors. Tamika McReynolds hosted the events that included the resources and involvement of Teen Magazine, the Hudson County Sherriff's Office, Jersey City School District representatives, and others. HCCC faculty, staff and students teamed up with special guests including Hot 97's DJ Wallah. During the half-day pep rallies, high school students met with faculty and staff from academic programs, clubs, and organizations to learn more about what each has to offer. Many students applied to HCCC during these events. This dynamic program will be continued and expanded in 2024-25.

- Supported the development of a master articulation agreement with Saint Peter's University (SPU) to facilitate the smooth transfer of students from HCCC's Associate of Arts (A.A.) and Associate of Science (A.S.) degree programs to various Bachelor of Arts, Bachelor of



Science, and Bachelor of Professional Studies programs at SPU. Through this agreement, HCCC students can complete their associate degree credits at Hudson and then transfer seamlessly to SPU to pursue bachelor's and graduate degrees. Both institutions are committed to communication, periodic reviews, and updates to

ensure a seamless process. The agreement outlines curricula, transfer requirements, and procedures.



- Supported Dean of STEM Dr. Burl Yearwood, Construction Management Program Coordinator and Associate Professor of STEM Dr. Azhar Mahmood, and their colleagues in the development of articulation agreements with

multiple trade unions. These include Bricklayers, International Brotherhood of Electrical Workers IBEW 102 and IBEW 269, Ironworkers Local 399, Eastern Atlantic States Carpenters Technical Centers, Sheet Metal Workers Local 25, and International Union of Operating Engineers Local 825.

- Led and supported myriad community and industry partnerships involving faculty, staff and students across the college.
 - Supported the development of an MOU with Mana Contemporary for student work-experience and other training opportunities, workshops, mutually beneficial business partnerships, collection and sharing of data, grant-funded programs, events, and resources. The School of Business, Culinary Arts and Hospitality Management, and School of Continuing Education and Workforce Development are working collaboratively with colleagues across the college and in the community to support arts, culture, and culinary programs and initiatives.
 - Supported colleagues in the HCCC Culinary Arts Institute in their statewide leadership for meat identification in partnership with the New Jersey Department of Weights and Measures. Staff in the School of Continuing Education and Workforce Development hosted the course using HCCC's curriculum to train field investigators throughout New Jersey.

- Supported the development of an MOU with Cassandra Consultants to collaborate in the expansion of cannabis education throughout New Jersey. Cassandra Consultants develops curricula used for Workplace Impairment Recognition Expert (W.I.R.E.) training for all businesses. This collaboration offers the potential HCCC training to be offered nationwide. Additional partnerships for student internships and co-marketing are also being planned.
- Supported the Office of Accessibility Services in their leadership for updated policies and procedures related to accommodations for high school students with disabilities who participate in the HCCC Early College Dual-enrollment program. These efforts are helping ensure compliance and equal access to college-level courses offered at HCCC for Early College participants.



- I am honored to have been appointed in June 2024 as one of five Hispanic-Serving Institution (HSI) two- and four-year college and university presidents to the United States Department of Education (USDA) – Hispanic Association of Colleges and Universities (HACU) Leadership Group. The USDA-HACU Leadership Group will guide the implementation of a Memorandum of Understanding that HACU President Dr. Antonio Flores has signed with U.S. Secretary of Agriculture Tom Vilsack. Our Leadership Group will meet three times annually with Secretary Vilsack and senior department officials designated by the Secretary. Our discussions will focus on how to strengthen USDA support for HSI’s, and the growth and development of partnership programs in support of our nation’s Latino students and our collective college and university missions.

15. Lead and support the development of a data-rich culture, including continuous improvement in all areas of institutional planning, research and effectiveness. Support the integration of research; acquisition, analysis and sharing of meaningful data; data integrity; and institutional decision-making. Support the growing use of the American Association of Community Colleges (AACC) *Voluntary Framework of Accountability* and other useful frameworks for benchmarking and analyzing trends and outcomes related to HCCC’s mission. Support the continued implementation of recommendations from

CampusWorks, our *Achieving the Dream* coaches, and others for achieving continuous improvement in the processes and systems required for the identification, access, and disaggregation of data in order to inform our practice.

Outcomes

- See Outcomes above and below.



- Supported the continuous improvement of data collection, analysis, and application.

- Supported the development of an enrollment dashboard to track real-time applications and enrollment.

- Supported the Hudson Helps Resource Center in the collection of data pertaining to

student visits and food pantry inventory.

- Supported the Office of Student Life and Leadership in their efforts to grow and develop the student engagement website, *Involved*. This site allows for event promotion and management including a seamless and paperless platform for tracking event participation.
 - Nearly 900 events were created, promoted, and managed through *Involved* by 45 clubs, honor societies, and offices during 2023-24.
 - Half of all clubs, honor societies, and offices used the Event Pass to track attendance at their events, including over 14,600 attendees of approximately 300 events.
 - 4,000 HCCC users have logged into *Involved* since the beginning of the academic year.
- Supported CEWD Business Developer Dan Brookes in his leadership for identifying and launching a new business lead generation platform, LinkedIn Sales Navigator, to increase business outreach and more targeted connections with employers.

16. Lead and support efforts to achieve the goals and continuous improvement outcomes of the *Community College Opportunity Grant (CCOG)*. Advocate the continued investment of State and other external funding to ensure that Hudson County Community College is accessible to all who wish to pursue the College's educational opportunities.

Outcomes

- **During 2023-24, 1,307 HCCC students benefitted from the Community College Opportunity Grant (CCOG), receiving a collective \$3 million in disbursed funds. This program is vital in providing financial support to eligible students, allowing them to pursue their higher education ambitions without the hindrance of tuition expenses. HCCC student participation and financial benefits through CCOG increased 3.27% from the previous year. HCCC leads all New Jersey community colleges in the number of students served and dollars awarded through CCOG.**

- **Supported the Office of Financial Aid in their distribution of more than \$33 million benefitting approximately 6,000 HCCC students during 2023-24. This represents a 9.74% increase from the previous year. This funding, which encompasses scholarships, grants, and loans from various sources, is fundamental to students completing their degrees and achieving their goals. The Office of Financial Aid also prioritized and improved upon the timely distribution of awards during the past year.**
 - **The Office of Financial Aid managed significant increases in the distribution of grants and scholarships during 2023-24. More than \$21 million in Pell grants was processed assisting approximately 4,700 students and representing a 9.64% increase over the previous year. Over \$8.2 million was processed in state grants benefitting more than 4,000 students, representing an 11.6% increase in support. Approximately \$4.8 million in NJ Tuition Aid Grant (TAG)**



funding, representing a 19.11% increase, and a 21.39% increase in NJ STAR Scholarship funding, all were distributed to students during 2023-24. As noted above, the Office of Financial Aid further managed and distributed \$3 million in Community College Opportunity Grants (CCOG) to 1,307 students, a 3.27% increase compared to the prior year. The office further processed 10,711 FAFSA applications, an 8% increase over the previous year.

- Supported Vice President for External Affairs Dr. Nicholas Chiaravalloti and his team in their leadership for the development and execution of strategies and priorities for HCCC in collaboration with local, state, and federal sources. During 2023-24, Dr. Chiaravalloti conducted regular meetings with elected officials to discuss policy and funding priorities. He also worked closely with the New Jersey Council of County Colleges (NJCCC) to successfully advocate restoration of \$20 million in state operating funding to New Jersey’s community colleges during the state’s FY 2025 budget process. In addition, HCCC secured \$5 million in state funding over the past year for the Center for Student Success and also received the college’s third Congressionally Directed Spending award of \$1 million for the continued expansion of the Hudson Scholars program.



Board Goal #2: Review, provide guidance and support for the College’s diversity, equity and inclusion initiatives. Create and/or revise policies to ensure accountability and support for the President’s and College’s DEI goals and outcomes. Review and provide input into the work of the President’s Advisory Council on Diversity, Equity and Inclusion, including climate, programming, equity, student success, minority/Hudson County vendor outreach, and related areas.

Presidential Goals:

1. Fully support the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI), and the Office of Diversity, Equity and Inclusion. Lead and support efforts to achieve continuous improvement in the four overarching priorities of the College’s DEI Action Plan: Supporting an inclusive culture of care at HCCC, including DEI infrastructure

and the development of training, programs and initiatives across the College; Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring, screening committee policies, promotion considerations, and succession planning; Creating clear and transparent processes for safety, security and incident reporting that are free of intimidation and respectful of confidentiality; and, Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation. Review, and, when appropriate, act upon recommendations for continuous improvement in all areas of diversity, equity and inclusion.

Outcomes

- **See Outcomes above and below.**



many others. The planning process has utilized a college-wide institutional climate survey, the results of which include the input of nearly 900 members of the HCCC family. These and other processes have informed the development of goals, objectives, and our collective vision going forward.

- **Led and supported the successful completion of all goals, objectives, and activities of the HCCC 2021-24 DEI Action Plan. In late fall 2023, HCCC family members across the college began the strategic planning process that includes a new five-year DEI Action Plan. These included staff of the Office of Diversity, Equity and Inclusion; the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI); representatives of the Offices of Academic Affairs, Institutional Research and Planning, Human Resources, Student Life and Leadership, and many others. The planning process has utilized a college-wide institutional climate survey, the results of which include the input of nearly 900 members of the HCCC family. These and other processes have informed the development of goals, objectives, and our collective vision going forward.**
- **Led and supported Vice President for Diversity, Equity and Inclusion Dr. Yeurys Pujols; President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI) co-chairs Raffi Manjikian and Diana Galvez; and their colleagues across the college and throughout Hudson County and beyond in their efforts to advance DEI outcomes in all forms in support of HCCC’s mission. Supported planning and execution of the 2023 Summer DEI Retreat featuring keynote speakers Rev. Al Sharpton and Columbia University Dean of Journalism Dr. Jelani Cobb.**

- Led and supported Vice President Yeurys Pujols; Associate Director of DEI Natalia Vazquez-Bodkin; Instructor of Business Sharon Daughtry; Assistant Dean of Student Life and Leadership Veronica Gerosimo; PACDEI co-chairs Raffi Manjikian and Diana Galvez; Vice President Anna Krupitskiy; Vice President Dr. Darryl Jones; Associate Vice President Dr. Heather DeVries; Associate Vice President John Scanlon; Executive Administrative Assistant Mirta Sanchez, and others in their leadership for the administration and analysis of HCCC's second college-wide Institutional Climate Survey. HCCC worked with *Insight Into Diversity Magazine* and representatives of *Viewfinder* to review and update the previous survey administered at HCCC



in 2019. Separate surveys were administered for students, and employees and trustees, and 806 HCCC community members completed the surveys. The Climate Survey data were fully shared with all students, faculty, staff and community members. A series of open fora were held college-wide to discuss survey results. Students, faculty and staff engaged in tabletop exercises and provided suggestions for the new five-year DEI Action Plan currently in development. This information has informed the development of new goals, objectives, and areas of focus for the next college-wide strategic plan.

- Supported the appointment of new DEI leaders to advance college goals. Following a national search, Dannielle Lopez was appointed Director of DEI for Accessibility Services in December 2023. In this role, Danielle is leading continuous improvement in the support of students with disabilities. Also following a national search, Jamilah Moudiab was appointed inaugural director of DEI for Veterans Affairs and International Student Services in spring 2024. In this role, Jamilah is providing leadership for the recruitment and retention of Veteran and international students. In June 2024, a college lecturer position was reclassified into the new role of Associate Director of DEI Training, with Richard Walker assuming this post. In this role, Richard will lead and support DEI employee training in collaboration with the Center for Teaching, Learning, and Innovation, and the Office of Diversity, Equity and Inclusion.

- Supported the Center for Teaching, Learning, and Innovation’s third annual Social Justice Symposium in March 2024. HCCC again achieved record attendance of over 1,400 participants in this virtual national convening that has become a hallmark of the college’s celebrated commitment to DEI.
- Supported staff in the Office of Student Life and Leadership in their continued growth and development of the HCCC Diversity, Equity and Inclusion Student Passport Program (DEISPP). During 2023-24, 90 students enrolled in the eight-week program that is designed to develop equity leaders among HCCC students. Workshop topics included implicit bias, privilege, microaggressions, social constructs, inclusive language and allyship, and advocacy. An orientation and wrap-up roundtable bookended the workshops. Over 64% of program participants, or 58 students, completed the program.
- Supported Mental Health Counselors Deliana Acosta and Diana Galvez in their leadership of The Sisterhood/La Hermanidad student group and related DEI programming.
- Supported members of HCCC Black Faculty Caucus in their leadership for student success and retention, important data collection, and cultural and social activities for the college’s Black, African American, and all communities.
- Led and supported HCCC friend and consultant Wendy Martinez, Trustee Pamela Gardner, members of the College’s Latino Advisory Council and African American Community Outreach Committee, and others across the college and in our community to support HCCC’s DEI goals and outcomes.
- Supported the Mental Health Counseling and Wellness team, Hudson Pride, and their colleagues in periodic offerings of programming related to LGBTQ populations, issues, and concerns. Programs included faculty and staff professional



development, a clinical conference on how to support and screen for suicide among LGBTQ populations, and training for clinical staff.

- Supported Office of Accessibility Services staff in their efforts to meet compliance requirements of the Voluntary Compliance Plan for the Method of Administration (MOA) Civil Rights Compliance Review. Supported the development of a comprehensive grievance procedure specific to the Section 504/Title II compliance process for staff, students, and community members in order to streamline accessibility-related processes. An Accessibility Event Statement has been developed in support of the college's commitment to equal access for students, staff, and community members with disabilities who require reasonable accommodations to participate in HCCC's cocurricular programming.
- Supported Director of Accessibility Services Danielle Lopez and her colleagues in the development of a new HCCC Accessibility Advisory Committee. This committee is charged with supporting continuous improvement through planning and monitoring of accessibility-related concerns in compliance with the Americans with Disability Act (ADA) of 1990, the ADA Amendments Act of 2008, Section 504 of the Rehabilitation Act, and Title II of the Civil Rights Act on Public Accommodations.
- Supported the Office of Accessibility Services (OAS) and Office of Enrollment Services in their collaborations to increase access to accessibility services information for newly admitted and continuing students. Information is now available in the college's Student Acceptance Correspondence and Enrollment Guide that encourages self-identification and registration with OAC for students with disabilities.
- Supported Assistant Director of EOF Tejal Parekh and her colleagues in their offering of in-person ALICE active shooter training sessions in September 2023. There was a large turnout for these events that heightened the college community's awareness and preparedness for potential armed intrusions.
- Supported Executive Director of Public Safety and Security Jack Quigley and his colleagues in their leadership for continuous improvement in campus safety.



Supported an extensive threat assessment in cooperation with the New Jersey Office of Homeland Security and Preparedness in summer 2023.

- Supported Associate Professor of Business Elana Winslow in her application to, and acceptance to participate in, the December 2024 Yad Vashem Seminar for Campus Educators in Jerusalem. Yad Vashem is the leading Holocaust memorial, research, museum, and educational center in the world. Professor Winslow is one of just 20 citizens globally to have been selected to attend the all-expenses-paid Yad Vashem Seminar for Campus Educators. Discussions will focus on how Holocaust education can help students contextualize current events and the particular circumstances on our campuses.



- I am honored to have been nominated and invited to join the University of Michigan’s National Center for Institutional Diversity (NCID) Diversity Scholars Network. This is an “interdisciplinary, multi-institutional community of scholars committed to advancing understandings of historical and contemporary issues related to identity, difference, culture, representation, power, oppression, and inequality – as they occur and affect individuals, groups, communities, and institutions.” Through my involvement in NCID, HCCC will be encouraged to share applied research findings pertaining to our work and outcomes in student success and DEI; have access to best practices nationally in all sectors of higher education; receive national visibility for our accomplishments and initiatives; and be invited to participate in grant and other external funding opportunities.

- During the past year, I was pleased to co-chair meetings of the New Jersey Presidents’ Council (NJPC) Subcommittee on Social Justice. Participating on the committee are presidents of 12 two- and four-year colleges and universities. The committee is

charged with sharing best practices and lessons learned in the social justice arena. I will continue to co-chair the committee in 2024-25.



- I have been invited to write a chapter in an upcoming book about anti-DEI legislation. Other chapter authors include Dr. Karen Stout, President of Achieving the Dream; Dr. Michael Gavin, President of Delta College (MI) and chair of “Education for All,” a national network of college and university presidents that communicate, share experiences, and support one another around leadership in the DEI space at a time of significant challenge; and several other community college presidents. I have been asked to discuss my leadership journey as president of HCCC during the growing national discourse around DEI, affirmative action, and related issues. I have invited HCCC Vice President for DEI Dr.

Yeurys Pujols to co-author the chapter with me.

- In December 2023, I was honored to be recognized as the “Education Leader of the Year” by the Hudson County Latin American Chamber of Commerce. I accepted the award on behalf of the HCCC family that is committed to the success of every student; service to our community; and transformational opportunities for the people of Hudson County and beyond.
2. Lead and support continuous improvement in the recruitment, retention, and development of an increasingly diverse population of students, faculty and staff, including a workforce that reflects the diversity of students and the community served by HCCC. Support and ensure consistency across the College in following College policies and procedures related to employee recruitment, professional development, and promotion. Engage and support the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI), and the Office of Human Resources, in these and related efforts.

Outcomes

- See Outcomes above and below.
- Led and supported comprehensive and systemic efforts to discuss, plan, and promote diversity, equity, and inclusion best practices and initiatives including the work of the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI) that is broadly representative of the HCCC community. The Council advises the president and college leadership on all matters pertaining to DEI, including hiring, employee success, student retention and student success, services, programming, climate, partnerships with community agencies, and many others.
- Led and supported efforts to promote continued growth in employee diversity in order to better align with our student diversity. Of HCCC full-time employees, 38% identify as White, 28% as Hispanic, 17% as African American, and 10% as Asian. During 2023-24, new full-time hires were 38% Hispanic, 38% African American, and 20% White. New adjunct faculty were 25% White, 22% Hispanic, 20% African American, and 17% Asian. New part-time employees were 43% Hispanic, 24% White, 12% African American, and 12% Asian.



- Led and supported myriad initiatives to increase employee engagement and diversity by promoting a culture of care, inclusivity, and support of student success. Supported growing professional development programs, special programs of appreciation and recognition, and other opportunities for members of the HCCC family to engage, stay connected, communicate, and celebrate one another and our collective accomplishments.

- In support of HCCC’s strategic goals, direction, and mission, staff in the Office of Human Resources and their colleagues are expanding services that promote an inclusive work environment characterized by appreciation, recognition, and fair and equitable treatment of all employees; open communication; personal accountability; trust; and mutual respect. Supported solutions to workplace issues that continue to lead to employees describing HCCC as a “best place to work.”

- During 2023-24, comprehensive institutional data and supporting information again resulted in HCCC’s recognition as a “Most Promising Place to Work in Community Colleges” by the National Institute for Staff and Organizational Development (NISOD); and Honor Roll designation in the “Great Colleges to Work For” national program with HCCC’s recognition as an exemplar institution in six categories of excellence through a survey of our employees conducted by ModernThink and *The Chronicle of Higher Education*.
- During 2023-24, 23 faculty and staff left HCCC, representing an average monthly turnover of just two employees and an annual employee turnover rate of only 0.6%. This represents considerable improvement over the last five years.
- Led and supported Vice President Anna Krupitskiy and colleagues across the college in the continued development and refinement of policies and procedures designed to promote and ensure HCCC best practices. During the past year, these included the Institutional Data Governance Policy, Policy on Student Code of Conduct, Position Review Procedure, Demonstration and Protest Policy, Amended Lactation Policy, Amended Non-Discrimination and Anti-Harassment Policy, Amended Sex Discrimination and Title IX Policy, and Student Mental Health Leave Policy. Further supported the updating of the HCCC Employee Handbook that will be completed in summer 2024 and available on the College’s website.
- Supported Dean of Enrollment Services Matthew Fessler and his colleagues in their planning and implementation of the college’s second ESL Open House at the North Hudson Campus in August 2023, with 47 prospective students in attendance.
- Supported the integration of the Offices of Career Services and Transfer Pathways when a position vacancy occurred that made this possible and financially viable. This organizational change supports the eventual transition to the Center for Student Success, where those offices will share space. The combined unit will provide students with enhanced and more integrated services.
- Supported Senior Assistant Director of Advisement Brianna Casagrande, North Hudson Campus Assistant Director Diana Galvez, and Student Life and Leadership Assistant



Keiry Hernandez in their organization and hosting of HCCC's second annual First-generation Celebration Panel held at the North Hudson Campus in April 2024. Five HCCC staff and faculty members, and Save Latin America, Inc. Executive Director Henry Acosta, shared their experiences as first-generation college students.

- Supported North Hudson Campus Executive Director Joseph Caniglia, Associate Vice President for Continuing Education and Workforce Development Lori Margolin, and their colleagues in the coordination and launch of Project SEARCH during the past year. Celebrated with students, their families, and HCCC community members at the second commencement ceremony of Project SEARCH in summer 2024. The Journal Square Campus Project SEARCH will be relaunched next year.
3. Lead and support efforts for continuous improvement in our services – and the removal of barriers – for student parents, Veteran students, and international students. Working collaboratively with students, faculty, staff, trustees, and community partners, support continued changes in institutional policies and procedures to support the unique needs of these student populations. Promote professional development and the refinement of staffing and structures to accomplish improvement goals and outcomes.

Outcomes

- See Outcomes above and below.
- Supported the expansion of services for Veteran and International students, including the hiring of a new Director of Veterans Affairs and International Student Services, Jamilah Moudiab. The expanded services are led and supported by Vice President for DEI Dr. Yeurys Pujols.
 - Supported continued engagement with Keystone, an international student recruitment firm, to develop a strategy and approach for recruiting international students interested in pursuing postsecondary education in metropolitan New York, and in areas of interest aligned with HCCC programs and majors.



- Priority registration was added this year for several student groups. Priority registration is now available to Veteran students, student parents, Honors students, degree-seeking Early College students, students utilizing accessibility services, EOF students, and Hudson Scholars students.
- Supported HCCC's continued engagement in the 2023-25 cohort of Generation Hope's FamilyU program. Outcomes to date include an enhanced and modernized lactation policy, better data collection about student parents, and the onboarding of our new Student Parent Fellow, Shanice Acevedo, who will be compensated by Generation Hope to serve HCCC student parents and join our FamilyU core team.
- Supported continuous improvement in offices providing student services and supports, including the offering of services and a growing number of events in multiple languages. These include open houses and career workshops.
- Supported HCCC's strong engagement in the *College Readiness Now X* program funded through the NJ Office of the Secretary of Higher Education (OSHE). The program prepares high school students to be college ready upon high school graduation. HCCC was awarded approximately \$55,000 by OSHE for 2023-24, with more funding for this project expected next year. During 2023-24, HCCC provided 103 Jersey City Public School students, and students across Union City and the North Bergen area, with tuition-free and textbook-free opportunities to earn college credits for English Composition I (ENG 101), College Algebra (MAT 100), Pre-Calculus (MAT 110), Introduction to Psychology (PSY 101), and Introduction to Sociology (SOC 101). Four College Student Success workshops and two summer bridge programs in Basic Reading/Writing and Basic Math/Algebra were conducted. The grant further supported 58 students who participated in a meta course in STEM and the Social Sciences. Many students in these programs are under free or reduced lunch status.



- Supported the continuous improvement of Evening, Weekend, and Off-site Programs. Led by Coordinator of Evening, Weekend and Off-site Programs Alexis Muniz, we have continued to make operational improvements at the Journal Square and North Hudson campuses. During 2023-24, our internal reporting system

was enhanced, resulting in the more effective tracking of classroom observations.

4. Support the efforts and initiatives of the Latino Advisory Council and African American Outreach Committee. Support the creation and development of a similar council of Muslim and Asian community members.

Outcomes

- See Outcomes above and below.
- Supported the efforts and initiatives of the HCCC Latino Advisory Council and African American Community Outreach Committee. A similar council of Muslim and Asian community members is currently being organized by Vice President Nicholas Chiaravalloti.

- Supported Board of Trustees Vice Chair Pamela Gardner in her leadership for planning and offering HCCC's 2024 Juneteenth Celebration that included dance, song, spoken words and special remarks. The event was offered to a large and enthusiastic audience in the Dineen Hull Gallery.



- Supported the planning and execution of the second annual Hudson Es Su Casa Educational and Community Fair in October 2023. This year's event was planned by members of the Latino Advisory Council. Approximately 500 people attended the program at the North Hudson Campus over the past two years. Event leaders included HCCC Latino Community Liaison Wendy Martinez; Dean of Enrollment Services Matthew Fessler; and North Hudson Campus Assistant Director Diana Galvez. More than 25 HCCC representatives of programs and services, and partners/vendors, offered displays and information. In fall 2024, this event will be combined with the North Hudson Campus fall open house to expand opportunities and outcomes, with increased engagement of the Latino Advisory Council (LAC).

- Supported members of the African American Community Outreach Committee in their planning of an event involving black male students in middle school and high school. Multiple events for high school juniors and seniors were offered on campus in spring 2024.
 - Supported Director of Continuing Education and Workforce Development Chastity Farrell and her School of Continuing Education and Workforce Development colleagues in their leadership for HCCC's 11th annual Girls in Technology Symposium held in March 2024. This event brought together over 200 students and teachers with industry professionals to inspire young women to pursue careers in Science, Technology, Engineering and Mathematics (STEM). The symposium offered a full day of engaging activities designed to spark curiosity and ignite a passion for technology in young women. Attendees heard from successful women working in STEM fields, who shared their career journeys and valuable insights, and participated in lively discussions about the future of technology and the opportunities for young women. Attendees engaged in hands-on STEM experiences and activities.
5. Lead and support college-wide collaboration and participation in programs and cultural activities that examine and promote thought, reflection, creative expression, and open and respectful dialogue. Promote openness and respect for the sharing and discussion of different points of view, concerns, and multiple perspectives about values, attitudes, beliefs, cultural traditions and other areas of difference. Support the empowerment of all community members and an environment in which all voices are welcomed and encouraged.

Outcomes

- Supported Director of the Center for Teaching, Learning, and Innovation Dr. Paula Roberson in her leadership of HCCC's third annual, nationwide Teaching and Learning Symposium on Social Justice in Higher Education held during late February and early March 2024. Over 1,400 attendees participated in the four-day symposium representing 31 states, four foreign countries, 114 four-year colleges and universities, 47 community colleges, and 43 civic and



governmental organizations. More than 230 HCCC trustees, students, faculty and staff participated in sessions led by 62 presenters.

- Led and supported various events of special significance last year in view of the wars in Gaza, Ukraine, and beyond, and strong angst related to these and other world events on our campus and throughout higher education.
 - Supported the spring 2024 virtual HCCC offering of “A Vigil for Peace in the World,” where Christian, Jewish, and Islamic faith leaders participated and led prayer in Spanish, English, Arabic and Hebrew.
 - Supported an educational trip to the Palestine Museum in Connecticut in spring 2024. Participants had a unique opportunity to immerse themselves in Palestinian culture, history, and art. Associate Director of DEI Natalia Vazquez-Bodkin organized and coordinated this program.
 - Supported Dean of Libraries John Hernandez and his team in the library’s celebration of Banned Books Week during October 2023. Many recent titles are being banned because they address issues regarding LGBTQIA communities, racial and ethnic minorities, and other populations and topics.
 - Supported ESL/Bilingual Instructor Saliha Yagoubi and members of the newly established Arab Student Association (ASA) in their offering of several events during spring 2024. Supported the ASA and HCCC Office of Diversity, Equity and Inclusion in their coordination of a very successful trip to the Palestine Museum in Woodbridge, Connecticut in March 2024 (see above).
- Supported Vice President Dr. Yeurys Pujols, Assistant Dean of Student Life and Leadership Veronica Gerosimo, Director of Cultural Affairs Michelle Vitale, Executive Administrative Assistant Mirta Sanchez, and their colleagues in the planning and offering of HCCC’s 2024 Dr. Martin Luther King, Jr. Memorial



Celebration attended by more than 250 students, faculty, staff and community members. Ndaba Mandela, grandson of South African legendary civil rights leader Nelson Mandela, delivered the keynote address.

- **Supported Vice President Dr. Yeurys Pujols, Director of Cultural Affairs Michelle Vitale, Assistant Dean of Student Life and Leadership Veronica Gerosimo, Executive Administrative Assistant Mirta Sanchez, All College Council Chair Dr. Christopher Cody, Early College Programs**



Executive Director Dr. Christopher Conzen, Executive Director of Public Safety and Security Jack Quigley, Professor of Criminal Justice Cathie Seidman, Instructor of English Dr. Benedetto Yousef, and many other HCCC family members in the planning and offering of HCCC's annual 9-11 Memorial attended by approximately 150 students, faculty, staff and community members. Published author, singer, and 9-11 survivor Victoria Regina Lockhart delivered the keynote address.

- **Supported Professors Laurie Riccadonna and Jeremiah Teipen, Director of Cultural Affairs Michelle Vitale, Vice President Dr. Yeurys Pujols, and colleagues across the college in the planning and programming for *A Night of Ideas* offered in March 2024 by the HCCC Office of Cultural Affairs, Office of DEI, City of Jersey City, and the French Embassy. Over 1,000 members of the community participated in the evening's events.**
- **Supported Assistant Professor of English Eric Adamson in his leadership for the HCCC Student Poet Laureate program, and his coordination of four workshops in celebration of National Poetry Month. 2023-24 Student Poet Laureate Fatima Abelle read her work at College Service Day, Teaching and Learning Symposium on Social Justice in Higher Education, Poetry Date Night, and the ESL Graduation.**
- **Supported staff and students in the Office of Student Life and Leadership in their offering of powerful cultural celebrations during commemorative months, including Hispanic Heritage Month, Filipino Heritage Month, Black History Month, Women's History Month, HCCC PRIDE, Arab American Heritage Month, and Asian American and Pacific Islander Heritage Month.**

- Supported Director of Strategic Marketing Michael Byrne in multiple initiatives to bring visibility to the HCCC Foundation Art Collection and our DEI mission. Outcomes include a release celebrating the works of African American artists in the Collection to honor Black History Month in February, and a piece celebrating the works of Asian American artists to honor Asian American and Pacific Islander Heritage Month in May. The articles were covered by multiple media.

- Supported Michael Byrne and other colleagues in their leadership for publishing Op-Eds during 2023-24, including “Supreme Court Recent Rulings – Our Resolve is Stronger than the Setback;” “Keeping the Dream of a College Education Within Reach for All;” and “The Student Success Dividend: It Pays to Invest in Student Success.”



- Supported Director of Cultural Affairs Michelle Vitale and her colleagues in their leadership for programs involving exhibiting artists who spoke at HCCC about their artistic process and journey as a learning experience for students and others. Each exhibition offered an artist discussion, live music or poetry readings, and a reception with classes including visual arts students. During 2023-24, the Dineen Hull Gallery hosted visiting arts faculty from SUNY Old Westbury, Montclair State University, William Paterson University, and Columbia University, among others.
- Supported the Office of Cultural Affairs in community partnerships with over 50 artists and five colleges and universities during the past year. Partner organizations included Art Fair 14C, Jersey City Artist Studio Tour, 150 Bay Street Artist Studios, Pompidou, French Embassy, Villa Albertine, Jersey City Public Schools, Surati Dance, JC Bike, and many others.
- Supported the Office of Cultural Affairs in hosting the Jersey City Public Schools Wordsworth Poetry Festival, which brings over 300 public school students to HCCC. Through this community partnership, student certificates were given to students from

all Jersey City high schools. The Dineen Hull Gallery also hosted an exhibit of Saint Dominic's Academy student artwork.

6. Lead by example to instill, reinforce and ensure a commitment to integrity, ethical behavior and respect for others in all College activities, programs and processes. Maintain visibility and transparency in all areas of my leadership and decision-making. Develop trust through collaboration; engagement; and open, inclusive communication with all College constituencies.

Outcomes

- **Communicated regularly throughout the year with the entire College community through open meetings, e-mail, text messages, and other forms of communication. These venues helped ensure effective information sharing, transparency, and the celebration of achievements, positive outcomes, and community member contributions.**
- **Continued hosting monthly Town Hall Meetings and "Pizza with the President," both on-ground and virtually, during 2023-24. Participated in myriad events and celebrations of students, faculty, and staff throughout the academic year.**
- **Led and supported monthly meetings with officers of all four HCCC unions and the All College Council in order to maintain and build upon our open and transparent communication and collegiality for the benefit of the HCCC community. We fully executed Collective Bargaining Agreements for the Professional (Faculty) Association, Support Staff Federation, Adjunct Faculty Federation, and the Academic Administrative Association in May 2022 and are now preparing for the next round of negotiations that will begin in fall 2024.**



- Met bi-weekly with Cabinet, and monthly with members of the President’s Executive Council (PEC) in order to promote transparency, group problem solving, collaboration, celebration, and sharing of information.
- Continued to offer President’s Reports at all Board of Trustee meetings with invited speakers/presentations, coupled with reports of the Student Government Association and All College Council.
- Continued to write weekly *Green Memo* updates with supporting materials for Trustees in order to keep them informed, share positive outcomes and challenges, invite their input into decisions and directions, and their suggestions for continuous improvement in the delivery of HCCC’s mission.
- Hosted “Out of the Box” podcast interviews of students, faculty, staff, and community members to bring visibility and appreciation to the inspirational stories and achievements of members of the HCCC family. All podcast videos are posted on the College YouTube channel and the College website.
- Supported Associate Vice President Dr. Heather DeVries, and Vice President Dr. Yeurys Pujols, in their leadership of discussions with members of HCCC’s Student Success Dream Team and PACDEI regarding HCCC’s participation in the February 2024 DREAM national conference in Orlando, FL.
- Supported Vice President Nicholas Chiaravalloti and his colleagues in community-wide discussions regarding the Center for Student Success, parking, and other campus projects. Input was sought from all members of the HCCC family. At all times, transparency and full college-wide communication were priorities.
- Our HCCC Professional Association and I were honored to have been invited to



participate in a panel discussion at the New Jersey Education Association (NJEA) Higher Education Convention in Atlantic City in November 2023. We were asked to speak about our successful campus labor-management relations that NJEA considers a model for New Jersey. Joining me on the panel was HCCC Professor of History

Tony Acevedo representing the Professional Association, our HCCC full-time faculty union. We were proud to share our transparent, respectful, and collegial model for collective bargaining and participatory governance.

7. Lead by example to support and celebrate the shared values and aspirations of trustees, students, faculty, staff, alumni and other members of our community. Reinforce and celebrate our common goals and values in College-wide meetings, activities, and communication, including monthly Town Hall Meetings, College and Foundation sponsored events and celebrations, student activities and student life, and in reports and communication with the Board of Trustees, All College Council, Faculty and Staff Associations, Student Government Association, Phi Theta Kappa Honor Society, HCCC Foundation, and other constituencies.

Outcomes

- **See Outcomes above and below.**
- **Held monthly Town Hall Meetings that continue to be very well attended by faculty, staff, and students. All Town Hall Meetings are recorded and posted on the HCCC YouTube page.**
- **Attended many meetings and activities of student organizations and other members of the college community during the 2023-24 academic year.**
- **Attended All College Council, HCCC Foundation, other meetings and events of the four Professional Associations, and events and activities in the life of the college.**
- **Maintained regular and open communication with Trustees, including *Green Memo* reports, quarterly meetings with Board officers, and all monthly meetings of Board committees and the full Board of Trustees.**
- **In collaboration with trustees and retreat facilitators Anna Krupitskiy and Yeury Pujols, supported the development and facilitation of the November 2023 annual Board and Presidential Retreat attended by trustees, former trustees,**



members of the Cabinet, and several others. Cabinet members provided updates related to the *Hudson is Home! 2021-24 Strategic Plan*. A kickoff dinner was held during the evening prior to the half-day retreat and was attended by students and alumni in addition to retreat attendees.

- Supported Vice President Dr. Darryl Jones and Office of Academic Affairs colleagues in their first reimagined Convocation program that focused on new students. Motivational speaker and community college graduate Freddie Shegog offered an inspirational keynote address. More than 500 students attended from the Journal Square and North Hudson campuses.
- Supported Director of Contracts and Procurement Jeff Roberson and his colleagues in their outreach to approximately 20 new minority-owned and women-owned businesses at events throughout the year. Supported distribution of HCCC RFP's to 76 minority- and women-owned businesses for 11 HCCC projects during 2023-24. Four RFP's were awarded to minority- and women-owned businesses last year, and continuous improvement of this work is a college priority.
- Supported Associate Vice President for Information Technology Services (ITS) Patricia Clay and her colleagues in their continuous improvement of Immersive Telepresence Video (ITV) technology. Supported the training of faculty and staff in the use of technology to promote inclusive education and improve events. Events increasingly utilize videoconference and assistive technology including live captioning and sound receivers.
- Supported Executive Director Jack Quigley and his Safety and Security colleagues in their continuous improvement for clear and transparent processes. These include safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.



Board Goal #3: Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Ensure continuous improvement in the updating of employee position descriptions, employee classification and compensation system, and the ongoing review and removal of internal equity gaps and external market gaps.

Presidential Goals:

1. Pursue continuous improvement with regard to employee salary structures and equity, including refinements to the HCCC Employee Classification and Compensation System. Encourage and facilitate collaborative college-wide discussion, communication, planning, and refinements of policies, procedures, processes and structures as appropriate.

Outcomes

- **Led and supported the continued management and refinement of the Employee Classification and Compensation System approved by the Board of Trustees and implemented in 2022 to help ensure that HCCC salaries are in alignment with market conditions, and to achieve continuous improvement in reaching and maintaining internal salary equity across the College. The new system was developed following an employee classification and compensation study involving 13 benchmarked community colleges with the support of Evergreen Solutions, an employee compensation consultant, in 2021-22. The process of developing the system was discussed and refined with stakeholders across the college, and in Collective Bargaining Agreement negotiations in spring 2022.**
- **Supported Vice President Anna Krupitskiy and her colleagues in their ongoing leadership for refinement of the system based upon our experience, including position reclassifications, salary adjustments, and new hire and appointment salary determinations. Supported the onboarding and training of Director of Benefits and Compensation Josianne Payoutte, who now manages these processes. An updated college-wide position description inventory will be completed in summer 2024.**



2. Lead, oversee and support initiatives to improve college-wide services, practices and processes related to the recruitment and retention of students, faculty and staff. Lead efforts to continue to develop and refine systematic policies, procedures, and services that support employee recruitment, retention, professional development, and success. Ensure consistency, inclusion and equity in all Human Resources activities.

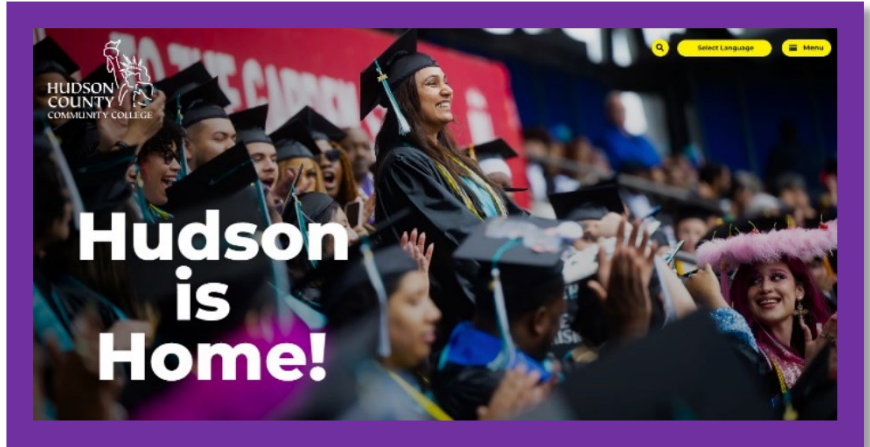
Outcomes



preparedness and response to emergencies including crisis protocols and support for individuals with mental health and social or emotional concerns.

- See Outcomes above and below.
- Led and supported initiatives related to college-wide shared values and concerns, including the continued development and growing initiatives of the President’s Advisory Council on Diversity, Equity and Inclusion; the continued development of food pantries on both campuses; the continued development of “Hudson Helps” student, faculty, and staff support services including the one-stop *Hudson Helps Resource Center*; and comprehensive support for
- Supported Associate Vice President Patricia Clay, Executive Director Matthew LaBrake, and colleagues across the college in their leadership for leveraging technology for continuous improvement in policies, procedures, and processes. During 2023-24, the College implemented *My Access and Fischer Identity* for automated management of college accounts based on policy and procedure. The system synchronizes name, office, and title changes across services. The College further implemented *Virtual Chief Information Security Officer* services through *CyberSecOp* to ensure legal and regulatory security requirements are met and that the best information and cybersecurity posture is possible.

- During the past year, the College's intranet and portal were redesigned and upgraded in collaboration with *iFactory*; *Coursedog* software was implemented to support events



scheduling, computer lab and instructional lab assistant classroom platforms; and ITS user services were streamlined and improved including the designation of ITS Liaisons for each School and office to better meet the needs of faculty, staff, and students.

3. Lead and support continuous improvement in the recruitment, retention and development of an increasingly diverse population of students, faculty and staff, including a workforce that reflects the diversity of the students and communities served by HCCC. Support and ensure consistency across the College in following revised College policies and procedures related to employee recruitment, professional development, and promotion. Engage and support the Office of Diversity, Equity and Inclusion; President's Advisory Council on Diversity, Equity and Inclusion (PACDEI); and the Office of Human Resources, in these and related efforts. (Also included under Board Goal #2 above.)

See Outcomes under Board Goal #2 above.

4. Lead and support opportunities for systemic employee professional development as included in the *Hudson is Home! 2021-24 College Strategic Plan*. Promote and support the broadened definition of employee tuition reimbursement to include all professional development programs and activities identified and approved in every employee's annual professional development plan. Ensure that all affected employees complete an annual professional development plan in collaboration with employee supervisors, and that all plans are approved by supervisors.

Outcomes

- **Supported myriad professional development presentations and experiences by employees and students across the college during 2023-24.**

- Led and supported local, state and national presentations regarding HCCC's best practices in Diversity, Equity and Inclusion. These included the following.

- In October 2023, Trustee Pamela Gardner, Dean of Humanities and Social Sciences Dr. Alison Wakefield, Dean of STEM Dr. Burl Yearwood, and Vice President for DEI Dr. Yeury Pujols presented *Internal Development of Community College Leadership: Enhancing Academia through a Commitment to Diversity, Equity and Inclusion* at the Association of Community College Trustees (ACCT) 2023 National Leadership Congress in Las Vegas, NV.



- In spring 2024, Dr. Alison Wakefield, Vice President Anna Krupitskiy, and Vice President Dr. Yeury Pujols presented *Building an Inclusive and Engaged Workforce* at the national conference of the American Association of Community Colleges (AACC) in Louisville, KY.
- In October 2023, Vice President Yeury Pujols, Dean of Enrollment Services Matthew Fessler, Student Life and Leadership Assistant Keiry Hernandez, and I presented *Community Partnerships: Embracing the Latino Community* at the 37th annual conference of the Hispanic Association of Colleges and Universities (HACU) in Chicago, IL.
- In December 2023, Associate Vice President Dr. Heather DeVries and Vice President Dr. Yeury Pujols presented *Valuing All Voices: Institutional Transformation through DEI Initiatives* at the Middle States Commission on Higher Education annual conference in Philadelphia, PA.
- In February 2024, Vice President Anna Krupitskiy, HCCC alumna Madeline Dyer, Vice President Yeury Pujols and I presented *A Framework for Diversity, Equity and Inclusion Scalable Best Practices* at the Bellwether College Consortium's annual Futures Assembly in San Antonio, TX.
- In February 2024, Vice President Pujols and Associate Dean for Advisement Dr. Gretchen Schulthes presented HCCC's Racial Equity Leadership Academy (RELA)

final project focusing on the retention and completion of Black and African American male students at Achieving the Dream's national Dream conference in Orlando, FL.

- Supported the Office of Academic Affairs in their hosting of semester start-up and professional development events in August 2023 and January 2024. The theme of the fall College Service Day was “Igniting Employee Engagement” and featured a presentation by Vice President for Advancement and Communications Nicole Johnson. The spring College Service Day theme was “Nursing Minds and Cultivating Futures through Artificial Intelligence,” featuring a keynote presentation by Dr. Carlo Lipizzi, Teaching Associate Professor of Systems and Enterprises at Stevens Institute of Technology.
- Supported the School of Continuing Education and Workforce Development, and the Office of External Affairs, in their leadership for comprehensive college-wide planning to establish unit goals aligned with the HCCC Strategic Plan, Student Success Action Plan, Academic Master Plan, and DEI Action Plan. Many staff participated in a May 2024 celebration of accomplishments that served to energize staff and generate multiple suggestions for increasing momentum and implementing new ideas.



Board Goal #4: Review and update the Facilities Master Plan, including planning for the Tower, parking considerations, and development of a campus signage and wayfinding project.

Presidential Goals:

1. Lead and support all areas of continued planning and construction of the Tower that will house state-of-the-art active learning classrooms and spaces, offices for student support services, Center for Business and Industry, University Center for four-year university partnership programs, Veterans Center, gymnasium and wellness center, black box theatre, assembly space, and other academic and student life activities.

Outcomes

- **Supported Vice President for External Affairs Dr. Nicholas Chiaravalloti in his college-wide leadership for staff engagement in the Center for Student Success planning process, including management of design and financing plans.**
 - **HCCC officially broke ground on the project in June 2024 at a celebration attended by several hundred people including United States Congressman Rob Menendez; County Executive Craig Guy; Trustees Pamela Gardner, Jeanette Pena, Edward DeFazio and Harold Stahl; outgoing HCCC Board of Trustees Chair William Netchert; SGA President Nina Maria Resurreccion; Hudson County Commissioners Anthony Romano and William O’Dea; Hudson County Building and Construction Trades President Patrick Kelleher; representatives of MAST Construction and NK Architects; Hudson County Chamber President Emory Edwards; Hudson County Economic Development Corporation Executive Director and HCCC Foundation Board member Michelle Richardson, and many other community members, friends, faculty, staff, and students.**



- Vice President Dr. Nicholas Chiaravalloti served as Master of Ceremonies, and HCCC received wide-ranging and very positive news coverage of this event and our new facility.

- Supported planning efforts of Senior Vice President Lisa Dougherty and her colleagues for the operation of a One Stop Center in the new Center for Student Success, including staffing, professional development, and infrastructure.
- Supported Executive Director of Engineering and Operations Ilya Ashmyan and his team members in their leadership of quality control on vendor contracts performance, including the Center for Student Success and many other contracts such as elevators, new roofing, and newly installed HVAC equipment.



2. Support the Board of Trustees Capital Projects Advisory Committee and others in the processes of completing Tower planning and the commencement of construction.

Outcomes

- See Outcomes above.
- Supported Vice President Dr. Nicholas Chiaravalloti in his leadership, preparation, and submission of an HCCC application for \$2.1 million in Federal Community Project funding for Continuing Education and Workforce Development facilities in the new Center for Student Success; and an allocation of \$5 million in state funding for the new facility that is now under construction.
- Supported Information Technology Services colleagues in their leadership, planning, and support for the Center for Student Success project and related projects. Myriad efforts during 2023-24 included co-locating the Data Center with NJEdge in Newark to begin moving services in advance of the decommissioning of 70 Sip Avenue; moving fiber networking away from the construction site; decommissioning of 20 Enos through inventorying, classifying, and supporting the auction of obsolete equipment;

supporting the new parking area at 20 Enos by providing networking services for the operation; installing seven ITV classrooms at the North Hudson Campus funded with a federal Earmark grant; installing an audio-visual upgrade in the Gabert Library Atrium and Gallery, funded by the OSHE Securing Our Children's Future grant; supporting and advising the North Hudson Campus Café construction, and providing assistance for Flik with network and Point of Service setup; and upgrading the North Hudson Campus Open Lab in a new space adjacent to the Café, among others.

3. Lead and support ongoing efforts to secure additional parking for employees and students at both campuses, and facilitate travel options that reduce the need for parking.

Outcomes

- **Supported Vice President Nicholas Chiaravalloti in his leadership for negotiating a new lease with SP+ Parking for HCCC faculty, staff and students.**
 - **Appointed Vice President Anna Krupitskiy and Associate Vice President John Scanlon to co-chair a new HCCC Transportation Task Force. The Task Force provides opportunities for college-wide discussion of all issues, questions, concerns and suggestions related to parking and transportation options to and from campus; develops and updates resources related to transportation; and refers suggestions and recommendations to HCCC leaders including members of the Cabinet and the All College Council Space and Facilities Committee. The Task Force holds regular meetings during the academic year that are open to all HCCC faculty, staff, and students.**
 - **Supported Vice President Dr. Nicholas Chiaravalloti, Executive Director of Engineering and Operations Ilya Ashmyan, and colleagues across the college in their leadership, planning, and oversight of construction of a new parking lot with multi-level stackers to support parking lost due to the Center for Student Success project.**
4. Lead and support efforts to plan for a new athletics, club sports, and intramurals program that will be offered in the Tower gymnasium and in other venues. Work closely with and support the Athletics, Club Sports, and Intramurals Task Force. Prepare to hire



the new Athletics Director and support the commencement of planning for a specific athletics and club sports program with timelines.

Outcomes

- **Supported Athletics, Intramurals and Club Sports Task Force co-chairs, Dr. Nicholas Chiaravalloti and Dr. David Clark; members of the Athletics, Club Sports, and Intramurals Task Force; and others across the college in their planning for new athletics, intramurals and club sports programs upon the opening of the new NCAA regulation gymnasium in the Center for Student Success in fall 2026. Supported the creation of a plan, schedule, and budget for development of the program over the next five years that was reviewed and approved by the Board of Trustees. Supported plans to recruit a Director of Intercollegiate Athletics next year.**

Board Initiative #1: Create a marketing campaign that communicates the excellence of the College, including its facilities, in order to make HCCC a competitive and desirable option for prospective students when compared with its neighboring institutions.

Presidential Goals:

1. Lead and support the development and continuous improvement of a marketing campaign targeted to populations not currently served by, or taking advantage of, the programs, activities, and services of the College.



Outcomes

- **See Outcomes above.**
- **Led and supported college-wide marketing and communications strategies. Supported the continued development and refinement of HCCC's website, and the growth and strategic development of marketing strategies for social media and other platforms that focus on telling the inspirational stories of HCCC students and other community members. Supported the continued development of the College's Instagram page, a primary social media platform that utilizes a combination of stories and posts to highlight important topics for students and all followers.**
- **Led and supported Office of Communications leaders and team members in their production of more than 900 marketing projects for the College, representing a 26% increase over the previous year. In addition, 78 press releases and media advisories**

were created during 2023-24, a 59% increase over the previous year. Many were featured in national, state, and local media. The total number of clippings during the past year was 313, a 52% increase over the previous year. HCCC received coverage in a wide range of publications including those with national, state, local, government, business, and educational trade audiences.

- Supported growth and continuous improvement of HCCC’s social media engagement.
 - Facebook now has over 10,250 followers, an increase of nearly 1,000 over the previous year.
 - X, previously Twitter, now has 2,347 followers, a significant increase.
 - Pinterest has 4,703 pins, an increase of 218 pins and 530 followers.
 - YouTube increased by 24,622 views for a total of 139,543 views, and there are 1,390 subscribers, an increase of 228.
 - Instagram increased by 681 followers for a total of 3,680 followers, and posts increased by 644 for a total of 4,622.
 - LinkedIn has grown to 21,341 followers, an increase of 3,180.
 - Snapchat now has 1,727 followers, an increase of 92 over the previous year.

- Supported Assistant Vice President for Communications Jennifer Christopher and her colleagues in the development of a year-long marketing campaign, entitled “Did You Know?,” launched to enhance HCCC’s image and bring visibility to the College’s excellence during 2023-24. The Communications and Web teams developed monthly themes for sharing the College’s excellence. Content materials such as flyers and advertisements were created in English and Spanish, which were also used by the Web team to update the HCCC web page each month. These web page updates were included in publications through links and QR codes, and the campaign also utilized other advertising avenues such as the *Jersey Journal* and additional media outlets.



Following are the 2023-24 monthly marketing campaign themes.

- February to April 2023: Exceptional Alumni and Graduates;
- May 2023: Bellwether 2023 Award and Hudson Scholars;
- June 2023: Hudson Helps Resource Center;
- July 2023: School of Science, Technology, Engineering and Mathematics (STEM);
- August 2023: School of Business, Culinary Arts, and Hospitality Management;
- September 2023: Early College Program;
- October 2023 to November 2023: School of Continuing Education and Workforce Development;
- December 2023: School of Nursing and Health Professions; and,
- January 2024: School of Humanities and Social Sciences.



- Supported the Office of Communications and colleagues throughout the college in their nominations of HCCC for awards in areas of excellence, and their promotion of HCCC awards and recognitions earned. These include the following awards and recognitions of HCCC and HCCC family members during the past year.
 - 2024 AACCC Dale P. Parnell Distinguished Faculty Recognition to Associate Professor of Business Elana Winslow;
 - 2024 National “Inspiring Programs in Business” Award from *INSIGHT Into Diversity Magazine*;

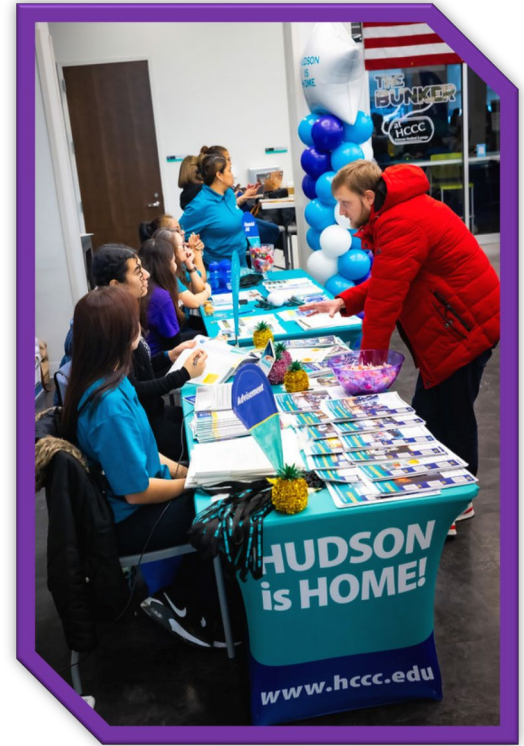
- **2024 “Most Promising Places to Work in Community Colleges” Award from the National Institute for Staff and Organizational Development (NISOD) and *DIVERSE: Issues in Higher Education*;**
- **2024 “Great Colleges to Work For” Award from ModernThink LLC and *The Chronicle of Higher Education*; Honor Roll of Distinction for Second Consecutive Year;**



- **2024 AACC Awards of Excellence:**
 - **Student Success (Hudson Scholars Program);**
 - **Faculty Member of the Year (Assistant Professor of Engineering Science Dr. Clive Li);**
 - **CEO of the Year (Dr. Christopher Reber);**

- **Phi Theta Kappa Shirley B. Gordon Award of Distinction to Dr. Christopher Reber;**
- **2023 Campus Prevention Network Seal of Prevention;**
- **Designation by Achieving the Dream as an “ATD Leader College of Distinction;”**
- **2024 National Bellwether Legacy Award (Hudson Scholars Program);**
- **2024 Higher Education Excellence in Diversity (HEED) Award by *INSIGHT Into Diversity Magazine*;**
- **Outstanding HACU-Member Institution Award from Hispanic Association of Colleges and Universities (HACU);**
- **2023 ACCT Northeast Regional Trustee Excellence Award to HCCC Trustee Bakari Lee;**

- 2023 ACCT M. Dale Ensign Trustee Leadership Award to Trustee Bakari Lee; and,
- 2023 “Inspiring Programs in STEM” Award from *INSIGHT Into Diversity Magazine*.
- Supported Center for Online Learning Executive Director Matthew LaBrake and Manager of Web and Portal Services Kristofer Fontanez in their creation of ten new web pages for fully online programs, which have increased from three programs five years ago to 21 fully online programs this year.
- Supported the establishment of a new Social Media Committee to update the College’s social media policies and procedures.



- Supported the Office of Communications in their leadership for an HCCC social media presence at national conferences, meetings, and events. Twelve conferences were covered over the past year, more than double the number covered during the previous year.
- Supported marketing and communications initiatives in the Office of Student Affairs and Enrollment. These included the recruitment and hiring of a Student Experience Communications Specialist for Enrollment and Student Affairs; improved welcoming emails including a customized Nursing email; recruitment and EAB training; admissions website updates; a master calendar process; planning for multiple auto communication, nudge, and drip campaigns in Recruit and EAB; Intersect profile updates and enhancements; implementation of an electronic flip book; enhanced social media presence, and more.
- Supported Early College Program staff in the development of High School Data Profiles on the college webpage. The profiles display data related to each high school’s Early College students, including demographic, course, and student success outcomes. The webpage will be updated annually with new data profiles.

2. Focus messages and communication on the College's excellence, including state-of-the-art facilities, and the inspirational stories of students, faculty, and staff. Promote the new Tower facility as appropriate during the construction period.

Outcomes

- Led and supported the development of a monthly "Did You Know?" marketing campaign that celebrated college excellence throughout 2023. Full-page newspaper and other print ads, social media postings, and other outreach tools were employed throughout the campaign.
- Supported Vice President Nicholas Chiaravalloti, Executive Director of Engineering and Operations Ilya Ashmyan, and colleagues across the college in their leadership, planning, and oversight of construction of a new parking lot with multi-level stackers to support parking lost due to the Center for Student Success project.
- Led and supported Vice President Nicholas Chiaravalloti, members of the Capital Projects Advisory Committee, Executive Director of Engineering and Operations Ilya Ashmyan, and others in the design and implementation of the HCCC Wayfinding project that includes bold and consistent campus signage, landscaping, and other amenities that will help HCCC facilities and programs be prominent in the emerging transformation of Journal Square. Supported the completion of phase one of this project. Phases 2, 3 and 4 have been fully planned and will be completed upon the opening of the new Center for Student Success.
- Supported Manager of Web and Portal Services Kristofer Fontanez and the HCCC Communications team in their development of a new webpage featuring and highlighting HCCC awards and recognitions. This page will continue to be updated to showcase all of the latest achievements of the college and its community members. This is one of a multitude of new and enhanced website pages developed during 2023-24.



3. Support the Vice President for Advancement and Communications and her team in their work to achieve continuous improvement in the College's strategic marketing effectiveness.

- See Outcomes above and below.

- Supported the collaboration of the Office of Information Technology Services and the Office of Advancement and Communications in their implementation of Salesforce Customer Relationship Management software with targeted mass communications for internal constituents, prospective students, donors, and prospective donors.

- Led and supported Vice President for Advancement and Communications Nicole Johnson, Manager of Web and Portal Services Kristofer Fontanez, the Website Management Task Force, and other colleagues in their ongoing initiatives to optimize the College's website technology and promote accessibility, high quality, speed, and accuracy of web content. Supported the Website Management Task Force in their multiple initiatives to maintain and provide a highly utilized and presentable website tailored to various audiences and focused on the stories of current and prospective students. Supported the following third-party partners in the maintenance and continuous improvement of the college's public website and intranet.

- Siteimprove, which provides a cloud-based tool for quality assurance, accessibility, and search engine optimization.

- iFactory, which specializes in design aspects of the college's public website and intranet.

- Modern Campus, which is responsible for cloud hosting the college website. The HCCC website team uses its Content Management System (CMS) to update and maintain the website and intranet.

- Lightcast, which supplies the Career Coach plugin that offers labor market insights and career data on the college's program web pages.

- Ocelot, which developed HCCC's Libby Chatbot and provides AI-driven assistance and live chat support on the public website.



- Ellucian, which supports the HCCC intranet and maintains the Ellucian Colleague platform that also houses the HCCC college catalogue.
- Smartsheet, which offers work management solutions including forms for website updates and project management used daily by the HCCC web team.



- In May 2024, an HCCC team joined me for an invited meeting in Washington, DC with *The Chronicle of Higher Education* Senior Reporter Lee Gardner and several of his colleague reporters. Joining me were Senior Vice President Dr. Lisa Dougherty; Vice President Nicole Johnson; Associate Dean for Advisement Dr. Gretchen Schulthes; Assistant Vice President for Institutional Research John Urgola; and Director of Strategic Marketing Michael Byrne. *The Chronicle* interviewed us about our many HCCC awards and points of pride. We hope to see stories and national visibility for HCCC in future issues of this largest weekly publication in American higher education.

Board Initiative #2: Review opportunities and best practices related to virtual outreach. Develop a plan to increase virtual outreach opportunities at HCCC and implement best practices.

Presidential Goals

1. Lead and support College-wide efforts for continuous improvement in virtual outreach, informed by data and best practices.

Outcomes

- See Outcomes above.
- Led and supported Executive Director of Engineering and Operations Ilya Ashmyan and his team in their support for continued upgrades and expansion of Immersive Telepresence Video (ITV) facilities, including seven additional labs and classrooms at

the North Hudson Campus that include new AV monitors, speakers, control panels, and other connectivity devices.

- Supported Associate Vice President for Information Technology Services/CIO Patricia Clay and her colleagues in their efforts to recruit and train talent in support of ITV and other technology. During the past year, five part-time support positions were consolidated into three full-time support analyst positions to ensure better, more competent and available technical support for College events, including evening and weekend activities.



2. Support the goals and outcomes of the Center for Online Learning, including the continued expansion of fully online programs; professional development for faculty and staff in the use of online and remote modalities; and online and remote training and support services for students and prospective students.

See Outcomes Under Board Goal #1, Presidential Goal #11 Above

3. Support the Enrollment Management Council (EMC), Office of Enrollment Services, Office of Marketing and Communications, Office of DEI, and others in comprehensive initiatives to recruit new students into virtual programs and services as a component of enhancing community access to HCCC. Work collaboratively with the Latino Advisory Council, African American Community Outreach Committee, and other community partners to advance shared goals that will increase the educational attainment of Hudson County citizens.

See Outcomes Under Board Goal #1, Presidential Goal #5 Above

- Supported Associate Vice President Patricia Clay and her colleagues in their initiatives to optimize use of ITV technology in classrooms, meeting rooms, and conference areas in collaboration with our managed services vendor, Aspire. Supported the identification and implementation of a fully cloud-based phone and collaboration platform, including a contact center for proper phone call management. Student

support and external-facing offices can now analyze phone wait times, voicemails received, and abandoned calls to optimize customer services.

- **Supported HCCC's engagement in the Jobs for the Future/Achieving the Dream Adult Learners Initiative. Supported efforts to simplify and streamline the credit for prior learning process so that students can accelerate progress towards a degree.**

Additional Presidential Goals:

1. Lead and support goal and outcome attainment identified in the *Hudson is Home! 2021-24 College Strategic Plan* that incorporates and supports the goals and objectives of the Academic Master Plan, Technology Plan, Student Success Action Plan, DEI Action Plan, and the President's Advisory Council for Diversity, Equity and Inclusion. Ensure the full engagement of all college constituencies in the implementation and continuous assessment of the Strategic Plan, its goals, initiatives, and outcomes.



Outcomes

- **See Outcomes above.**
- **Supported the Office of Human Resources and colleagues across the college in the continuous improvement of diverse, equitable, and inclusive hiring and promotion practices that support a workforce reflecting the diversity of Hudson County Community College students. Supported the continuing development and enhancement of practices for succession planning and internal employee promotion and advancement; the continuing development of processes to collect accurate job applicant demographics and the continued development of the new Employee Applicant Tracking System; continuous improvement in the recruitment of diverse pools of qualified candidates; and equitable, inclusive, and consistent processes for candidate review and selection of new employees.**

- **Supported faculty and staff throughout the college in the creation of short-term, industry-recognized credentials.**



- **Supported Assistant Professor of Engineering Science Dr. Clive Li in his development of a Proficiency Certificate in Metalworking that is aligned with strong labor outcomes in the advanced manufacturing and construction management fields.**
 - **Supported Associate Professor of Construction Management Dr. Azhar Mahmood in his development of micro-certificate courses offered through the School of Continuing Education and Workforce Development. Successful completion of these courses automatically articulates credit for academic certificates in Construction Management and the Associate of Applied Science degree in Construction Management.**
 - **Supported Dean of Humanities and Social Sciences Dr. Alison Wakefield, and Professor of Criminal Justice Cathie Seidman, in their development of two articulation agreements through which individuals who complete the Basic Course for Police Officers or Basic Course for Corrections Officers can earn credits toward the HCCC Associate of Science in Criminal Justice degree.**
 - **Supported HCCC team members participating in the Improving Economic Mobility for Adult Learners initiative, a partnership of HCCC with Jobs for the Future (JFF) and Achieving the Dream (ATD). Supported the review and revision of the college's Prior Learning Assessment policies and procedures.**
 - **Supported School of Nursing and Health Professions faculty and staff in their leadership for expanding HCCC's inventory of clinical and internship sites.**
2. **Lead and support comprehensive planning and college-wide engagement in the process of developing the College's next five-year strategic plan and component plans, to be completed and approved in fall 2024.**

- Led and supported the development of HCCC’s 2024-29 Strategic Plan that is currently underway. Supported Associate Vice President Dr. Heather DeVries and colleagues across the college in strategic planning throughout the past year. Recently, members of the Cabinet and I met with our strategic planning facilitator, Dr. James Davy, who leads Rutgers University’s Center for Applied Appreciative Inquiry and is a Distinguished Practitioner in Residence at Rutgers. Dr. Davy also worked with HCCC on our 2021-24 *Hudson is Home! Strategic Plan*.



- Dr. Davy uses a strengths-based approach in facilitating strategic planning. He uses the acronym SOAR (Strengths, Opportunities, Aspirations, and Results) to describe this

approach. Engagement from the entire college community is integral to this process.

- Through the leadership of Dr. DeVries, we are currently assembling a cross-functional Core Strategic Planning Team and are preparing for robust participation from internal and external stakeholders at college-wide open fora. A session for trustees is currently being scheduled.
 - As part of this comprehensive work, we are finalizing three sub-plans. The Diversity, Equity and Inclusion Action Plan, the Academic Plan, and the Student Success Action Plan are foundational to the larger college-wide plan. We are working to ensure there is alignment between the three sub-plans and the college-wide strategic plan.
3. Provide leadership and support in the ongoing evolution of the College’s post-pandemic “new normal” offerings of programs, services, and delivery of the College mission. Lead short- and longer-term planning to achieve growth in on-ground, on-line, remote and blended enrollment, ensuring continuous improvement of student retention and completion in all modality offerings.

Outcomes

- See Outcomes above.



- Led and supported initiatives across the college to develop excellence in all modes of program and service delivery, including the offering of all support services both on ground and remotely, opportunities to engage students through off-campus experiences, and strategic initiatives to grow enrollment on ground, online, and virtually in partnership with community leaders and volunteers. HCCC's College-wide Strategic plan, Academic Master Plan, Student Success Action Plan, and DEI Action Plan all incorporate these goals and initiatives.

- I am honored to have been invited to join the Board of the Business Higher Education Forum (BHEF), a national coalition of corporate and higher education leaders that meets quarterly at different locations throughout the United States. Meetings focus on navigating technology and enhancing collaboration of education and business leaders in order to develop a diverse and skilled workforce in business, technology, and

other areas of national workforce priority. I am proud to be the first community college president invited to join BHEF last year to help lead the organization's recruitment of innovative and entrepreneurial community college leaders to partner with four-year university leaders who have long been active in BHEF. Chairing the BHEF Board in the coming year will be Laura Ipsen, President and CEO of Ellucian International. We honored Ms. Ipsen at the 2022 HCCC Gala for making a corporate gift to our new Hudson Scholars program endowment.

- In September 2023, Hispanic Association of Colleges and Universities (HACU) President and CEO, Dr. Antonio Flores, invited me to attend a private Roundtable discussion with U.S. Secretary of Commerce Gina Raimondo in Washington, DC. I was one of eight Hispanic Serving Institution (HSI) presidents and chancellors invited to this meeting. I discussed HCCC's excellence in advanced manufacturing, cybersecurity, business, and technology programs, among others.

4. Support continuous improvement and stakeholder participation in the College’s participatory governance processes and encourage college-wide input into decision-making and the attainment of our collective goals and aspirations. Identify strategies to engage more faculty and staff in participatory governance and policy recommendations.
- **See Outcomes above and below.**
5. Lead and support the continued development and improvement of a transparent, college-wide process that engages all members of the College community in budget planning and management. Seek suggestions and input for achieving continuous improvement in the efficiency and effectiveness of employing College resources to achieve the College’s mission, with a specific focus on student success, and diversity, equity and inclusion. Encourage ideas for new investments that can support these overarching priorities, also leading to increased financial strength. Ensure that resource allocations are aligned with student success and DEI goals, and make this alignment clear in college-wide communication.

Outcomes



- **See Outcomes above.**
- **Led and supported Vice President Veronica Zeichner and her colleagues in college-wide financial planning and effective stewardship of college resources. Again recorded a positive revenue variance over FY 2024 budgeted revenue; net revenue of more than \$1 million during 2023-24; a projected increase in net position for the sixth**

consecutive year; and a clean audit report for FY 2023 with no management issues or comments for the eighth consecutive year.

- **Supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in their leadership and support of initiatives and services to achieve strategic enrollment managements goals, including contributions to the College’s Enrollment Management Council. Supported staff aspirations for achieving and**

maintaining excellence in all areas of accounting, including continuous improvement in financial reporting and other best practices and benchmarking. Led and supported the process of seeking a 2% increase in County funding support for college operations during FY 2025.

- **Supported Associate Vice President Lori Margolin and her team in their successful initiatives leading to increased net revenue generated by the School of Continuing Education and Workforce Development during 2023-24. Grant awards also increased significantly. CEWD formed a dedicated Operations and Finance team to manage the growing number of cost centers, invoices, staff, and processes in the school, led by Director of CEWD Catherina Mirasol and her colleagues. We are now reviewing structural changes in the School to sustain the significant growth of programs and revenue that have become the entrepreneurial engine of the College.**
- **Supported HCCC's Flik team, led by General Manager Kurt Sippel and Assistant General Manager Karen MacLaughlin, in their achievement of significant growth in**



Culinary Conference Center and catering operations. Sales were up over last year for Libby's Home Kitchen in the HCCC Student Center, the Hudson Market in the Gabert Library, and the new North Hudson Courtyard Café, all exceeding projections. The number of events held in the Culinary Conference Center was up about 10% this year. The number of students, faculty, and staff eating in Libby's Home Kitchen increased to 42,391 customers

compared to 34,705 last year. New this year was a Halal option on the menu. Starbucks continues to grow in popularity.

- **In January 2024, the new North Hudson Courtyard Café opened to rave reviews. The number of customers has surpassed expectations and continues to grow each week. Over 14,000 customers were served during 2023-24.**
- **The Culinary Conference Center hosted several new and noteworthy events in FY 2024, including the New Jersey Army National Guard in January. Five hundred New Jersey Reservists and their families**

attended a conference hosted by the National Guard to educate the reservists prior to their deployment. They have returned in August 2024 to educate the next group of reservists. Another new and noteworthy event in April 2024 was the American Student Government Association conference. Students from colleges and universities across New Jersey, New York, and Pennsylvania attended the two-day event at HCCC.

- Supported Executive Director of Engineering and Operations Ilya Ashmyan and his team in their deployment of energy efficiency strategies to save on operational costs that include energy demand events and College facilities operations during breaks and summer hours. Supported continuous improvement in the implementation of



sustainable, energy efficient and environmentally sound practices in facility maintenance and operations.

6. Lead and support the continuous improvement of grant proposals and growth of external funding to advance the College's mission, vision, values and goals. Work closely and collaboratively with the College's Vice President for Advancement and Communications to lead this area of institutional opportunity and priority, and promote initiatives to improve staffing and processes in order to advance and sustain major gift and endowment development. Lead the development of long-term, sustainable growth in external funding in order to reduce the proportion of the college's budget that is

reliant on student tuition and government funding.

Outcomes

- Led and supported increased grant seeking activities across the college leading to increased levels of grant funding awards and dollars received. Nearly \$5 million in grant funding was awarded to HCCC projects in 2023-24, compared to \$2.8 million in the previous year. Additional proposals have been submitted and await funding decisions. Highlights of new grants awarded include the following.

- **The National Science Foundation (NSF) awarded \$600,000 to HCCC's Cybersecurity Center and program. The grant will support significant enhancements of HCCC cybersecurity classroom labs to provide students with industry-informed, hands-on practical experiences to promote gender equity across courses and curricula. Leading this project are Dean of STEM Dr. Burl Yearwood and STEM Professors Faisal Aljamal and Yavuz Guner.**
- **The United States Department of Labor awarded \$1.75 million to HCCC's School of Continuing Education and Workforce Development. The project funding will help create career pathways in the financial services and technology sectors. This is a significant and long-sought achievement for Associate Vice President for Continuing Education and Workforce Development Lori Margolin, Workforce Pathways Director Anita Belle, Gateway to Innovation Associate Director Laurice Dukes, and their teams.**
- **The New Jersey Department of Labor and Workforce Development awarded \$216,000 to HCCC's School of Continuing Education and Workforce Development to support Pre-Apprenticeships in Career Education (PACE), and \$72,000 to support Growing Apprenticeships in Nontraditional Sectors (GAINS) projects.**
- **Provident Bank Foundation selected HCCC to receive its largest gift award of \$100,000 last year for the Hudson Scholars program.**
- **The Aspen Institute awarded \$50,000 to CEWD in support of the postsecondary Success for Parent Initiative (SPI).**
- **The Citizens Bank Foundation awarded \$25,000 in support of the CEWD Gateway to Innovation program.**
- **The Tepper Foundation, in collaboration with the New Jersey Council of County Colleges (NJCCC), awarded \$80,000 to the Hudson Helps Resource Center to support student basic needs. This project is led by Hudson Helps Resource Center Director Katherine Morales.**



- The New Jersey Department of Environmental Protection allocated \$109,000 through the Trees for Schools Program for HCCC tree plantings and landscaping. This project is led by Executive Director of Engineering and Operations Ilya Ashmyan.
- The New Jersey Council for the Humanities awarded \$15,000 to launch the Hudson Oral Histories Project. Led by Associate Professor of History Antonio Acevedo and Assistant Professor of English Sean Egan, this pilot project is focused on the history and impact of gentrification in Jersey City.
- The Jersey City Arts and Culture Trust Fund awarded \$13,000 to the HCCC Foundation Art Collection to support the creation of descriptive placards for the collection. This project is led by Foundation Art Collection Curator Dr. Andrea Siegel.
- Supported the continued growth and development of the HCCC Foundation Art Collection. 2023-34 was a year of many “firsts” for the Collection.
 - The HCCC Foundation Art Collection won a Jersey City Arts & Culture Trust Fund grant to train students to write about art in the collection. The grant will pay students to learn to be professional writers and produce publishable materials.
 - Many new donations of art and funding for art were received this year, taking the HCCC Foundation Art Collection to over 2,000 objects. Examples of the remarkable quality of recent gifts include works by major Impressionist artists Auguste Renoir, Camille Pissarro, and Henri de Toulouse-Lautrec. Also donated were important paintings by contemporary artists Robert Natkin and Richard Anuszkiewicz. In addition, the HCCC Foundation Art Collection received a donation of 41 ancient objects and artifacts from Egyptian, Etruscan, Eskimo, African, and other cultures. All of these works are installed on campus.



- **Dr. Andrea Siegel participated in an Ethical Schools podcast about art and education in April 2024. A Brazilian filmmaker shot a documentary short film about HCCC's installation of the *Jailbirds Project* by Henrietta Mantooth. The Foundation Art Collection's first work featured in an exhibition catalogue, a Francisco Zuniga drawing, was published by the Museum of Modern Art. Articles about the Collection were also featured in nj.com, and reposted to Around the Regions Community College National News Roundup of the Association of Community College Trustees (ACCT) in October 2023. In March 2024, *River View Observer* published an article about African American art in the Foundation Art Collection for Black History Month.**
- **In October 2023, a tour of the HCCC Foundation Art Collection was opened to the general public as part of the 34th Jersey City Art & Studio tour. Building on that success, a tour was provided to the Future Art Leaders of America in partnership with Mana Contemporary. Tours were also provided to the public for the March 2024 *Night of Ideas* event co-curated by Villa Albertine and Centre Pompidou and hosted by HCCC.**



- **Led and supported the 26th annual HCCC Foundation Gala in December 2023. Over 200 friends of the college attended and over \$200,000 was raised for student scholarships. For the first time, the School of Continuing Education and Workforce Development, School of STEM, School of Humanities and Social Sciences, and School of Nursing and Health Professions contributed to the evening's success with academic and program displays. Twenty-five faculty from the School of Business, Culinary Arts and Hospitality Management joined 90 students and 10 alumni in preparing for and staffing this major annual fundraising event and celebration.**

- Supported Associate Vice President for Continuing Education and Workforce Development Lori Margolin, Director of Grants and Sponsored Programs R.M. Stineman, and faculty and staff across the college in their pursuit of 18 grant opportunities for CEWD during 2023-24. Eleven grants totaling more than \$4,300,000 were awarded, a 340% increase over FY 2023. Of special note is the four-year, \$1,750,000 Strengthening Community Colleges Training Grant awarded by the United States Department of Labor, and the Parent Powered Solutions Grant awarded by Ascend at the Aspen Institute.
 - An additional nearly \$5 million in grant funding requests is pending with award announcements anticipated over the next several months.
 - These outcomes are the result of HCCC partnerships with a diversity of funders including county, state, federal, and private foundations representing a continued upward trend of collaborations and outcomes over the past several years.
- Supported the Culinary Arts Institute and HCCC Foundation in their offering of 16 Fridays of service for the Foundation Subscription Dining Series. Students majoring in Culinary Arts, Baking and Pastry, and Hospitality Management trained for several weeks before each grand opening for the semester. More than 50 students and three faculty participated in the delivery of a unique guest experience for HCCC donors. All proceeds from the series are earmarked for the HCCC Foundation.



- Supported Dean of STEM Dr. Burl Yearwood, Assistant Professor of Computer Science Faisal Aljamal, and Instructor of Computer Science Yavuz Guner in their leadership of a successful \$600,000 National Science Foundation (NSF) Grant, entitled “Nurturing Resilience in Hudson County: Empowering the Next Generation of Cybersecurity with a Focus on Women.” This is HCCC’s second NSF grant, and a third proposal to NSF is in development.

- Supported Dr. Clive Li in his successful applications for multiple grants, including awards from the American Institute of Physics; Hudson County Improvement Authority; and NSF/Techconnect/CHIPS.
- Supported Professor Laurie Riccadonna in her receipt of an Individual Artist Fellowship Grant from the Jersey City Arts and Culture Trust Fund; and a Jersey City Arts Council Elevation Grant, both received in spring 2024.
- Supported Vice President Dr. Nicholas Chiaravalloti, Senior Vice President Dr. Lisa Dougherty, and their colleagues in their successful efforts to secure a \$1 million federal Congressionally Directed Spending grant to further scale the Hudson Scholars program.
- Supported Associate Vice President Lori Margolin and her team in their award of \$72,000 from the New Jersey Department of Labor and Workforce Development to enroll six apprentices in HCCC's Holz Technik program in partnership with Eastern Millwork, Inc. in Jersey City. Hailed by Governor Phil Murphy as the blueprint for New Jersey's economic future, the HCCC-EMI Holz Technik apprenticeship program embraces talent and technology.



- Supported HCCC's selection to participate in an upcoming grant-funded national study conducted by Education Design Lab and the Harvard Workforce

Project. The study will explore the use of labor market data and emerging technologies at community colleges. HCCC is one of four community colleges in four selected states invited to participate. The project will involve a researcher and an education designer who will work with us to study and recommend data practices and new technologies that can help institutions promote better employment and economic opportunities for students. The study will further engage with states and policymakers that are advancing the mission of the community college. The completed study will be published in June 2026 and disseminated nationwide to inform, facilitate, and grow national best practices.

- Supported Senior Vice President Lisa Dougherty and her colleagues in their engagement with the *Achieving the Dream/Jobs for the Future Economic Mobility for Adult Learners* project. HCCC received \$200,000 through this project and the New Jersey OSHE *Some College, No Degree* project. This funding is supporting our goals for recruiting and retaining students over the age of 25. Project goals include improving and expanding Credit for Prior Learning opportunities and processes; application of Hudson Scholars principles to returning adult students; and increasing the number of adult students who return to HCCC and complete a credential.
- Supported Vice President Nicole Johnson and her team in their successful efforts to secure a \$100,000 Signature Grant from the Provident Bank Foundation in support of the Hudson Scholars program.
- Supported Hudson Helps Resource Center Director Katherine Morales and her colleagues in the successful development of a proposal for funding from the Tepper Foundation to support the continuous improvement of HCCC's culture of care. In coordination with the New Jersey Council of County Colleges (NJCCC) and Benefits Data Trust, HCCC is using our grant of \$80,000 to expand student access to SNAP, the purchase of two lactation pods, and other basic needs benefits.
- Supported Executive Director of Engineering and Operations Ilya Ashmyan and his colleagues in their efforts to secure a \$109,000 grant for landscaping of the Culinary Plaza Park and other parts of the College, and their oversight of the construction.
- Supported Center for Adult Transition (CAT) Associate Director Maritza Reyes in her advocacy of a \$386,000 award from the State of New Jersey for the second year of the Center's operation. Through the transformative learning experiences provided by CAT, individuals who once saw higher education as unattainable now view it as a viable pathway to career development.



7. Support the Vice President for Advancement and Communications and her team, and the 50th Anniversary Planning Committee, in the development of the College's year-long 50th anniversary to be celebrated in 2025-26.
- **Supported Vice President for Advancement and Communications Nicole Johnson, her team members, Foundation directors, Cabinet members, and others in planning for the College's year-long 50th Anniversary Celebration to be held in 2025-26. During the past year, a 50th anniversary celebration communications plan was developed and an anniversary celebration planning committee was established. Board of Trustees Chair Jeanette Pena and County Executive Craig Guy have agreed to serve as Honorary Co-chairs of the committee. Committee members will meet regularly next year to plan the 2025-26 anniversary celebration.**
 - **The anniversary will provide a unique opportunity to share historic milestones, significant college achievements, and myriad innovative firsts since HCCC opened its doors in 1974 and graduated its first class in 1976. The celebration will also help build support for the future by engaging alumni and donors, cultivating new supporters, and making a compelling case for investing in the college's next 50 years.**
 - **The overarching goal of the year-long programming will be to celebrate HCCC's 50th Anniversary as Hudson County's comprehensive community college while reinforcing and furthering its reputation as an action and thought leader in higher education at the local, state, and national levels. Key objectives include the following:**
 - **Celebrating HCCC's many accomplishments over the past 50 years, including its transformative growth, bold choices, and positive impact on Hudson County and surrounding communities.**
 - **Strengthening HCCC's brand by increasing the visibility and prominence of the College.**
 - **Building and fostering engagement by encouraging active participation in 50th Anniversary Celebration activities that will help amplify our brand platform to diverse stakeholders.**
 - **Building and enhancing the College's base of support including alumni, faculty, staff, students, stakeholders, and friends to generate excitement that will lead to additional opportunities for philanthropy and set the stage for the College's first-ever comprehensive campaign.**

8. Lead and support efforts to prepare the College for a comprehensive campaign scheduled to immediately follow HCCC's 50th anniversary celebration.

Outcomes

- **Supported college-wide efforts to seek and realize higher levels of donor engagement. Supported the development of employee giving programs and resources.**



- **Supported Vice President for Advancement and Communications Nicole Johnson, her colleagues, the HCCC Foundation Board of Directors, and others across the college and in our community in the continuous improvement of the College's capacity and outcomes for achieving increased levels of external gifts and grants in support of the college's mission.**
 - **HCCC's future margin of excellence as a high-achieving, student-centered, diverse and urban community college requires the continued growth of our new endowment through major gift development, planned giving, and other forms of financial support; preparation for an upcoming, first-ever comprehensive campaign; and growing success in seeking external funding.**
 - **This necessary, exciting, and also challenging new direction requires the Foundation to move from an historic emphasis on major events for raising scholarships and other external funding, to a contemporary, best-practice approach for seeking larger gift and endowment investments from those who have the interest and capacity to help the college. Our emerging focus is on philanthropic, major gift, and grant investments from single donors, corporations, public and private foundations, alumni, and others.**

- Supported organizational and cultural changes to deepen HCCC Foundation Board member engagement including new policies and procedures. Examples enacted in 2023 follow.



- HCCC Foundation’s first-ever Memorandum of Understanding policy;
 - HCCC Foundation’s first-ever Endowment Policy and Endowment Agreement;
 - HCCC Foundation’s first-ever endowment interest spending policy;
 - HCCC Foundation’s first-ever board member agreement; and,
 - Approval by HCCC Foundation Board of Directors to fund unrestricted scholarships in support of HCCC students taking summer classes.
- Led and supported a full-day HCCC Foundation Board Retreat facilitated by experienced fundraising consultants and community college advancement professionals in July 2023. The retreat brought individual and collective value to everyone who attended.
 - Supported several signature fundraising events sponsored by the HCCC Foundation that generated a meaningful return on investment and inspired the enthusiasm of attendees. These included the following.
 - The 21st Annual HCCC Foundation Golf Outing in July 2023, held at Forest Hill Field Club in Bloomfield, NJ, attracted 78 golfers and generated approximately \$61,000 in net revenue. New last year, a Student Golf Clinic was held at Skyway Golf Course and engaged 12 HCCC students in golf lessons and the enhancement of networking skills and cultural capital. Most of these students then participated in the Foundation Golf Outing.
 - The 26th Annual HCCC Foundation Gala, held in December 2023, honored Andrew Campbell, President of Eastern Millwork, who made a lead gift of

\$50,000. Another anonymous donor also made a gift of \$50,000. The Gala generated nearly \$200,000 in net revenue.

- **Held over 16 Fridays during the fall 2023 and spring 2024 semesters, the HCCC Foundation Subscription Dining Series attracted over 150 diners and generated nearly \$50,000 in net revenue.**
- **The HCCC Donor Scholar Reception, held in October 2023, honored donors and scholars with an evening of festivities for all to witness the real-life impact of donor investments. The reception attracted 143 attendees including more than 60 scholars and their guests, 15 donors, and Foundation board members.**



- **Supported the process of awarding HCCC Foundation scholarships to deserving students. During 2023-24, over \$225,000 in scholarships was awarded to 168 HCCC students. 893 students applied for scholarship funding last year, up from 587 applications received in 2022-23. The Foundation's total scholarship distribution is increasing each year.**
- **Supported the college's first Employee Giving Campaign launched in August 2023. To date, approximately 50 employees have pledged or donated a collective nearly \$30,000 to support HCCC students and programs. These include recurring employee gifts funded through ongoing payroll deduction.**



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