

2024-25 Annual Report to the Hudson County Community College Board of Trustees and College Community



College Goals and Outcomes Under My Leadership

Christopher M. Reber, President
Hudson County Community College
September 1, 2025



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



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Dear Hudson County Community College Trustees and Family,

In spite of considerable challenges facing all of higher education, the 2024-25 academic year was again one of extraordinary achievements in support of our students, community, and college mission. During the past year and beyond, every member of our Hudson County Community College family contributed to substantive outcomes focused on our overarching priorities of student success, and institutional engagement and excellence.

As President of Hudson County Community College, I am committed to leading and supporting college-wide aspirations with a focus on HCCC Board of Trustee Goals and Initiatives. My 2024-25 Presidential Goals therefore cascade from these Board of Trustee Goals.

Iowa State University President Dr. Wendy Wintersteen wrote, “I believe care of the community is how we go forward together, and it’s only by working together, standing up together, and really having the conversations about how we find a path forward that we will be successful.” This statement captures well the shared values, collegiality, and respectful collaborations that make Hudson County Community College so special and successful.

Together, members of the HCCC family have reached and surpassed significant milestones on our collective journey to serve students and our community. During the past year, our college completed a new five-year strategic plan that is the blueprint for our continuing growth as a high-achieving institution; all four of our collective bargaining associations and our trustees approved new three-year employee contracts developed through respectful and student-centered engagement; and we celebrated a record number of graduates in the 50-year history of Hudson County Community College – for the fifth consecutive year!

Along the way, HCCC has enjoyed unprecedented recognition for excellence and best practices. Throughout the report that follows, I have recognized trustees, faculty, staff, students and others who have contributed directly to this year’s inspirational achievements. Many more members of our dedicated and caring HCCC family not specifically mentioned in this report also played exceedingly important roles in achieving every outcome. As we often say, it truly Takes a Village to live, breathe, and achieve transformative outcomes.

Thank you, trustees, for your leadership, guidance, advocacy and support that make possible the achievements described in this annual report and beyond. And thank you, dedicated members of the HCCC family, for the care and excellence you bring to our college every day!

It is an honor to serve as your president. Fifty and Forward! Hudson is Home!

With heartfelt gratitude,

Christopher M. Reber
President



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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 2024-25 Presidential Goals are organized below under each of the four approved Board Goals and 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 and achievement gaps. Fully support initiatives and teams engaged in the plan's implementation.

Outcomes

- Supported the development of a new data-informed 2024-29 student success goal: "By 2030, increase the 6-year holistic student success retention and completion rate for all students from 37.8% to 54%. Supported continuous improvement of existing student success initiatives to address this new goal, including improvement of persistence and completion rates for ESL students; improvement of communication protocols for Nursing students; and scaling of an intensive student support model –

the Hudson Scholars program – to all students. New areas of focus for the next five years include the creation and implementation of an Early College Academy model and enhancing onboarding practices.

- Led and supported the continued development and scaleup of the award-winning *Hudson Scholars* program. Among many positive outcomes, the program continues to propel the success of historically underrepresented groups at the college.
- Supported Interim Director of English as a Second Language (ESL) Matt Kolbusz, Dean of Humanities and Social Sciences Dr. Alison Wakefield, ESL faculty and staff, and others to promote continuous improvement of initiatives and outcomes.
 - During 2024-25, pass rates for ESL Level 4 improved significantly, from 79.5% in spring 2024 to 92.6% in spring 2025 achieved in part through changes in the Level 4 assessment model and moving to a point scale grading system for students exiting to the next level of ESL. These initiatives were led by Level 4 Coordinator Eva Kozlenko.
 - A new Winter Bridge program was offered to new students seeking to enhance their ESL placement levels. In winter 2025, 38 ESL students participated in the bridge program, and 69% were promoted to the next level of ESL.
 - Nearly 9% of entering ESL Pathway 1 students in spring 2022 and nearly 12% of entering Pathway 1 students in summer 2022 were enrolled in college-level courses in spring 2025. Further, 17% of entering Pathway 2 students in spring 2022 and 14% of entering Pathway 2 students in summer 2022 were enrolled in college-level courses in spring 2025. Eighteen percent of Pathway 2 students in spring 2023, when the ESL Pathways curriculum launched, were taking college-level courses in spring 2025. These outcomes all represent continuous improvement.



- Supported the development and growth of the HCCC ESL Resource Centers. Initiatives in 2024-25 included experiential learning opportunities during the fall and spring semesters. For example, students and faculty attended two plays offered by the Educational Theater of New York (ETNY) in fall 2024 that are designed specifically for English language learners and provide interactive experiences where audience members may ask for scenes to be repeated, respond to questions posed by the actors, and ask questions of the actors/characters in post-performance discussions. ESL students and faculty also visited the Metropolitan Museum of Art in November 2024, and the Broadway play *English* in February 2025.

Academic coaches were assigned to ESL Pathway 1 and Pathway 2 sections in fall 2024 and spring 2025 to further support student retention and success.

Supported continuing activities and outcomes of the Title V “Golden Door/La Puerta Dorada” grant for continuous improvement of HCCC’s English as a Second Language (ESL) program and achievement of Student Success Action Plan goals and objectives.



- Supported Dean of Nursing and Health Professions Dr. Catherine Sirangelo, Director of Nursing Dr. Lori Byrd, Nursing Admissions and Recruitment Manager Lisa Cieckiewicz, Associate Vice President for Institutional Research and Planning John Urgola, Associate Dean of Academic Affairs and Assessment Dr. Heather DeVries, and nursing and other faculty and staff in the continuous improvement of student retention and completion in HCCC Pre-Nursing and Nursing programs. Initiatives during 2024-25 included transitioning the nursing program application to the EAB platform, allowing for greater integration with student information across the college; and more

seamless tracking of applicants' progress and outcomes including improvements in advisement offered to prospective nursing students.

- Additional nursing program initiatives include the exploration of expanded predictors of student success in the nursing program; refinement of communications with prospective and current nursing students; updating and clarifications of the role of nursing program faculty mentors; creation of a nursing boot camp prior to the start of the nursing program, and a “Nurse Hub” online platform; growth of the *Pay It Forward* Program for nursing students that has had a significant positive impact on nursing student retention and completion.
- Supported Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and her colleagues in refinements to the curriculum to better meet the needs of specialized student cohorts including a program-specific CSS-100 curriculum for the Center for Adult Transition, Early College, and Medical Science Pre-professional programs. Specialized curricula for Honors Program students and incarcerated students are in progress. Across the college, course pass rates improved by 5% over the past year.
- Supported continuous improvement through college-wide initiatives to close traditional achievement and equity gaps. The three-year, 150% graduation rate for traditionally underrepresented students rose from 11% in 2011 to 25% in 2024.
- Supported Early College Executive Director Dr. Christopher Conzen and his colleagues in their work to serve Hudson County high school students in areas such as English Composition, College Algebra, STEM, and Social Sciences. A grant received from the New Jersey Office of the Secretary of Higher Education (OSHE) supported nearly 100 high school students in 9th through 12th grades in Union City, North Bergen, and Jersey City Public Schools, and Rising Star Academy. The grant funded tuition and course materials. Many of these students receive free or reduced cost lunches.
- Led and supported the continuous improvement of staffing, technology, and capabilities of the HCCC Office of Institutional Research and Planning (IRP) to support student success and the attainment of college goals and priorities. With the departure



of former Associate Vice President for IRP John Scanlon, John Urgola was promoted to Associate Vice President. Aycha Edwards was promoted to Director for IRP and has taken on additional leadership responsibilities including compliance reporting and the administration of student evaluations of instruction. Katy-Ann (Katy) Blacker was hired in

December 2024 to serve as Associate Director of Institutional Effectiveness, assuming many of the responsibilities formerly held by John Urgola. Katy has worked closely with offices across the college to provide in-depth assessment of operations and make recommendations for future changes. A search for a new Data and Reporting Coordinator was recently completed. This role will provide technical expertise including automated processes and capabilities for greater access to data across the college going forward.



- The IRP team continues to work closely with Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries and Achieving the Dream coaches Dr. Mary Fifield and Dr. Rene Garcia to provide actionable data aimed at identifying achievement gaps among student groups. Identifying these gaps is foundational to continuous improvement in policies and practices and informs the iterative assessment process for the Hudson Scholars program, Nursing/Pre-nursing programs, English as a Second Language program and its related Title V grant, among many others.
- Led and supported the Office of Advancement and Communications in multiple initiatives during 2024-25 to advance student success and support the HCCC Student Success Action Plan through expanded funding, alumni engagement, and improved digital access, among others. Examples over the past year include the following.
 - The HCCC Grants and Sponsored Programs team secured more than \$1.69 million in new awards to improve student retention, academic reengagement, and workforce readiness. Notable funding included the Hunger-Free Campus award, renewal of Second Chance Pell, and the college's Carl D. Perkins Career and Technical Education grants. An additional \$2.18 million in new proposals is pending. HCCC recently hired its first Director of Perkins to grow and enhance the outcomes of career and technical education funding going forward.

- The HCCC Foundation awarded \$233,000 in scholarships to approximately 143 students across three application cycles during 2024-25.
- HCCC welcomed 358 graduates from the Class of 2025 into the HCCC alumni network and launched its first outcomes survey. Initial findings revealed that 86% of respondents felt prepared for the workforce, and 76% expressed interest in career fairs and alumni networking events.
- During 2024-25, several student-facing technology and content enhancements were implemented, including improved visibility into class waitlists, a new cybersecurity program webpage, and enriched messaging for workforce and career services programs. Institutional achievements, program highlights, and student voices were amplified through targeted press coverage including national visibility through Achieving the Dream's case study and Harvard University's Next Level Lab.
- In collaboration with the Communications and Strategic Marketing teams,

HCCC advancement staff delivered the college's two premier fundraising events – the HCCC Foundation Gala held in December 2024, and the Foundation Golf Outing held in July 2025. These events raised essential funding for scholarships and strategic initiatives while deepening alumni and community engagement. The success of these events reflects the coordinated execution of messaging, donor engagement, stewardship, sponsorship activation, and event production.



- Led and supported outcomes resulting in HCCC's continued recognition as a 2025 *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 was achieved one year after HCCC received Leader College status from ATD in 2023. HCCC achieved both Leader College and Leader College of Distinction status in the earliest time possible as an ATD network college.

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

- See Outcomes above and below.
- 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.
 - Led and supported ongoing consultation and engagement with HCCC Achieving the Dream Leadership and Data Coaches, Dr. Mary Fifield and Dr. Rene Garcia, respectively, throughout 2024-25. Drs. Fifield and Garcia conducted four on-campus, multiple-day visits to HCCC during the past year. During each visit, they met with current HCCC students and with faculty and staff throughout the college with a focus on continuous improvement of student success in our English as a Second Language, Pre-Nursing, and Nursing Programs, and the continued growth, development, and scaling of our Hudson Scholars Program. Some visits also included meetings with the Early College Culinary Academy planning team and the Student Onboarding Think Tank.



Drs. Fifield and Garcia spoke at the May 2025 meeting of the HCCC Board of Trustees. Their presentation focused on how HCCC has leveraged coaching visits, the college's ongoing student success journey since joining Achieving the Dream in 2019, and what makes HCCC a high performing institution and an Achieving the Dream Leader College of Distinction. For the second consecutive year, Drs. Fifield and Garcia attended the HCCC Foundation Holiday Gala.



- Led and supported HCCC's participation in a national ATD case study regarding how HCCC is utilizing ATD coaching to further bold and substantive student success initiatives and build a culture of continuous improvement. Our involvement in this case study was invited by ATD President Dr. Karen Stout. The case study was written by ATD consultants based upon interviews of Dr. Darryl Jones, Dr. Heather DeVries, Dr. Lisa Dougherty, Dr. Gretchen Schulthes, John Urgola, and me in addition to our ATD coaches, Dr. Mary Fifield and Dr. Rene Garcia. The case study was published and promulgated nationwide by Achieving the Dream in May 2025.
- Supported the attendance and participation of 24 HCCC students, faculty, and staff in Achieving the Dream's 2025 DREAM national conference in Philadelphia. Three HCCC students participated in the inaugural "Amplifying Student Voices Day." Associate Dean of Advisement and Hudson Scholars Co-Lead Dr. Gretchen Schulthes, Associate Vice President for Institutional Research and Hudson Scholars Co-Lead John Urgola, Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty, and Assistant Professor of Sociology and Professional Association President Michael Ferlise presented a concurrent session entitled "Hudson Scholars: Student Success, Faculty Partnership, and Continued Growth." The presentation focused on how the HCCC administration and Professional Association collaborated to design, implement, and assess the third-year Hudson Scholars Faculty Mentoring Program.

- Supported Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin and her colleagues across the college in their leadership and contributions to the national “Community College Growth Engine” (CCGE) project. Led by the Project on Workforce at Harvard, and the Education Design Lab (EDL), the joint national initiative seeks to “improve the ways community colleges leverage real-time labor market information (LMI) and emerging technologies to advance economic mobility for their students. Real-time LMI, such as job posting analytics, are a crucial lever for institutions to align programs with employer needs and prepare students for in-demand careers.”

- HCCC is one of four community colleges nationwide paired with Harvard researchers and EDL designers. The three-phase initiative includes case studies, design sprints to launch strategic micro-pathways based on the research findings, and a playbook of learnings and best practices for other institutions.



- The HCCC case study has been published and shared across the United States. HCCC is now engaged in the design sprint to launch a strategic micro-pathway in the technology sector. The college is conducting a rigorous process to develop a new micro-credential leading to an industry recognized credential, creating a new or enhanced pathway to continuing education and gainful employment.
- Led and supported a growing partnership of the college with the Business-Higher Education Forum (BHEF), on whose board I serve. Much of this work focuses on and improves initiatives in the HCCC School of Continuing Education and Workforce Development (CEWD), which offers an array of training programs leading to industry recognized credentials and gainful employment that have been greatly expanded over the last five years.
 - In spring 2025, HCCC began working with BHEF to build on prior initiatives aimed at developing two new noncredit-to-credit pathways that will prepare learners for high demand roles and occupations. The scope of the services includes a clear plan with a pathway analysis and prioritization, credential

selection and skills mapping, and an implementation strategy and report with recommendations for the two new or evolved career pathways.

- Critical features of the desired program proposal will include use of labor market information; employer feedback; skills, occupational and competency maps; a comprehensive listing of verified knowledge, skills and abilities to support the learning outcomes; and a final report with recommendations for creating two distinct career pathways spanning noncredit and credit programs and credentials that are stackable, including implementation recommendations.
- This approach of working directly with the HCCC team is designed to accelerate time to market with the proposed new credentials. The project will focus on pathway analysis and prioritization; credential selection and skills mapping; critical knowledge, skills, and abilities (KSA's) for these roles; additional durable soft skill needs; implementation and best practice support; and developing an "HCCC Playbook" for other project pathways. The project is expected to conclude in FY 2026 along with the launch of the two new pathways.
- 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.
- Led and supported continuous improvement in the number of students completing HCCC credentials and graduating. In May 2025, HCCC celebrated a record 1,540 graduates at HCCC Commencement exercises held at Sports Illustrated Stadium in Harrison. Supported Commencement Chair Dr. Lisa Dougherty and colleagues across the college in their planning for the 48th Commencement Ceremony attended by approximately 7,000 graduates, guests, faculty, staff, students and others. In December 2024, HCCC also hosted two December Graduate Receptions with approximately 400 attendees due to the increasing numbers of students graduating





mid-year. We continue to consider the efficacy of holding a December Commencement Ceremony going forward.

- Led and supported the college's growing partnership with the Burning Glass Institute to develop a data-informed strategy that guides education and drives workforce outcomes through groundbreaking

programs. Our multi-pronged joint project seeks external funding support related to this problem: "In recent decades, the landscape of economic mobility in the United States has faced significant challenges. Declining economic mobility, especially among mid-career workers, has become a critical issue, with many individuals finding themselves 'stuck' in low-wage, high churn roles with limited opportunity for upward advancement. This stagnation is exacerbated by a rapidly evolving economic environment where technological advancements and global competition continuously reshape the job market."

- Our project in partnership with Burning Glass Institute (BGI) will leverage BGI's database of over 65 million career histories to build an evidence base of the outcomes experienced by HCCC graduates across a range of metrics. Next, BGI will build an "opportunity map" that identifies workers in Northern New Jersey who are "stuck" in order to identify the jobs, credentials, and skills that will mobilize them into greater continued prosperity.
- Next steps are to identify potential funders for this innovative project that will require approximately six months to complete at a projected cost of approximately \$500,000 to be funded through grants and philanthropy. The proposed project promises transformative outcomes for HCCC students. The project is led by Vice President for Strategic Initiatives, Continuing Education, and Workforce Development Lori Margolin, and Associate Vice President for Institutional Research and Planning John Urgola. Supporting the work are Senior Vice President for Student Affairs and Enrollment Management Dr. Lisa Dougherty, Vice President for Academic Affairs Dr. Darryl Jones, Vice President for Advancement and Communications Nicole Johnson, Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries, Dean of Student Success Dr. Bernadette So, Executive Director of Early College

Programs Dr. Christopher Conzen, and Associate Dean for Advisement Dr. Gretchen Schulthes.

- Supported Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and the Satisfactory Academic Progress (SAP) Committee in their comprehensive review of the academic standing of students placed on suspension or dismissal after the end of each semester. Through individualized reviews and outreach, a growing number of these students have had their academic standings lifted, and the vast majority of the students (87% in fall 2024 and 91% in spring 2025) were able to enroll during the following semester. This represents continuous improvement of our processes and the academic supports offered to HCCC students.

- Supported Vice President for Academic Affairs Dr. Darryl Jones and his team in their



exploration and promotion of full program offerings in seven-week formats that has been documented as a national best practice in supporting student retention and completion. More than 20 faculty and staff participated in an Achieving the Dream webinar, “Leveraging Shortened Terms for Student Success” offered in October 2024. In fall 2025, ATD Chief Program and Network Officer Dr. Monica Parrish-Trent and two of her colleagues will conduct a comprehensive on-campus workshop for faculty and staff that is specific to HCCC’s data and needs.

- Supported HCCC’s invited 2024-25 participation in Achieving the Dream’s

“Strengthening Teaching and Learning Seminar Series,” which focused on enhancing professional development and learning across the college. HCCC Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson led an HCCC team in eight virtual sessions and the development of a Building Capacity Action Plan created in collaboration with an ATD coach. HCCC participants included Instructor of Business Sharon Daughtry, Director of Instructional Systems Dr. Robert Kahn, Director of Library Patron Services Saudia Reid, Instructor of ESL Sonja Rodiger-Radovic, Dean of

Student Success Dr. Bernadette So, Instructor of Sociology Dr. Kade Thurman, and Associate Vice President for Institutional Research John Urgola.

- **Supported Dean of Financial Aid Sylvia Mendoza and her team in their successful expansion of Free Application for Federal Student Aid (FAFSA) application volume. Despite a three-month federal delay in the release of the new FAFSA, the HCCC Office of Financial Aid conducted a proactive outreach strategy that resulted in a 4.9% increase in 2024-25 applications compared to the previous year. Applications for 2025-26 have surged by over 18%, a direct result of effective campaign messaging, outreach, FAFSA classroom workshops, and targeted communication. Remarkably, these results grew HCCC student engagement during a nationwide FAFSA downturn.**

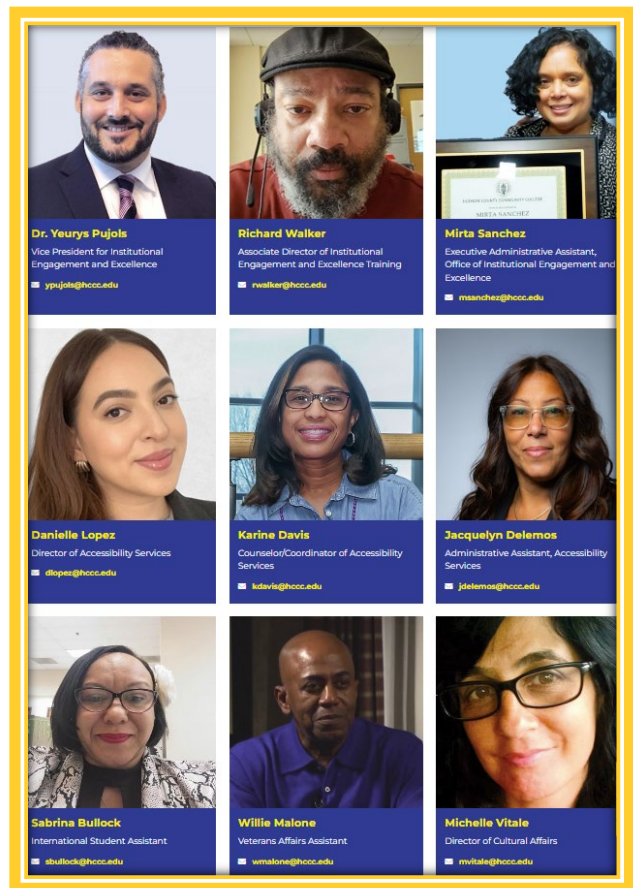
- **Financial aid disbursements reached record levels during 2024-25, contributing significantly to college affordability and student retention. For fall 2024, financial aid disbursements totaled \$18,826,243, representing a 20.1% increase over fall 2023. Spring 2025 disbursements increased 25.5% over the previous year. These gains reflect the Office of Financial Aid's continued efforts to improve outreach, streamline processing, and ensure timely awarding.**
- **Student communications and financial literacy remained a core priority throughout 2024-25. The HCCC Office of Financial Aid launched several financial aid newsletters and hosted financial literacy events focused on budgeting, tax filing, and responsible borrowing. As part of its outreach strategy, the college also hosted two FAFSA completion events in collaboration with the New Jersey Higher Education Student Assistance Authority and State Assemblywoman Jessica Ramirez, providing direct support to students and families in navigating the financial aid application process.**



- Supported members of the HCCC Onboarding Think Tank, a task force that has been engaged around a focus of our Achieving the Dream and student success work during 2024-25 and going forward. Members made significant progress in creating and refining timely and targeted student communications with the help of MDRC, a nonprofit, nonpartisan organization dedicated to improving the lives of people with low incomes through high-quality research and evidence. Think Tank members are reviewing application trends to inform continuous improvement of college communications with current and prospective students. Communication strategies are grounded in behavioral science and higher education research to transform college institutional processes and design an improved student experience across students' first year of college. The focus is on reducing structural barriers in enrollment and registration, financial aid, and satisfactory academic progress.
 - The Onboarding Think Tank also worked on revising New Student Orientation with three goals: 1) Opportunities to build connections with peer leaders, other students, faculty, and staff; 2) Showcasing essential and supportive resources available to students; and 3) Emphasis on “Hudson is Home” and creating a welcoming environment.
- Supported Dean of Enrollment Services Matthew Fessler and his colleagues in their partnership with Ellucian to enhance our admissions application and capture important information such as parenting status, international student status, and chosen name, among others. These colleagues have further collaborated with School of Nursing and Health Professions staff to improve and streamline the School's application and enrollment processes.
- Supported Dean of Student Success Dr. Bernadette So and Associate Dean for Career and Transfer Pathways Jennifer Valcarcel in their collaboration with Academic Affairs colleagues to revise the career exploration portion of the College Student Success course. The revised curriculum now includes National Association of Colleges and Employers (NACE) career competencies, VIA Technologies character strengths assessments, career coach, and in-depth information about career and transfer services including use of the Handshake platform. The assignments aim to help students understand employer expectations, explore personal strengths, and consider how their personality traits align with their academic and career goals.



- Supported academic deans and Office of Registrar staff in launching a new year-long course scheduling model to enhance student planning and support student retention.
- Supported Early College staff in their development and uploading of high school data profiles to display data related to each respective high school's early college students. These data include demographic, course, and student success outcomes. The webpage will be updated annually with new data profiles going forward. The Office of Early College Programs further developed and uploaded an Office of the Secretary of Higher Education's (OSHE) College Readiness Now data profile to capture the grant's enrollment and student success data across several years.
- Supported Registrar Office staff in their continuous improvement of records reviews to identify students approaching graduation and improve the college's auto-graduation procedure. These efforts have supported the outcome of record numbers of students eligible to participate in Commencement over each of the last three years.
- Supported Registrar Office staff in their evaluation of a growing number of transfer student applications, which have increased significantly over each of the last three years.
- Supported Director of Accessibility Services Danielle Lopez and her colleagues in their continuous improvement of accessibility services offered in remote, hybrid, and in-person modalities. During 2024-25, the Office of Accessibility Services provided accommodations to 302 students, a significant increase over the previous year allowing more students to be supported with tools to enhance their success.



- The Office of Accessibility Services provided alternative textbooks for visually impaired students including weekly audio sessions. Testing accommodations also grew, including reader, scribe, and/or proctor supports for remote and on-ground courses. Supports were provided to students taking nearly 100 exams during 2024-25. Note takers were provided to students in over 130 remote and on-ground courses. Note taking services were added to Canvas with the assistance of the HCCC Center for Online Learning. Services for deaf and hard-of-hearing students were also expanded during 2024-25, including captioning services and sign language interpreting services.



- Director of Accessibility Services Danielle Lopez and her team developed a Web Accessibility Task Force to advance the college's compliance efforts with Title II of the Americans with Disabilities Act (ADA). The task force will assess, improve, and monitor the accessibility of the college's digital content and web platforms, bringing together representatives across the college to identify barriers, implement best practices, and promote inclusive digital experiences for all users. The task force meets monthly. During 2024-25, the task force developed a comprehensive Web Accessibility Resource Page and finalized a Web Accessibility policy to guide HCCC's ongoing commitment to digital accessibility.
- The Office of Accessibility Services conducted and participated in a wide range of outreach and engagement events during 2024-25 to raise awareness of accessibility services, promote inclusivity, and provide essential information to prospective and current students, their families, and the broader campus. Examples include Open House events to introduce prospective students and their families to accessibility services and supports; *Teen Magazine* events to promote resources and services to prospective high school students; North Hudson Campus High School One Stop Day to share an overview of services, supports, and accommodations; New Student Orientation Student Services Speed Round Robin to guide newly admitted students through the

accommodation request process; Grad Salute to offer information regarding accommodations for graduates and guests with disabilities at the annual HCCC Commencement Ceremony; and North Hudson Campus Women's Empowerment Festival to promote resources and services and how to apply for them, among others.



- Supported HCCC School of Continuing Education and Workforce Development (CEWD) colleagues in their development and refinement of standard operating procedures during 2024-25. These covered areas such as Elevate course creation training, procurement and payment processing, instructor onboarding, and HCCC process tracking. These updates help ensure staff initiatives are aligned with current practices, supporting team efficiency and success.

- The School of Continuing Education and Workforce Development operations team – led by Director of CEWD Operations and Business Client Training Jaime Pardo and supported by CEWD Administrative Assistant

Prachi Patel, CEWD Coordinator Dolly Bacal, CEWD Customer Service Assistant Arefa Ali, and CEWD Systems Coordinator Priscila Ochoa – manages key internal functions across Finance, Human Resources, and Elevate systems. Recent enhancements include monthly audits of personnel and non-personnel lines to improve budget accuracy, and a unified purchasing and payment requisition form that streamlines order tracking and reimbursements across various programs and cost centers. CEWD's part-time hiring request form was integrated with HR's updated workflow, along with the development of an internal salary allocation and reclassification tracker. Collaborations of the Offices of Finance, Human Resources, Information Technology Services, Ellucian, and CEWD continue to grow with the shared goal of ensuring data integrity, cross-system alignment, and the continued success of Elevate – all positioning CEWD for sustainable growth and organizational excellence.

- School of Continuing Education and Workforce Development (CEWD) digital capabilities will be enhanced by the launching of the "Enroll and Pay" feature in Elevate, enabling students and business clients to register and pay seamlessly for online courses. This enhancement will streamline enrollment,

improve data accuracy, and strengthen reporting across finance and operations. In alignment with this upgrade, all CEWD links on the HCCC website will be updated to direct users, ensuring cohesive and user-friendly experiences that support the college's commitment to efficiency and innovation.

- CEWD is further streamlining data collection for HCCC workforce students using smartsheets. Led by Assistant Vice President of Workforce Development Anita Belle and CEWD Coordinator Dolly Bacal, this initiative will consolidate information on student information session signups, intake, and onboarding; enrollment; milestone tracking; student satisfaction surveying; and placement communication.
- Supported Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries, and Associate Vice President for Institutional Research and Planning John Urgola in the preparation of the college's invited application for the Achieving the Dream Leah Meyer Austin Award. This effort is a catalyst for broader analysis of the positive effects of summer enrollment, setting the framework for HCCC's ambitious and successful 2025 Summer Enrollment Initiative. Further supported Director for Institutional Research and Planning Aycha Edwards as the assessment point-person for the college's FamilyU Team, providing critical guidance on how best to identify and support student parents.
- During 2024-25, HCCC was chosen as a 2024-27 FamilyU Seal recipient by Generation Hope, the college's partner and national leader in best practices to support student parents. The seal acknowledges HCCC's significant investment and outcomes in student parent success and begins a three-year partnership designed to raise college visibility, generate new external resources for our work in supporting student parents, build on our capacity, and engage in continuous improvement in this work.



We thank the HCCC FamilyU team led by Hudson Helps Resource Center Director Katherine Morales. Other team members are Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty, Dean of Students Dr. David Clark, Dean of Humanities and Social Sciences Dr. Alison Wakefield, Director of Institutional Research and Planning Aycha Edwards, Associate Director of Student Financial Aid Christine Petersen, and HCCC Student Parent Fellow Shanice Acevedo.

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 initiatives across the college to continue to grow, develop, and scale the highly successful Hudson Scholars program to eventually serve all HCCC students. Examples and data include the following.
 - First-time, full-time students who began Hudson Scholars in fall 2021 achieved a 38% three-year graduation rate, far surpassing the highest rate the College has ever experienced.
 - The Hudson Scholars planning team has developed a five-year expansion plan to include virtually all students in an intensive support program using the four pillars of the Hudson Scholars program.
 - A \$1 million Federal Congressional Directed Spending Grant supported by Senator Cory Booker and former Senator Bob Menendez assisted with the expansion of the Hudson Scholars program, which is now supported by 15 Hudson Scholars advisors and counselors.



- The Hudson Scholars team collaborated with staff in the Office of Career and Transfer Pathways to offer a monthly series of career and transfer based workshops, both in-person and virtual, for Year 4 Hudson Scholars students. Topics included enhancing networking and interviewing skills, tips on building connections with professionals on platforms such as LinkedIn and Handshake, and others.
- As part of the Jobs for the Future/Achieving the Dream Economic Mobility for Adult Learners project, the pillars of the Hudson Scholars program were applied to supporting more than 400 HCCC returning adult learners. Spring-to-fall persistence of returning adult students increased from the historical 50% to 58.5% during the past year. Going forward, returning adult students who meet Hudson Scholars program criteria will be invited to participate in the Hudson Scholars program as part of the scaleup plan.
- HCCC's Educational Opportunity Fund (EOF) program, the model on which Hudson Scholars is based, reached a high of 362 students in the spring 2025 semester. Staff are analyzing the recruitment process in order to identify opportunities for raising awareness among potential students. During 2024-25, the EOF program awarded \$403,719 in Title III EOF grants to 410 students, a 39% increase in funding that served an additional 89 EOF students compared to the previous year.



- Dean of Student Success Dr. Bernadette So facilitated an Etiquette Dinner for Year 4 Hudson Scholars students, where students learned about the features of a place setting for American dining, dining expectations, and had opportunities to practice conversations and dining etiquette. Student Affairs and Enrollment



staff plan to expand these offerings for HCCC students, faculty, and staff in the coming year.

- Led and supported Hudson Scholars Program co-leads Dr. Gretchen Schulthes and John Urgola. The program's use of data and analytics continues to be unique among other student support programs nationwide and is foundational to program operations. Data are used daily by Hudson Scholars counselors and college leaders to better engage with and support students. The ability to provide useful data and insights to program personnel will become even more critical as scaling of the Hudson Scholars program continues.
- Led and supported 21 HCCC faculty who served as Faculty Mentors for third-year Hudson Scholars students during 2024-25. Of these 21 Faculty Mentors, twelve of the faculty continued their service as Faculty Mentors from the previous academic year, while nine faculty were new to the Faculty Mentor Program in 2024-25. The Faculty Mentor program is now part of the faculty contract. Participating in this growing component of the Hudson Scholars Program during the past year were the following faculty: Robin Anderson, Jonathan Cabrera, Sharon Daughtry, Claudia Delgado, Dr. Issam Elachkar, Michael Ferlise, Joseph Gallo, Dr. Nadia Hedhli, Dr. Gabriel Holder, Raffi Manjikian, Craig McLaughlin, Dr. Jihan Nakhla, Dr. Angela Pack, Dr. Raffaella Pernice, Soviesky Pujols, Laura Samuelsen, Dr. Fatma Tat, Jeremiah Teipen, Elana Twersky-Winslow, Susannah Wexler, and Dr. Benedetto Youssef.
- 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

- See Outcomes above and below.

- Supported Director of Academic Affairs Kenny Fabara, and faculty and staff in HCCC's Academic Support Center, Tutorial Center, and Writing Center in their continuous improvement of Learning Support Services. During the past year, tutoring hours increased by 26.4% over the previous academic year, and the number of individual students served increased by 5.4%. The Abigail Douglas Johnson Academic Support Services Center has worked collaboratively with the HCCC Office of Accessibility Services to ensure students receive the appropriate accommodations for their respective needs.
 - During 2024-25, 47 academic coaches were assigned across 247 course sections to provide additional support for student learning in lecture classes, workshops, and course labs. Coaches were assigned to the Enrichment Program, Learning Communities, English, Humanities, Social Sciences, STEM, Health Sciences, Business, and Immersive Telepresence Video (ITV) classes. Career and Technical Education (CTE) academic coaches were assigned to 35 CTE classes during the past year. In addition to working with the students during class time, coaches conducted one-hour tutoring sessions outside of class each week.
 - During 2024-25, supplemental, around-the-clock online tutoring was made available to HCCC students through Brainfuse, which offers live support for a variety of subjects and disciplines and a writing lab through which students can submit their assignments for review by a Brainfuse tutor. During the past year, students utilized 745 tutoring hours through Brainfuse, an 82% increase over 2023-24.
 - During the past year, Rosetta Stone Catalyst licenses issued to students increased to 50 licenses, allowing more students to utilize the software at the HCCC English as a Second Language (ESL) Resource Centers. The software helps enhance emerging bilingual students' language learning experiences, reinforcing content knowledge and improving retention and mastery of skills.



- Supported the continued growth and development of the HCCC Summer Bridge Program offered to high school students who tested into academic foundations courses in Basic Math, Basic Algebra, and/or Basic English. Funded by the College Readiness Now Grant, The Summer Bridge Program provides opportunities to review, refresh, and reinforce content knowledge in preparation for a retest that students take at the end of the program. Students scoring higher on the retest can place into college credit-bearing courses in the fall semester, saving time and money.
- Supported the continued offering and expansion of workshops at three college locations throughout the academic year to supplement and reinforce what students are learning in their courses, including poster design workshops for Honors and Learning Community students offered by Director of Academic Affairs Kenny Fabara. The ESL Resource Centers offer conversation and pronunciation workshops for emerging bilingual students, providing opportunities for students to engage in rich conversations with peers and workshop facilitators.
 - During 2024-25, a new series of workshops was held at the Journal Square Campus Tutorial Center in such areas as mathematics, calculus, chemistry, anatomy & physiology, computer science, physics and statistics.
- Supported the expanded use of the EAB Navigate platform to transform how HCCC students are engaged and served, and 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.
 - Expansion of EAB Navigate to other areas of the college beyond the Office of Student Affairs and Enrollment has streamlined student support and related data collection during 2024-25. Usage has expanded significantly among staff



and students as the rollout continues, and as students, faculty, and staff become more comfortable with the tool.

- During 2024-25, EAB Navigate 360 was used by the Office of Financial Aid to enhance student outreach through a total of 503 targeted campaigns that generated over 91,000 outreach instances and 1,844 scheduled appointments. In addition, 1,061 Financial Aid Satisfactory Academic Progress (FSAP) alert notices were issued to enable timely interventions and promote student success.
- Supported Vice President for Strategic Initiatives, Continuing Education, and Workforce Development Lori Margolin; Assistant Vice President for Workforce Development Anita Belle; and the Workforce team in their continued collaboration with Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries and the academic deans. These colleagues have developed new and refined articulations for workforce courses aligned with industry recognized credentials during 2024-25. Agreements include Water Workforce Utility program articulation with STEM; Healthcare programs including Certified Nurse Aide, Patient Care Technician, and Pharmacy Technician; Cannabis; and “Gateway to Innovation” courses in Financial Services and Technology aligned with Business, Culinary, Hospitality, and STEM courses and programs.
- Supported Associate Registrar Irma Williams in her leadership for launch of the final two modules of Coursedog – courses and catalogue – during 2024-25. The Coursedog Analytics platform was launched for Deans and Faculty Coordinators to better assess section needs.
 - In October 2022, HCCC adopted the nationally acclaimed CourseDog Academic Operations platform, which is used for academic course scheduling, event scheduling, curriculum approval workflows, and academic catalog management. CourseDog recently held its second annual Academic Operations Conference in Chicago, and HCCC was



awarded the CourseDog Academic Operations Roll Out Award for the college's implementation of the CourseDog Scheduling Module. We thank and congratulate Associate Registrar Irma Williams, and Dean of Humanities and Social Sciences Dr. Alison Wakefield for their leadership in the development of HCCC's streamlined and highly improved course scheduling process that now allows students to view a full-year class schedule when planning their academic journeys.

- Supported Dean of Student Success Dr. Bernadette So in her leadership for implementation of Handshake, a career readiness platform that improves how students connect with employers, internships, and job opportunities. In collaboration with the Office of Information Technology Services (ITS), Ellucian, and our Handshake liaison, staff supported students and employers in learning how to maximize the platform's capabilities. Handshake was also embedded into CSS 100 classroom assignments and student workshops, helping increase student engagement and awareness. Dr. So also led the RFP process for the renewal of Lightcast, which provides the Career Coach platform for students, and labor market data for the college including the School of Continuing Education and Workforce Development.
 - Dr. Bernadette So and her colleagues drafted a curriculum to identify student developmental milestones by earned credits. This draft curriculum will be further refined next year with the intent to guide all Center for Academic and Student Success (CASS) staff with milestones that can also be shared with students to enhance their success at HCCC and later.
- Supported the merger of HCCC's Office of Career Services and Office of Transfer Pathways to create the new Office of Career and Transfer Pathways. This structural change will help ensure students are engaged early with post-graduation career and transfer options. Since the merger in May 2024, the team has significantly increased student engagement, serving 643 students this year compared to 540 last year.



- Office of Career and Transfer Pathways programming continues to expand, including the engagement of Early College Students. For the second consecutive year, HCCC celebrated National Transfer Week. Career and Transfer Pathways workshops and events reached more than 1,500 students.
- Campus tours of four-year college and university partners remain a great opportunity for students to gain firsthand exposure to a variety of four-year



institutions. Through these tours, students learn about college and university academic offerings, transfer processes, and other information that can help them make informed decisions about their transfer options. During 2024-25, HCCC students were offered tours of Stevens Institute of Technology, Princeton University, Ramapo College, Rutgers-Newark, and Rider University.

- Supported the expansion of priority registration to additional student groups during 2024-25. These included student parents, students receiving accessibility services, degree-seeking Early College students, Hudson Scholars, EOF students, and Veteran students.
- Supported the HCCC Early College team in their design and implementation of a specialized College Student Success (CSS) course section for Early College (high school) students who are seeking degrees.
- Supported the offering of New Student Orientation in multiple languages during 2024-25. Flyers were also offered in multiple languages, and more student-facing staff who are bilingual were recruited to support students. Dean of Enrollment Services Matthew Fessler and his team further collaborated with ESL faculty to launch dedicated ESL Open Houses in multiple languages.
- Supported a shortened academic dismissal period to remove barriers for returning HCCC students. During 2024-25, the academic dismissal period was shortened from three years to one year. When students are eligible to return, they are contacted personally to invite them back to the college.

- Supported School of Nursing and Health Professions faculty and staff in their successful expansion of the *New Jersey Pay It Forward Loan Program* to include radiography students alongside nursing students. During 2024-25, 118 HCCC students were certified, a 49.36% increase in participation from the previous year.



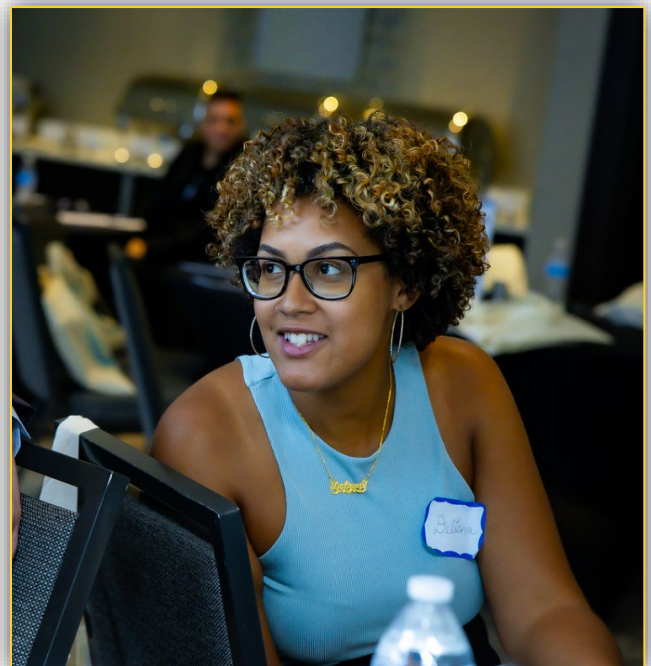
- Supported Associate Vice President for Institutional Research and Planning John Urgola and his colleagues in their ongoing contributions to the college's "Some College, No Degree" initiative in collaboration with the New Jersey Office of the Secretary of Higher Education (OSHE) and ReUp Education. Data feeds between HCCC and ReUp allow for ongoing tracking and evaluation of this multi-pronged effort to engage with and re-enroll adult students who have previously attended college but never received a degree.
 - Supported Associate Director for Institutional Effectiveness Katy-Ann Blacker in analyzing outcomes in the college's English as a Second Language (ESL) and Academic Foundations English courses. Data pertaining to how outcomes have been improved through student engagement with academic support services, including tutoring, are underway.
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

- See Outcomes above and below.
- Led and supported college-wide initiatives to increase enrollment through recruitment and retention best practices. HCCC's 2024-25 credit headcount enrollment increased

by 988 students (9.4%); noncredit and workforce development headcount enrollment remained at about last year's level; and total annual credit and noncredit headcount enrollment reached 22,969 individual students, an increase of 969 students (4.4%). Full-time Equivalent (FTE) credit enrollment (credits earned) increased by 10.9%, and Early College FTE enrollment increased by 165 students, or 18.37% over last year. Particularly noteworthy is that 2024-25 college-wide *new student enrollment* increased by 530 students over the previous year (12.6%), and enrollment was up in every category.

- Supported Associate Vice President for Institutional Research and Planning John Urgola and his colleagues in data analysis and support for strategic enrollment management. John Urgola and Dean of Enrollment Services Matthew Fessler co-lead the Summer Enrollment Initiative (SEI) working group of the HCCC Enrollment Management Council – work that grew out of analyses conducted in support of the college's *Achieving the Dream* Leah Meyer Austin Award application. Findings identified an increase in summer enrollment among Pell students as the primary driver for increased completion rates. Students taking a summer course between their first and second academic years were found to be approximately eight times more likely to graduate within two years. These findings served as the basis for HCCC's new Summer Enrollment Initiative, through which students may enroll in up to seven summer credits free of charge after other forms of financial aid have been applied. Enrollment for the 2025 summer I and 2 terms has far exceeded all historical summer session enrollments. The program is also producing net revenue for the college, in part because roughly 70% of enrolled students receive financial aid, combined with the long-term retention benefits associated with summer enrollment.
- Supported School of Continuing Education and Workforce Development (CEWD) in multiple initiatives contributing to the college's enrollment and retention. Examples include the following.
 - During 2024-25, Vice President for Strategic Initiatives, Continuing Education and



Workforce Development Lori Margolin; Director of CEWD Operations and Business Client Training Jaime Pardo; Assistant Vice President for Workforce Development Anita Belle; and Assistant Vice President for CEWD Chastity Farrell continued to lead and support strategic growth and the evolving needs of learners and the labor market. CEWD staff continued to grow the number and scope of HCCC partners providing transformational opportunities for students, and will launch new programs to continue enrollment growth in FY 2026. Workforce Development enrollment increased by 33% during the past year, a trend that has persisted for the past five years.

- The Holz Technick program offered in partnership with Eastern Millwork, Inc. was awarded a second Growing Apprenticeships in Non-Traditional Sectors (GAINS) grant by the New Jersey Department of Labor and Workforce Development to further expand this nationally recognized and registered apprenticeship program. A new HCCC partnership with an out-of-state millwork employer, Hollywood Woodwork, continued the expansion of the program nationwide. During the past year, CEWD hired a recruitment specialist to be on the ground in Florida, working closely with our NJ based coordinator and employers. Continued expansion with Hollywood Woodwork will be a priority for the coming year.

Hailed by Governor Phil Murphy as the blueprint for New Jersey's economic future, the HCCC-Eastern Millwork Holz Technik apprenticeship program embraces talent and technology. Modeled on proven European forms of education, the program was launched in 2019. Led by CEWD Coordinator Albert Williams and Assistant Vice President for Workforce Development Anita Belle, this high-quality program drives economic development and has created pathways to better-paying careers and educational attainment.



- Led by Vice President Lori Margolin and Associate Vice President Dr. Heather DeVries, the HCCC JUSTice Initiative was a finalist for the American Association of Community Colleges (AACC) 2025 Outstanding College/Corporate



Partnership Award. The program was also recognized as a 2024 Bellwether Top 10 Finalist, and was awarded the 2023-24 Innovation of the Year Award by the League for Innovation in the Community College. The JUSTice Initiative serves incarcerated, previously incarcerated, and court-involved students.

The Academic and Workforce Pathway Program (AWPP) for incarcerated students has continued to grow. Now in its fourth year, and led by Assistant Vice President for Workforce Development Anita Belle and supported by CEWD Student Success Managers Fabiola Occean and Karina Arango, the program is customized for incarcerated and reentry students beginning at the first point of contact with the college in the Hudson County Correctional Center. Student success coaches support incarcerated students on ground, in the jail. When students are released, the same student success coaches arrange for students to tour the HCCC campuses and support a seamless process for students to continue their studies at the college.

During 2024-25, students in the Academic and Workforce Pathway degree program had a cumulative GPA of 3.9, the highest for the program to date. During the past year, 127 students attempted 179 classes, completing 56%, or 101 of these courses.

Led by CEWD Coordinator Marian Betancourt, Assistant Vice President for Workforce Development Anita Belle, and Vice President Lori Margolin, 500 students enrolled in the 2024-25 reentry programs delivered by HCCC in partnership with the New Jersey Reentry Corporation (NJRC). These students participated in the HCCC Hot Foods Proficiency Certificate, Certified Welding, Certified Phlebotomy Technician, GED Preparation, Summer Training Institute, and Computer Basics programs. During 2024-25, HCCC was awarded a \$25,000 grant from Metallica Band's "All Within My Hands Foundation" to support student tuition for the certified welding program, bringing total funding support from this partner to \$175,000. Additionally, CEWD Coordinator Albert Williams co-led two welding program cohorts utilizing \$60,000 of NJ

Manufacturing Skills Initiative funding to cover the costs of student tuition. Of the 21 students who participated, 16 (76%) received their American Welding Society certification.

HCCC completed the second successful Summer Training Institute in 2024 with approximately \$370,000 in funding support from the New Jersey Council of County Colleges and New Jersey Business and Industry Association through the “NJ Pathways to Career Opportunities” project. Of the 393 court-involved young adult students enrolled, 380



(97%) completed the program. HCCC training programs included Certified Phlebotomy Technician and Computer Basics. Included in this year’s 2025 Summer Training Institute was HCCC led training in Solar Installation, Welding, Phlebotomy, and Computer Basics with a new module on Artificial Intelligence.

- **Led by Gateway to Innovation Director Mylz Wilson, CEWD Coordinators Denisse Carrasco and Evani Greene, CEWD Career Services Manager Maria Lita Sarmiento, Associate Director of Business Development Dan Brookes, Assistant Vice President for Workforce Development Anita Belle, and the late Gateway to Innovation Associate Director Laurice Dukes, the HCCC Gateway to Innovation program was awarded a four-year, \$1.75 million U.S. Department of Labor (USDOL) “Strengthening Community Colleges Training Grant” in addition to a \$25,000 grant from Citizens Bank during 2024-25. HCCC was one of only 16 lead community colleges nationwide to be awarded the USDOL grant, and the only awardee from New Jersey in that round. Our focus is on stabilizing basic support by providing wraparound services and financial literacy training; supporting program alumni with access to employment and continuous learning opportunities; promoting short-term credentials in financial services and technology targeted at low wage, underemployed, and unemployed workers; and deepening engagement with employers aligned with finance and information technology career pathways.**
- **As a result of workforce needs expressed by Bank of America and other financial institutions, the School of Continuing Education and Workforce**

Development (CEWD) is developing a Security Industry Essentials (SIE) training program that is expected to launch next year.

- Led by CEWD Coordinator Joyce Alvarez, Gateway to Innovation Director Mylz Wilson, and supported by Assistant Vice President for Workforce Development Anita Belle, the School of Continuing Education and Workforce Development completed the second Water Workforce Utility Training Program with funding awarded through a Pre-Apprenticeship in Career Education (PACE) grant of \$216,000 for 18 months. The eight-week, 75-hour program, which provided stipends for the students to fully dedicate themselves to their education, exposed students to the opportunities in the water utilities industry in New Jersey. The program led to OSHA certification and included wastewater specific courses and hands-on, in-the-field educational opportunities with Veolia. The program exceeded goals with 19 students enrolled, 17 students successfully completing the training, five students completing internships, three students that have since been employed, four students continuing their higher education, and additional students currently seeking apprenticeship and employment opportunities.
- Led by Associate Director of CEWD Health Programs Samaya Yashayeva, Coordinator of Healthcare Lilian Martinez, and supported by Assistant Vice President for Workforce Development Anita Belle, the School of Continuing Education and Workforce Development offered health care instruction for students enrolled in programs sponsored by the New Jersey Reentry Corporation (NJRC), New Jersey Healthworks, and Skills Training Academy. Programs included Certified Nurse Aid, Patient Care Technician, and Pharmacy



Technician, and were funded through the Hudson County One-Stop, grants, and student tuition and fees. During 2024-25, seven classes were offered with a 65% certification rate, a 90% employment rate, and an average salary of \$20 per hour.

Included in these offerings were courses in HCCC's Certified Phlebotomy Technician program for court involved individuals that the college developed in partnership with New Jersey Reentry Corporation (NJRC) and offered on site at the Governor's Reentry Training and Employment Center in Kearny, NJ. Since

the inception of this program, four cohorts of 56 students have participated; 34 of these students completed the program; and, to date, 23 of these students are now Certified Phlebotomy Technicians. All of the students were engaged in an externship with an employer partner.

CEWD further created and offered a contextual learning ESL Certified Nurse Aide course requested by the Hudson County One Stop. An innovative curriculum was developed to support students in their professional journeys. Ten students enrolled in the first offering, with half obtaining certification and employment with salaries of over \$20 per hour.

- Led by CEWD Coordinator Laura Riano, Assistant Director of CEWD Dr. Machli Joseph, Parent Powered Solutions Coordinator Shakima Goodwin, and Assistant Vice President for Workforce Development Anita Belle – and developed in partnership with the Jersey City Housing Authority – HCCC was awarded a \$50,000 grant this year by Ascend at the Aspen Institute on behalf of Ascend Parent Advisors. Ascend at the Aspen Institute’s Parent-Powered Solutions Fund is the first student parent-led participatory grantmaking model of its kind – designed, led, and evaluated by Ascend Parent Advisors to the organization’s Postsecondary Success for Parents (PSP) initiative, with support from Imaginable Futures. Ascend at the Aspen Institute is focused on building intergenerational family prosperity and well-being by focusing on children and the adults in their lives.



Ascend received a record 144 proposals totaling more than \$6.5 million in requests from higher education institutions, workforce development entities, and community-based organizations across the United States. HCCC is one of only six institutions awarded a grant by Ascend. To date, the program has enrolled 22 students, exceeding expectations. Students are enrolled in training programs that are aligned with their skills and interests. Training is provided at

no cost in addition to career placement assistance and wraparound support services.

- Led by Center for Adult Transition Director Maritza Reyes, the HCCC Center for Adult Transition (CAT) was created in FY 2023 as a result of a January 2022 statute that required all county colleges in New Jersey to operate adult centers for transition of individuals with intellectual and developmental disabilities up to the age of 24. Supports and resources necessary to experience more successful transitions from secondary school to postsecondary education, adult employment, and independent living opportunities and skills are all provided to participating students.

Funded for the third year by the New Jersey Office of the Secretary of Higher Education (OSHE), the HCCC Center for Adult Transition has broadened transition to postsecondary education supports for students during 2024-25. 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.

To date, HCCC's program has enrolled 36 students who have achieved an 88% completion rate and an 84% rate of successful outcomes such as continued education, internships, and/or employment. Of these students, 62% have enrolled in postsecondary education at HCCC, double the rate from the previous year. CEWD further created and launched the CAT Virtual Reality Hub, providing career exploration and industry-recognized simulated training leading to stackable credentials.

In addition, a simulated driver's education program designed for the neurodivergent community and open to the public was developed during 2024-25. Recruitment activities to increase program access and participation were expanded, and planning was begun for a parent advocacy group to strengthen family engagement in student success. The HCCC Center for Adult Transition's



commitment to data-driven practices and national best standards contribute directly to continuous improvement in college-wide enrollment outcomes and institutional growth.

- Led by Associate Director of Supply Chain Logistics Sean Kerwick and Assistant Vice President for Workforce Development Anita Belle, and funded by the New Jersey Pathways to Career Opportunities initiative, New Jersey's Community College Consortium for Workforce Development is leading a collaborative effort to address the rapidly changing needs of industry and provide students and workers with the career pathways they need to be successful. HCCC has partnered with Camden County College, Sussex County Community College, Task Force Movement, Dixon Center, Minority Professional Trucking Association, and the New Jersey African American Chamber of Commerce to create curricula, recruit students, and pilot a Trucking Business Academy. The Academy will provide CDL Drivers and existing business owners/operators with the knowledge and skills required to run an owner/operator trucking business, including setting up a business, fiscal management, licensing, insurance, marketing, and other business areas. The pilot cohort of students launched in summer 2025.
- Led by CEWD Coordinator Karina Arango and Assistant Vice President for Workforce Development Anita Belle in partnership with Brookdale Community College and other sister colleges, a new Center for Workforce Innovation Film Academy will address New Jersey's burgeoning film and television industry. An inaugural HCCC class of 10 students recently completed their foundation class consisting of 45 hours of instruction. In addition to the classroom learning, students in the program are visiting multiple film studios and are eligible to apply for internships and pursue pathways to employment. Planning is underway to expand HCCC Film Academy offerings during 2025-26 to help satisfy the growing demand for Hudson County workforce talent in this industry.
- Led by CEWD Coordinators Laura Riano and Albert Williams, and Assistant Vice President for Workforce Development Anita Belle in partnership with and



funded by Dimension Energy, HCCC's new Solar Installation Bootcamp provides short-term solar installation training including modules on construction, OSHA, work readiness, hands-on solar panel installation provided by Solar One, and introductions to



employers and construction trade union representatives for apprenticeship and employment opportunities. More than 80 students were recruited for 15 available seats for the initial three-week offering of the bootcamp in summer 2025. Students received stipends upon completion of program milestones. 100% of the students completed the program. A second cohort was launched in June 2025 that is part of HCCC's Summer Training Program for Court Involved Youth offered in partnership with the New Jersey Reentry Corporation. Students from both cohorts were fully engaged with a student success coach who is assisting them with employment.

The second cohort of the HCCC Solar Training Program was completed in late summer 2025. Led by Vice President Lori Margolin and the HCCC School of Continuing Education and Workforce Development, this cohort launched on June 2 with 13 motivated New Jersey Reentry Corporation (NJRC) students. Eleven of these students – an impressive 85% – graduated in August. HCCC colleagues joined me in a celebration of the students with former New Jersey Governor and NJRC Executive Director James McGreevey held at the Governor's Reentry Training and Employment Center in Kearny.

- Led by CEWD Coordinators Denisse Carrasco and Evani Greene, Career Services Manager Maria Lita Sarmiento, Assistant Vice President for Workforce Development Anita Belle, and the late Gateway to Innovation Associate Director Laurice Dukes, HCCC received a grant in FY 2023 to provide workforce training programs for high-risk individuals receiving Workfirst NJ benefits. During FY 2024, the college was granted a no-cost extension of the awarded \$250,000 by the Hudson County Department of Family Services and Reintegration to continue providing workforce training. To date, the program has received 248 referrals with 47 students enrolled in the training programs, 22 completing the training, 15 students receiving their license and certification, and at least three students achieving employment.

- Under the leadership of CEWD Coordinator Joyce Alvarez, CEWD Student Success Manager Karina Arango, and Assistant Director of CEWD Dr. Machli Joseph, HCCC launched a Small Business Internship Program in 2024 in partnership with the Hudson County Economic Development Corporation (HCEDC) and with additional financial support of the Citizens Philanthropic Foundation. The college managed the program that included two types of internships. Project-based interns delivered technical support to entrepreneurs and small businesses in marketing, digital literacy, and social media. Development-focused interns learned and gained experience working with construction businesses supported by HCEDC consultant SRL Enterprises, and the college. This initiative empowered local businesses and non-profits by fostering growth and innovation while providing students with valuable hands-on experience. The program contributed to the overall prosperity of Hudson County, advancing student engagement and workforce development with measurable impact.

During the year-long program, 66 students participated in recruitment and information sessions, 34 students were placed into internships that



enhanced their career awareness and readiness, and 24 employers hosted interns that provided valuable real-world exposure and deepened HCCC connections within the business community. Supported with \$95,000 in funding from the HCEDC and a \$25,000 grant from Citizens Bank for intern stipends, HCCC students benefitted from expanded access to hands-on learning.

- Led by Assistant Director of CEWD Dr. Machli Joseph, Hudson County was awarded a \$1 million grant from the United States Environmental Protection Agency (EPA) in October 2024 for a three-year Hudson County environmental justice project. Hudson County partnered with government agencies and local stakeholders to meet the goals of the grant, and the college was allocated \$426,000 in grant funds. HCCC's planned program activities included professional certification, hands-on student training experiences, and

employer connections. Most unfortunately, program funding was rescinded by the federal government in March 2025, effective immediately.

- Led by CEWD Coordinator Joyce Alvarez, HCCC continued to build a strong partnership with the Hudson County Office of Personnel for employee training during 2024-25. The HCCC School of Continuing Education and Workforce Development successfully launched the college's first Adobe Photoshop course as part of a newly tailored curriculum for the County of Hudson. Almost 600 students were enrolled during FY 2025. Classes include Diversity in the Workplace, Leadership Skills for Supervisors, and Customer Service training. Customized Adobe Forms training is also under development to further address the County's evolving needs.
- Led by Gateway to Innovation Program Associate Director Dan Brookes and CEWD Coordinator Laura Riano, a new Workplace Literacy Program is providing basic skills training courses at no cost to organizations through dedicated funding provided to the New Jersey Council of County Colleges by the New Jersey legislature. During 2024-25, the HCCC School of Continuing Education and Workforce Development delivered strong results driven by a dedicated focus. FY 2025 year-to-date revenue increased by 96% from the previous year. New clients including El Especialito Newspaper and Save Latin America have been served. The college's successful partnership with Greater Bergen Community Action has expanded to include weekly training sessions with 67 participants.

For the coming year, the New Jersey Council of County Colleges will again receive a Workplace Literacy Program allocation of \$3 million from the New Jersey legislature to be distributed among all 18 NJ community colleges.

Bolstered by the strong employer interest that HCCC has already received, college revenues are expected to again increase by 100% – 200% during 2025-26. This growth will be driven by targeted marketing and other strategic initiatives in



client retention and new client acquisition.

New partnerships with the Hudson County Chamber of Commerce, Jersey City Housing Authority, NJ/NY Port Authority, and Community Networking Association of New Jersey all have amplified the program's reach through shared marketing that has led to virtual training offerings in counties throughout New Jersey. Positive referrals have further boosted the program's visibility and credibility, with training provided free of charge through the Workplace Basic Literacy Program.

- Formerly the HCCC Center for Business and Industry – and now rebranded “Hudson for Business” – this college initiative continues to grow with its strong connection to empowering Hudson County businesses of all sizes. Led by Director of CEWD Operations Jaime Pardo with support from Associate Director of Business Development Dan Brookes, CEWD Coordinators Joyce Alvarez and Laura Riano, Hudson for Business will deliver high-impact workforce solutions for incumbent workers. Employers will select from basic skills and customized training courses and take advantage of subscription-based training, professional development training packages, and Workplace Literacy training courses. The HCCC team is dedicated to driving business growth and creating upskilling opportunities that empower today's workforce and shape the future of work.
- Led by Assistant Vice President for CEWD Chastity Farrell and supported by Assistant Director for Au Pair Programs Anna Zielinski and CEWD Coordinator Riddhi Shah, the HCCC Au Paire program is the largest of the college's Continuing Education offerings. Program enrollment during 2024-25 exceeded 6,800 students, generating \$1.9 million in revenue. A broad range of courses,



both in person and online, is offered every weekend to students and community members. Topics include culinary, stress management, American studies, digital marketing, social media, event planning and design, and many others. Students are enrolled locally and throughout the country. A Los Angeles location was added to offer monthly HCCC in-person classes at the University of California, Irvine, and travel classes to Nevada, Alaska, Florida, Hawaii, and Puerto Rico have



been offered in addition to a new wellness, health and lifestyle management class that was launched in Mexico during the past year. During 2024-25, improvements were made to program procedures, management, and invoicing processes, and a newsletter and new marketing plan will be launched next year.

- Led by CEWD Coordinator Qua'fayshia Ransom, the noncredit English as a Second Language program continues to thrive and grow. The program served 1,900 students during 2024-25, a 5.5% increase over the previous year. During the past year, additional sections of ESL levels 1 and 2 were added at the North Hudson campus due to student enrollment demand, and a new English pronunciation and accent reduction course will be offered in fall 2025 and spring 2026. During the past year, virtual ESL placement tests were launched with dedicated computers on both campuses for on-site testing.
- Led by CEWD Coordinator Qua'fayshia Ransom, Continuing Education healthcare programs include Basic Life Support Certification and the Assessment Technology Institute Test of Essential Academic Skills (ATI TEAS) Exam Preparation Workshop for health majors including nursing and radiography. These programs served 210 students during 2024-25. Enrollment in the ATI TEAS Exam Preparation Workshop increased by 122% during the past year. The Basic Life Support class and materials will be offered in Spanish at the North Hudson campus during the coming year.
- Led by CEWD Coordinator Carmen Guerra, the HCCC Summer Youth Program serves middle school and high school students in a variety of engaging and enriching programs. One- and two-week, hands-on programs are offered by the School of Continuing Education and Workforce Development, with culinary courses offered in partnership with the HCCC Culinary Arts Institute. Programs emphasize self-discovery, cognitive reasoning, and cooperative thinking using a hands-on approach. During 2024-25, new courses offered included beginners chess and a second digital photography week that included an art exhibit for families and friends of the students, faculty and staff to celebrate the students' creative accomplishments. A CPR and First Aid class remained a program highlight, and the Culinary program continued to gain in popularity.

- Led by CEWD Coordinator Carmen Guerra, School of Continuing Education and Workforce Development Language Institute classes were offered in Spanish, Italian, French, and Arabic during 2024-25. New and higher levels of language instruction were launched during the past year in addition to a new conversational Italian course that brings together all of the previous students who have finished the final level, allowing them to apply the language in a more practical and real-world context.
- Led by CEWD Coordinator Alexis Muniz and offered in partnership with the School of Science, Technology, Engineering and Mathematics (STEM), construction management courses continue to be offered leading to stackable credentials in the STEM Construction Management program. During 2024-25, CEWD courses leading to eight stackable certificates were offered, including engineering structures; surveying and site planning; construction codes and compliance; construction project management; construction procedures, materials and testing; basic engineering calculations; construction project planning and control; and construction cost estimation. During the past year, 115 students were enrolled in CEWD construction management courses, a 66% increase over the previous year. A new course in geographic information



systems was launched in August 2025.

- Led by CEWD Customer Services Manager Brianna Heim, the School of Continuing Education and Workforce Development Customer Service Team is the first point of contact with approximately 10,000 students served through CEWD each year. During 2024-25, continuous improvement of services included streamlined registration and more efficient operating procedures in addition to preparation for the new Hudson Hub One-Stop Center when the Center for Student Success opens in fall 2026.

- Led and supported national presentations about HCCC best practices in continuing education and workforce development. Associate Vice Presidents Lori Margolin and Dr. Heather DeVries joined me at the spring 2025 annual American Association of Community Colleges (AACC) Workforce Development Institute (WDI) in Coronado, CA. I was honored to serve on a panel of presidents and workforce leaders that discussed “Pathways to Skilled Trades.” I shared HCCC’s work to create programs and credentials in construction management that have received NSF funding; our partnership with Eastern Millwork, Inc. to offer groundbreaking industrial manufacturing technology apprenticeships; our partnerships with construction trades unions including Operating Engineers Local 825 to enhance and expand union apprenticeships; new HCCC green/clean energy programs including the partnership-based water workforce utility program, Clean Hudson; solar workforce and wind energy training, and others.

Lori and Heather represented HCCC in meetings pertaining to the national Metallica Scholars Initiative that is funding HCCC welding instruction for reentry clients in partnership with the New Jersey Reentry Corporation.

- Led and supported college-wide initiatives to promote continuous improvement in student retention and new student recruitment informed by data and best practices. During 2024-25, our upward trend of persistence and completion continued, leading to our fifth consecutive record graduating class celebrated at May 2025 Commencement exercises held at Sports Illustrated Stadium in Harrison. Retention continues



to increase as we scale the Hudson Scholars program and retention model to more students. College-wide enrollment has spiked over the last year following consistent, incremental increases every semester since the pandemic, and enrollment is up in every category: continuing students, new students, on ground and online students, both campuses, Early College (high school) enrollment, and enrollment of returning adults with some credits but no degree. Online enrollment growth is supported

through the continuing development of fully online programs, now numbering 25 with more in development.

During the coming year, college enrollment will exceed pre-pandemic enrollment levels. This work is the outcome of everyone's efforts and is owned by everyone. Examples of efforts across the college include the following.

- The HCCC School of Humanities and Social Sciences hosted the second annual ESL Open House in May 2025. This event offered prospective ESL students a more targeted and accessible introduction to the college's language programs. ESL Program administrators and faculty answered questions from prospective students, clarified the program structure, and helped students understand how the ESL curriculum could support their personal, academic, and professional goals. Students also received guidance with the support of registration, placement testing, and academic advising staff. Breakout sessions were held in Arabic and Spanish, providing a welcoming and linguistically supportive space for attendees.
- North Hudson Campus Executive Director Joseph Caniglia and his colleagues organized a One Stop Program for high school students during the spring 2025 semester. Students received a tour and participated in workshops on program offerings, were able to take the College Placement Test, and registered for classes.
- During fall 2024, North Hudson Campus Executive Director Joseph Caniglia and Associate Director of Student Life and Leadership Angela Tuzzo conducted the third annual Aspiring Student Leadership Conference at the North Hudson Campus. Over 300 local high school and HCCC students attended the day-long activities, the theme for which was "Effective Leadership and Student Success." Associate Director of Early College Programs Cristhian Altamirano and Instructor of Speech Sebastian Pieciak offered strong support for planning and executing this highly successful and well attended event.



- The HCCC Culinary Arts Institute presented six “Accepted Students Day” sessions for incoming Culinary Arts, and Baking and Pastry students. Participants met with faculty chefs, ordered uniforms, toured the facilities, and engaged in question-and-answer sessions prior to the fall 2024 and spring 2025 semesters.
- Chef Puk hosted County Prep High School and High Tech High School Culinary Arts students for eight immersion days in fall 2024 and spring 2025. He accompanied students on a spring 2025 field trip to China Town and South Street Sea Port in Manhattan.
- The HCCC Culinary Arts Institute welcomed 15 high school students for “Student of the Day” experiences in fall 2024 and spring 2025, engaging prospective students in a day in the life of an HCCC Culinary Arts student.
- Dean of Business, Culinary Arts, and Hospitality Management Dr. Ara Karakashian and Admissions Recruiter Janine Nunez tabled at the following industry-recognized cannabis trade shows and conventions during 2024-25: Cannabis World Congress and Business Exhibition, New England Cannabis Association, MJ Unpacked, and “Light and Learn” at The Other Side Dispensary. Held in New York City, Atlantic City, and Jersey City, these events provided exposure for HCCC’s proprietary and fully online cannabis curriculum.
- Led and supported the HCCC Enrollment Management Council (EMC) in the achievement of strategic enrollment management goals that are informed by data and best practices. Examples of 2024-25 initiatives include the following.
 - Prompted by compelling data shared by Associate Vice President John Urgola, the EMC Summer Enrollment Subcommittee – co-chaired by John Urgola and Dean of Enrollment Services Matthew Fessler – developed and implemented a new summer 2025 enrollment incentive. Eligible students took up to 7 credits



over the two summer terms at no charge after all financial aid and scholarships were applied. Over 3,000 students enrolled for the first summer 2025 session, an all-time record at the College surpassing the next highest summer I enrollment headcount by over 650 students. Compared to 2024, summer 2025 enrollment was up by 46%. Over 60% of the students registered for a summer class have also registered for fall 2025. Nearly 70% of the participating summer students are receiving Pell and/or NJTAG funding, totaling more than \$3.1 million and double the total for summer 2024. The future enrollment and persistence of these students is expected to provide a positive and growing college-wide return on investment.

- Assistant Dean of Testing and Assessment Darlery Franco and Assistant Professor of ESL Maria Schirta led a team of HCCC faculty and staff to implement improvements in student placement into ESL courses and programs. The longstanding use of Accuplacer testing has been eliminated with the exception of students enrolled in English as a Second Language (ESL), expanding Directed Self Placement (DSP) as the primary placement method while increasing the use of multiple measures and ensuring that all placement methods are programmed correctly in Colleague. These are national best practices supported by student success data.
- Vice President Nicole Johnson and Center for Online Learning Executive Director Matthew LaBrake selected Umbrella Marketing, a strategic online marketing firm based in Hoboken, to promote fully online Health Sciences and Business programs. The college will be able to track and assess the success of this initiative.
- Senior Vice President Lisa Dougherty and Associate Vice President John Urgola completed a comprehensive auto-graduation initiative. All new students now receive communication about the college's new process for ensuring they are informed when their successful completion of courses satisfies requirements for embedded certificates and opportunities to graduate with additional credentials outside of their declared programs.



- Dean of Enrollment Services Matthew Fessler and Associate Registrar Irma Williams led improvements to the registration process for non-matriculated visiting students. These students will now self-register for most courses without requirements to provide prerequisite or visiting letter documentation, with exceptions when pre-requisite knowledge is imperative.
- In preparation for the debut of the Hudson Hub One-Stop Center in the new Center for Student Success, staff have improved the accuracy and completeness of prerequisite data in the system with a focus on ESL and Academic Foundations courses. This will support faculty and staff in successfully meeting tight grading deadlines.
- Supported Educational Opportunity Fund Director Dr. Jose Lowe and his team in the continued steady growth of EOF student enrollment over the last four years, consistent with the Hudson Scholars program expansion strategy. During 2024-25, the HCCC EOF program served 676 students, an increase of 15% over the previous year. Since 2021-22, the EOF program has grown from 438 students to 676 students, a 54% increase.
 - Dr. Lowe was honored as the 2024 Educator of the Year at the October 2024 Statewide Hispanic Day Parade.
- Supported the college's increasing progress in recruiting and serving community members who have acquired some credits but have not completed a degree – a statewide priority. The college participated in a New Jersey Office of the Secretary of Higher Education (OSHE) "Some College, No Degree" initiative, and the national Achieving the Dream/Jobs for the Future "Improving Economic Mobility for Adult Learners" project. Together, these initiatives provided HCCC with \$200,000 to serve HCCC returning adult students ages 25 and higher. Project goals are to improve and expand Credit for Prior Learning (CPL); apply Hudson Scholars principles to the support of this population in preparation for scaling; and increase the number of students who return to HCCC to complete their desired credentials. 2024-25 outcomes and initiatives included the following.
 - HCCC's Credit for Prior Learning manual is under revision. The college is utilizing Center for Adult and Experiential Learning (CAEL) "Credit Predictor Pro," a tool that will streamline the process for assessing credit for prior learning and provide additional opportunities for students to earn credits. Faculty are developing new challenge exams for highly enrolled courses.



Dr. Jose Lowe, Hudson County Community College Educational Opportunity Fund Program Director.

- A new initiative, “HCCC Restart Scholars,” provides 400 returning HCCC students access to the four foundational pillars of the Hudson Scholars program. Retention of returning adult students increased from the historical 50% to 58.5% during 2024-25, and we are now welcoming returning adult students into the Hudson Scholars program. The HCCC Restart Scholar Stipend program provided \$25,160 in stipends to 136 students during the past year.
- Since 2023, 3,867 returning adult students have been engaged through HCCC’s partnership with Re-Up Education; 1,993 of these students have enrolled, and 125 of the students have already graduated.
- The college is now launching a digital marketing campaign in partnership with Townsquare Media to recruit and serve returning adult students. The project is funded with \$75,000 received by HCCC through the college’s engagement in the NJ ReUp initiative. The campaign will include geo- and demo-targeted marketing and communications, an updated “finish your degree” landing page, and additional events to attract and support returning adult students.
- Supported the HCCC Admissions Recruitment team in conducting 200 off-campus recruitment events and 150 campus tours during 2024-25.
- Supported Early College Programs Executive Director Dr. Christopher Conzen in a year of tremendous enrollment increases. Early College (high school) student enrollment increased 18% in headcount, and 34% in total registered credits, with a 21% increase in dual enrollment credits compared to the previous year.
 - Five new cohorts of Early College degree-seeking students, who are planning to graduate high school with an HCCC associate degree, were selected this year from Abraham Lincoln High School, Bayonne High School, Kearny High School, James J. Ferris High School, and Innovation High School.
- 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 of 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.

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

- See Outcomes above and below.
- Led and 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 2024-25, HCCC was again named a “Great College to Work For” as a result of a spring 2025 national survey of our workforce.
- Led and supported professional development opportunities across the college that advanced the overarching college priority of promoting student retention, completion, transfer and gainful employment. Examples across the college included the following.
 - College-wide professional development programs included workshops hosted every Thursday throughout the fall 2024 semester, and Professional Development Day held in spring 2025.
 - Under the leadership of Center for Teaching, Learning, and Innovation (CTLI) Director Dr. Paula Roberson, CTLI continued to support the engagement and professional development of faculty, including adjunct faculty. The CTLI organized an All College Adjunct Faculty Orientation in fall 2024 and spring 2025. Dr. Roberson also organized the Adjunct Faculty Professional Development Phases 1 and 2 in fall 2024 and spring 2025, respectively. Faculty and staff across the college continue to engage in professional development offered in partnership with the Association of



College and University Educators (ACUE), affiliated with the American Council on Education (ACE).

- The HCCC Center for Online Learning collaborated with the Online Learning Advisory Council and the HCCC Academic Senate to update Hudson Online Teaching Guidelines in alignment with U.S. Department of Education regulations and national best practices. Co-led by Instructional Designer Zakia Hmamou and Professor of Biology Dr. Nadia Hedhli, the task force was charged with updating and republishing the guidelines as a one-page infographic, which was endorsed by the Academic Senate in May 2025.



- North Hudson Campus Executive Director Joseph Caniglia and Associate Director Diana Galvez conducted North Hudson Campus faculty and staff in-service training activities in fall 2024 and spring 2025.
- The Office of Academic Affairs created the CSS-100 (College Student Success course) Instructor Hub, which is a comprehensive and central point of access to key tools and resources that help instructors integrate newly restructured course materials into their syllabi and facilitate use of these materials by their students. CSS-100 courses use an Open Educational Resources (OER)-based manual designed to support instructors in helping students navigate the college environment and build academic and personal success skills. During 2024-25, a comprehensive overview of the CSS-100 mentors' responsibilities inside and outside of the classroom was revised and improved.
- A faculty professional development series focused on Universal Design for Learning (UDL) promoted inclusive teaching strategies and improved learning outcomes for all students. The series aimed to equip faculty with the knowledge and tools needed to design flexible learning environments that accommodate diverse learning styles and abilities.

- The Office of Accessibility Services conducted a professional development series entitled “Supporting College Students with Disabilities” to enhance faculty and staff awareness and capacity for supporting students. The series focused on best practices grounded in current law, institutional policies, and evidence-based strategies that foster inclusive and accessible learning environments. Nearly 100 faculty and staff participated. Additional presentations offered during the year included Having Difficult Conversations for Academic Advisement Professional Development Day; Universal Design for Learning; Supporting College Students with Disabilities in Culinary; Supporting Diverse Learners with Disabilities for ESL Faculty; Web Accessibility Compliance Overview; Supporting Student Success through Accessibility for College Student Success courses; and others.
- Under the leadership of Director of Faculty and Staff Development Amaalah Ogburn, the Office of Human Resources offered professional development programs and workshops conducted by HCCC employees – for HCCC employees – throughout the year. Topics such as succession planning and navigating the hiring maze, among many others, were offered.
- Organized through a collaborative initiative of the Office of Faculty and Staff Development, Office of Accessibility Services, Office of Human Resources, and Office of Continuing Education and Workforce Development, the 3rd Annual HCCC Women’s History Month Employee Panel was offered in March 2025. Led by Amaalah Ogburn and facilitated by Director of Accessibility Services Danielle Lopez, this year’s panel provided a platform for dialogue including the professional journeys of three mid-level managers, each sharing their distinct experiences that have contributed to their professional and personal development.
- Under the leadership of Human Resources Coordinator Kandi Ceballos and Director of Faculty and Staff Development Amaalah Ogburn, HCCC 2025 Professional Development Day was offered in April 2025 with the theme of “Innovate, Inspire, and Impact.” The full-day agenda featured a series of workshops designed to cater to both professional and personal growth. Senior Vice President for Student Affairs and Enrollment Dr. Lisa Dougherty discussed “Innovating, Inspiring, and Impacting in Small Ways Every Day.” Workshops



were offered on a variety of important topics, including “Building AI Literacy at HCCC,” “Wired for Stress: The Neuroscience Behind Our Brain’s Response,” and “From Vacancy to Victory: Mastering Professionalism.” Approximately 120 faculty, staff, and students participated in the day’s activities.

- Led by the Office of Human Resources, the Hudson is Home Employee Recognition Program was again held in fall 2024. Employees throughout the college were recognized.
- Supported Vice President for Human Resources Robert DiMartino, former Vice President Dr. Nicholas Chiaravalloti, and their colleagues in the continued growth of HCCC funding for professional development. The college offers all full-time employees up to \$9,000 annually for achievement of their annual professional development plans created by each employee and approved by their supervisor at the beginning of the academic year. The program continues to expand, serving more than 100 HCCC employees who attended and presented at professional conferences, participated in art exhibitions, and pursued and acquired advanced degrees and certifications during 2024-25. Informational sessions were conducted college-wide complemented by comprehensive online resources to support eligible employees.
- Supported successful collaborations of the Office of Institutional Engagement and Excellence, and the Center for Teaching, Learning, and Innovation. These included engagement in fall 2024 College Service Day; fall 2024 New Student Convocation; the February 2025 Teaching and Learning Symposium on Social Justice in Higher Education; All College Adjunct Faculty Orientation in August 2024; professional development certificate training in partnership with the Association of College and University Educators (ACUE) throughout the year; and others.



- Led and supported the full transition of the College’s Employee Diversity, Equity, and Inclusion Training into the new Institutional Engagement and Excellence nomenclature. CANVAS training modules, discussion boards, and other items were revised to ensure consistency with the newly adopted nomenclature.



- Led and Supported the Office of Institutional Engagement and Excellence, and Office of Human Resources, in their offering of unconscious bias/non-discrimination training for students, faculty, and staff who serve on employee screening committees, and employees across the college.

- Led and supported the Office of Human Resources in the continuous improvement of processes to recruit strong and diverse pools of qualified applicants for HCCC position openings. Examples of 2024-25 initiatives include the following.
 - Assistant Director of Human Resources Stephanie Sergeant and Human Resources Office Assistant Mariana Abdelmalak supported the growing use of NEOGOV, an HR recruitment platform that has facilitated HCCC recruitment practices including the tracking of sources of applications, supporting screening committee and hiring manager reviews of applications, and gathering better data for ongoing improvement. A Recruitment and Job Opportunities website page for posting internal and external vacancy notifications was refined this year.
 - The Office of Human Resources explored the recruiter feature of LinkedIn to better serve the college’s recruitment needs with this well-known social media outlet that is heavily used in college communications and in which the college has a strong presence.

- The college continues to expand platforms utilized for employee applicant recruitment. During 2024-25, these included the HCCC Job Opportunities Page, The Chronicle of Higher Education, Latinos in Higher Education, Higher Ed Jobs, Inside Higher Education, INSIGHT Into Diversity, Higher Education Recruitment Consortium, Indeed, LinkedIn, EDUCAUSE, Diverse Issues in Higher Education, NJ Advance Media, NY Daily News, Newsday, the American Association of Community Colleges, National Association of Social Workers, National Association of Black Social Workers, New Jersey Library Association, Social Work p.r.n., American Library Association, and other industry associations in addition to websites throughout the nation that reach targeted audiences.
- Processes and opportunities to recruit adjunct faculty and part-time staff were expanded and improved during the past year. The Office of Human Resources collaborated with all of the college's schools to offer an Adjunct Faculty and Instructor Virtual Job Fair in November 2024. This year's job fair was expanded to also include recruitment of candidates for positions in the HCCC Offices of Student Affairs, Advisement and Counseling, and Mental Health Counseling and Wellness. College staff were able to speak and make connections with candidates for current and future part-time employment, and build the college's resume bank.



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

- See Outcomes above and below.
- Led and supported initiatives to engage students in meaningful activities that support student success. Examples across the college include the following:

- The Office of Student Life and Leadership developed and offered 323 events during 2024-25 that included a wide variety of in-person, virtual, and online social, educational, and cultural activities. Emphasis was placed on events that engage and bring students together, build community, and engender a sense of belonging and that “Hudson is Home.”

A wide range of off-campus trips and experiences engaged large numbers of students. Examples included Alstede Farms, Amish Experience, Day in Harlem, Schomburg Center for Research in Black Culture at the New York Public Library, Sylvia’s Restaurant, Museum of Broadway Crafting Excellence: Black Storytellers of Broadway Exhibit, National Museum of African American History and Culture, Dorney Park and Wildwater Kingdom, Fright Fest, Holland Ridge Farms, Metropolitan Museum of Art, and Museum of Modern Art.



- North Hudson Campus Associate Director Diana Galvez, who serves as advisor for the Latin Society Club along with co-advisor Yadeline Tineo held many events during the fall 2024 and spring 2025 semesters to promote student engagement at the North Hudson campus. Examples included The Connecting Café Steps to Success, Chocolate con la Familia, Dia del Amor y la Amistad, Oxfam Hunger Banquet, Dominican Independence Celebration, Hispanic Heritage Celebration, Unifying Links Through Culture and Games, Let’s Chat Series, and more.
- Instructor of History Dr. Chris Cody led trips in December 2024 and April 2025 to the Weehawken dueling grounds, site of the historic duel of Aaron Burr and Alexander Hamilton, followed by attendance at the Broadway play *Hamilton*. Each event engaged approximately 50 students, faculty, and staff and provided important experiential learning opportunities in which students were able to connect historical course content with popular culture.
- HCCC students participated for a fourth consecutive year in the *Mission 50 Pitch Competition* held in Hoboken. Two teams of HCCC students participated in our internal competition in April 2025 prior to the intercollegiate competitions. Teams were coached by Associate Professor of Business Dr. Peter Cronrath and Assistant Professor of STEM Dr. Clive Li.

- Associate Professors of Business Elana Winslow and Dr. Peter Cronrath engaged a cohort of students in a new program they developed known as the Hudson Business Education Supplemental Trainings (BEST) Program. Through this project, students completed tasks, experienced professional development opportunities, earned badges, attended weekly meetings, and received one-on-one mentorship from industry experts. Created through Professors Winslow's and Cronrath's invited involvement in the Business-Higher Education Forum (BHEF) national Faculty Fellows project, the Hudson BEST Program will continue to be offered to HCCC students going forward.
- Coordinator of Business Elana Winslow organized a Women in Business event for all students in March 2025 featuring Trustee Stacy Gemma, who spoke about entrepreneurial experiences throughout her career. Over 50 students attended and expressed their enthusiasm and gratitude for this experience.
- Instructor of Business Sharon Daughtry spearheaded an HCCC Business Speaker Series during 2024-25. Four events were held featuring speakers from Bluegrass Lending Group, Bank of America, and Green Payments. Each event engaged up to 40 students who learned from experts in areas such as careers on Wall Street, climbing the corporate ladder, starting a small business, brand development, and real estate.
- During the past year, uniformed Culinary Arts students attended two cooking demonstrations at the American Dream Mall. Students experienced one-on-one conversations with celebrity chefs, received signed cookbooks, and participated in interactive question-and-answer sessions.
- In March 2025, HCCC alumni who have earned their Bachelor of Science degrees from Fairleigh Dickinson University, Montclair State University, and Johnson & Wales University participated in an HCCC panel discussion and question-and-answer session regarding transfer opportunities for HCCC Culinary Arts Institute graduates. More than 40 HCCC students participated in this event that was organized by Instructor of Table Services and Faculty Coordinator Marissa Lontoc.



- Associate Director of the HCCC Honors Program Jenny Henriquez relaunched the HCCC Honors Student Council, with students contributing to governance, event planning, and outreach. Honors student engagement at College events increased remarkably during 2024-25, including participation in New Student Orientation, the Women Empowerment Festival, the HCCC Student Leadership Conference, and HCCC High School Pep Rallies, among other activities.
- Assistant Professor of Engineering Science Dr. Clive Li and students Daniel Camarillo, Cristina Negrón, and Marolla Youakim developed and submitted a project to the 2025 National Community College Innovation Challenge (CCIC) competition organized by the National Science Foundation and the American Association of Community Colleges. Their project involved the design and production of foldable bird houses that attract birds eating mosquitoes that spread malaria.
- In collaboration with North Hudson Campus Executive Director Joseph Caniglia, Assistant Director of Student Life and Leadership Keisha Taylor expanded the offering of student events at the North Hudson Campus. Events included a Dominican Breakfast, Yoga Session Day, Women's History Month Self Care, and many others.
- Assistant Professor of Computer Science Faisal Aljamal helped 25 cybersecurity students obtain scholarships from the Last Mile Education Fund Microsoft Cybersecurity Scholarship program.
- Instructor of Chemistry Raffi Majikian and seven students participated as judges in the 2024 PS 5 Middle School Science Fair. Participating HCCC students were Ashley Medrano, Zoe Canizares, Katherine Panganiban, Heer Patel, Kendra Pantino, Sidney McKinney, and Bervlyn Acheampong. They judged student posters and awarded top prizes in each category.
- Assistant Professor of Computer Science Faisal Aljamal and Instructor of Computer Science Yavuz Guner recruited four cybersecurity alumni to act as mentors for HCCC students majoring in cybersecurity. The alumni mentors received mentor professional development in fall 2024 and served as mentors in spring 2025.



- Professor of Mathematics and Electronics Engineering Technology Dr. Issam El-Achkar mentored students working on their capstone projects for the Electronics Engineering Technology major. Students' projects included The Pin Diode Based Fire Sensor, Solar Panel Battery Charger, Variable Speed Control for a Server Armed Robot Using a NE-555 Timer and Servomotor, Automatic Night Lamp, Triple PWM Control System for Independent RGB LED Control, Motion Controlled Tank, Laser Beam Interruption System, Water Level Indicator, and Smart Water Level Control System.
- During the fall and spring semesters, HCCC Libraries hosted study breaks at both the Gabert Library in Journal Square and the North Hudson Campus Library. Students were provided a variety of board games, puzzles, Legos, coloring books, and modeling clay in addition to healthy snacks and beverages, allowing students to de-stress while studying for and taking their final exams. Additional activities included origami demonstrations, hand knitting of scarves, and visits from therapy dogs. Over 150 students participated in these events.
- In April 2025, Assistant Professor of Modern Languages Gilda Reyes served as a panelist for a special event, "Spill the Tea: Real Stories of Women from Community College" in celebration of Community College Awareness Month. The event was organized by Office of Career and Transfer Pathways Career Coach Diana Sanchez, North Hudson Campus Associate Director Diana Galvez, and La Hermanidad. Fifty students attended.
- In May 2025, Professor of Theatre Arts Joseph Gallo produced and directed the HCCC student film *Stalled*, which had its World Premiere on campus attended by more than 75 guests.
- After weeks of hard work, Assistant Professor of STEM and American Association of Community Colleges (AACC) 2024 Faculty of the Year Dr. Clive Li, and HCCC students Daniel Camarillo (Engineering Science), Cristina Negrón (Engineering Science), and Marolla Youakim (Biology) completed a projected submitted in spring 2025 for the National Community College Innovation Challenge sponsored by the National Science Foundation and AACC. This is the third year in which our students participated in this annual competition.



- The HCCC Office of Student Life and Leadership, with support from an Academic Collaboration Grant, engaged with many faculty to offer cocurricular experiences that involve students in meaningful ways. These included “My Italy Story” in Theatre Arts; “English on Broadway” in ESL and Theatre Arts; Statue of Liberty for ESL students; Bone Museum; a Virtual Writing Discussion for English students; trips to the Holocaust Museum, Liberty Science Center, Tenement Museum, Cooper Hewitt Mesum, Museum of Jewish Art, Women’s March in Washington, DC, Metropolitan Museum of Art, Mercer Labs, and others.
- The Hudson Scholars team expanded their community-building events this year, with an 11.35% increase in student participation.
- The Office of Career and Transfer Pathways conducted 20 classroom presentations across the college during 2024-25. Faculty were invited to select the topics they wanted to have presented to their students. Topics included career and transfer support, navigating the Handshake platform, interviewing skills, transfer agreements, the transfer application and admissions processes, available transfer resources, use of LinkedIn, networking strategies, resume writing, job search techniques, and ACE projects for College Student Success 100 courses.
- Vice President for Institutional Engagement and Excellence Dr. Yeury Pujols participated in “Café con Pan el Vice President,” a program inspired by the Hispanic Association of Colleges and Universities (HACU) during Hispanic Heritage Month. In October 2024, information sessions were offered to bring student awareness to, and promote, the HACU National Internship Program that places students into internships in Washington, D.C. and throughout the nation.
- Assistant Professor of Education Dr. Angela Pack and her colleagues continued to lead and support the President’s Advisory Council on Institutional Engagement and Excellence (PACE) Student Action Group, through which students identify their own areas of interest and focus before developing interventions to address them.
- The School of Continuing Education and Workforce



Development continued to survey students using the Ruffalo Noel Levitz (RNL) Satisfaction-Priorities survey during 2024-25. This survey instrument is considered the national standard for benchmarking student satisfaction in higher education. According to the 2024 National Student Satisfaction and Priorities Report, the percentage of adult students nationwide who are satisfied or very satisfied at community colleges was 64%. During FY 2025, CEWD student satisfaction survey findings indicate that 91% of HCCC Continuing Education students are either satisfied or very satisfied with their college experience.



- The HCCC Center for Adult Transition (CAT) offered by the School of Continuing Education and Workforce Development fosters continuous improvement in student engagement by ensuring neurodivergent learners have meaningful opportunities to participate fully in the HCCC community. CAT prioritizes student involvement, empowering individuals to build connections and engage actively in academic, social, and professional experiences. CAT student activities include a Peer Mentorship Program, ACCESS Alumni Club, a Parent Advocacy Group, and CAT Alumni Club.
- Led and supported a robust delegation of HCCC students, faculty, and staff that attended and participated in the Hispanic Association of Colleges and Universities (HACU) 38th Annual Conference in November 2024. Six HCCC students participated in the conference student leadership track, in addition to many faculty and staff who attended and presented at the conference.
 - Under the leadership of Vice President Yeurys Pujols, HCCC students and staff participated in the 30th Annual Hispanic Association of Colleges and Universities (HACU) Capital Forum held in Washington, DC in April 2025. Participants met with their elected legislators in Congress and attended informative sessions and speakers addressing federal legislative activities and priorities.
- Supported the attendance of a robust team of HCCC students, faculty, and staff at the May 2025 annual convening of the National Institute for Staff and Organizational Development (NISOD) in Austin, TX. The conference provided a transformative

opportunity for many members of the HCCC family to connect, learn, and grow alongside community college representatives across the nation and beyond. Again this year, several HCCC colleagues presented workshop sessions that garnered immense interest from conference participants. They included Associate Professor of ESL and English Evgeniya Kozlenko and Instructor Michelle Vera; Professor of English Katie Sweeting; Professor of Academic Foundations Mathematics Claudia Delgado, Associate Professor Kewal Krishan, and Assistant Professors Bernard Adamitey and Laura Samuelson; Instructor of STEM Swathi Karamcheti; and Instructor of ESL Sonja Rodiger-Radovic.

- HCCC 2025 Graduate Felix Cintron received the NISOD Student Essay Award. Felix's inspiring essay about HCCC Instructor of Chemistry Raffi Manjikian, in which Felix described how Raffi encouraged him during his academic journey, was selected from 160 student essay entries and has been published on the NISOD website.
- Earlier this year, 25 HCCC colleagues were recognized as NISOD Excellence Award recipients acknowledging the remarkable contributions of faculty and staff who shape the future of community college students. And, again this year, HCCC was recognized by NISOD and *Diverse: Issues in Higher Education* as a 2025 "Most Promising Place to Work in American Community Colleges."
- Supported the celebration of HCCC's Beta Alpha Phi Chapter of Phi Theta Kappa Honor Society at the December 2024 HCCC Foundation Holiday Gala. Phi Theta Kappa students, alumni, and Chapter Advisor and Professor of Mathematics Theodore Lai were honored with the Foundation's Community Service Award. Professor Lai has advised the chapter for nearly 30 years and has mentored thousands of HCCC students and alumni, engaging them in college and community service activities and helping them apply for scholarships. Joining us in our recognition was Phi Theta Kappa International Honor Society President and CEO Dr. Lynn Tincher-Ladner.
- In April 2025, Associate Director of Student Life and Leadership Angela Tuzzo was honored at Phi Theta Kappa International Honor Society's annual





Catalyst conference in Kansas City, MO. Angela was presented with the Phi Theta Kappa Outstanding College Administrator Award. Also honored at the conference was HCCC nursing student Marolla Youakim, who was awarded the Phi Theta Kappa Hites Transfer Scholarship. This is PTK's most prestigious and largest scholarship awarded to only 22 students from a pool of nearly 2,800 applicants nationwide. Several of our students and Professor Lai offered a standing-

room-only presentation at the conference and were honored for exemplary scholarship, leadership, and service.

- Supported a strong contingent of students, faculty, and staff who attended the April 2025 annual conference of the American Association of Community Colleges (AACC) held in Nashville, TN. At the conference, three HCCC national finalists for this year's AACC 2025 Awards of Excellence were celebrated.
 - Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin, and Associate Vice President for Academic Affairs Dr. Heather DeVries were recognized as one of five national finalist teams for AACC's Outstanding College/Corporate Partnership Award through their leadership of the college's incarcerated and reentry training programs in collaboration with the New Jersey Reentry Corporation and Hudson County Department of Housing and Community Reintegration.
 - Associate Dean of Career and Transfer Pathways Jennifer Valcarcel was one of three national finalists for the AACC Rising Star Manager Award.
 - And Associate Professor and Coordinator of the HCCC Construction Management Program Dr. Azhar Mahmood was one of three finalists for the 2025 AACC Faculty Innovation Award.
- Supported the Office of Veterans Affairs and International Student Services in their offering of "Thursday Night Football" sessions held in the HCCC Student Center during fall 2024. This is an example of a growing array of programs offering engagement opportunities for Veteran students and their families. Approximately 30 students attended each of the sessions.

- Led by the Office of Veterans Affairs and International Student Services, a fall 2024 “Toys for Tots” campaign involved Veterans and other students in civic engagement and volunteerism. Three large boxes of toys were collected and donated to Care Point Health Hospital in Hoboken, NJ.
- Participated with students in eight 2024-25 “Pizza with the President” events, where I met 865 students and other attendees. This is an inspirational opportunity to hear students’ stories, perspectives, and to share information. Staff colleagues in the Offices of Student Life and Leadership, Advising, and Financial Aid joined me for these events to help address specific questions of students.
- 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

- See Outcomes above and below.
- Supported colleagues across the college 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 Culinary Club students and faculty who have continued providing nutritious, high-quality meals for the Hudson Helps Resource Center Food Pantries since 2020. Through the spring 2025 semester, over 25,000 meals have been prepared and distributed to all members of the HCCC family in need.



- Supported Culinary Club students who, in collaboration with the Hudson Helps Resource Center, provided hot soup on seven occasions during the past year. Over 800 cups of soup were served to students, faculty, and staff.
- Supported the HCCC Mental Health Counseling and Wellness team who served 2,069 students during 2024-25. Students were supported through individual sessions, group sessions, appointments, and on a walk-in basis.
 - To ensure round-the-clock access to care, the Office of Mental Health Counseling and Wellness partnered with service platforms including TalkCampus and UWill that were funded by the Office of the New Jersey Secretary of Higher Education (OSHE). 60 students participated in UWill services including 250 video calls, two chats, 22 messages, and seven crisis calls. HCCC received a 9.84 feedback score, the highest community college rating.

Through TalkCampus, 195 new students turned to TalkCampus 15,968 times, receiving support from 306 peers across 22 countries. 679 students participated in total. Student need for peer support was highest between the hours of 1:00 a.m. and 2:00 p.m.

- Supported the Office of Mental Health Counseling and Wellness staff in their partnerships with many community organizations during 2024-25. These included, but were not limited to, Hudson Pride, I'm Alive, Idance Ministry, Hudson Speaks, Partners in Prevention, Hoboken Family Planning, Bridgeway Crisis, The Perc Shelter, Hyacinth, Rutgers Narcan Trainings, New Jersey Coalition Against Human Trafficking, Hudson County Division of Family Services, Women Rising, Alcoholics Anonymous, and the New Jersey Mental Health Association.
 - The Mental Health Counseling and Wellness (MHCW) team continued its development and refinement of a strategic plan in collaboration with



Jed Campus. During 2024-25, the team created a Mental Health Leave of Absence policy, formed a new JED team focused on student parents, and increased connections with students through many organizations. In a further commitment to suicide prevention and mental health awareness, MHCW staff are spearheading the installation of nearly 1,000 suicide and crisis lifeline signs campus-wide.

Through a grant from Jed Campus, student parent focus groups were held to assess the needs of student parents. Key findings included stigmas impacting parents from sharing that they have children, perceptions of inconsistent support from faculty, a need for clearer information about student-parent resources, and a desire for more parent-child events to reduce loneliness.



- Supported the Office of Accessibility Services and others in their partnerships with external organizations and agencies, and college units, in order to serve HCCC students. These include the Commission for the Blind and Visually Impaired (CBVI); Division of Vocational Rehabilitation Services (DVRS); Workforce Recruitment Program (WRP); Heightened Independence and Progress (HIP); HCCC Center for Adult Transition; and the HCCC Libraries, among others.
- Supported the continued growth and development of the HCCC Graduate Social Work Internship program that is expanding the capacity of the MHCW team to serve students while contributing to the social work profession. Over the past five years, the program has involved partnerships with seven colleges and universities. Seventy-five social work interns have successfully passed their licensing exams in New Jersey and New York with the support of the robust, hands-on training model offered at HCCC. Graduate social work interns now contribute to multiple offices, including Hudson Helps, Accessibility Services, and the Center for Adult Transition. An expansion to the North Hudson campus is planned in fall 2025.
 - During 2024-25, more than 30 HCCC faculty and staff participated in Mental Health First Aid training, bringing the total number of trained faculty and staff to 400, and the number of trained students to 125.

- The Office of Mental Health Counseling and Wellness partnered with “I’m Alive” at both the Journal Square and North Hudson campuses to offer a stigma-free program that engaged more than 200 students in interactive mental health education through games.
- Supported Assistant Professor of Business, Culinary Arts, and Hospitality Management Carrie Rong Xiao, who engaged students to form a “circle of care” – a small, supportive group that helps participants stay connected. Students in the circle feel more comfortable reaching out for help when needed. These groups provide emotional encouragement and practical support, especially for students juggling work and school. The goal is to foster a community in which no one feels alone in their learning journey.
- Supported HCCC Center for Online Learning (COL) Executive Director Matthew LaBrake and his colleagues in their continued implementation of a large-scale project to review and improve the accessibility of all 180+ online and hybrid courses, achieving a remarkable accessibility score of 95% or higher. During 2024-25, the COL expanded on this multiple-year initiative to go above and beyond the forthcoming ADA Title II Compliance standards over a year ahead of the Department of Education’s summer 2026 deadline.
 - These efforts led to HCCC’s receipt of the NJEdge *Digital Accessibility Award* presented at the EdgeCon Conference held at Seton Hall University in April 2025. HCCC wrote about the award here: <https://hccc.edu/news-media/news/05062025.html>. NJEdge also wrote an article highlighting the work of the COL, titled “*Building an Inclusive Future.*” The article can be found here: <https://njedge.net/blog/building-an-inclusive-future/>.



- Supported HCCC Libraries in their offering of spring 2025 programs aimed at welcoming student parents and their children into library spaces. Story time events were held at both libraries, including some in Spanish, Arabic, and Tagalog. In addition, crafting events were held including a bead workshop, candy gift boxes for Valentine's Day, card making for Mother's Day, gift making for Father's Day, and a self-care sugar scrub making workshop, among others.



- Supported faculty and staff at the North Hudson Campus Library who sponsored study breaks in the Multi-Purpose Room during fall 2024 and spring 2025 finals weeks. A therapy dog visited the library in the fall and spring. Games, crafts, and snacks also helped students de-stress and re-energize for their end-of-semester activities.
- Supported Mental Health Counselor Alexa Yacker and Intake Coordinator Jose Rivera in their offering of multiple fall 2024 and spring 2025 events to promote mental health and wellness at the North Hudson campus.
- Supported the placement of Project Search students with disabilities – as a host business – in offices throughout the college, a project the College has embraced for the past several years. A partnership of the college (and other businesses and organizations) with the Hudson County Department of Health and Human Services Office of Inclusion & Accessibility, this transformative program operates at both HCCC campuses and provides opportunities for young adults with intellectual and developmental disabilities to have internship experiences. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. Again during 2024-25, students gained work experience in HCCC offices with many opportunities to hone their skills for future workforce employment.
- Supported Hudson Helps Resource Center (HHRC) staff in their ongoing efforts to collect data about student parents in order to accurately identify these students and strategies for better serving them and addressing their unique needs. HHRC colleagues also collected data about Pell-eligible students and strategically used EAB campaigns to connect these students with basic needs support services.

- The HHRC continues to develop and grow partnerships with local community agencies to mitigate student hardships and remove barriers to student success. Partners include the Hudson County Department of Family Services; Hoboken Family Planning; STAR Program; Department of Health and Human Services; Hudson Pride; Bridgeway Behavioral Health; ; and Saint Peter’s University Campus Ministry/Campus Kitchen, among others.
- HHRC Director Katherine Morales and Associate Director Ariana Calle launched a grant-funded “Basic Needs Scholarship” initiative sponsored by the Tepper Foundation and the New Jersey Council of County Colleges (NJCCC). HCCC students are invited to share their personal basic needs stories through creative expression. All valid submissions received a \$150 award, and a committee selected winning entries to receive larger scholarships ranging from \$1,500 to \$5,000.

HCCC was awarded \$80,000 from the Tepper Foundation this year as one of six New Jersey community colleges selected for this finding. The college has made great strides in providing equity and access for student parents including the installation of two lactations pods on our two campuses, and changing tables installed in neutral campus restrooms. The Hudson Helps Resource Center also allocated \$20,000 of the Tepper funding to offer basic needs scholarships.

- The Hudson Helps Resource Center implemented a wide range of student-centered programs during 2024-25. A fall 2024 Resource Fair brought together community-based organizations to connect students with valuable resources and services. This year’s Resource Fair had a record attendance with over 300 HCCC students participating. The HHRC also led a week-long series of events for Hunger & Homelessness Awareness Week focusing on issues related to housing and food insecurity. The college’s Master of Social Work (MSW) graduate interns and part-time staff also hosted a variety of smaller events on important topics such as women’s empowerment, immigration law resources, and professional development including guidance on professional attire.



- Supported the HCCC food pantries that continue to be a point of pride for the college. Both the Journal Square and North Hudson Campus food pantries are equipped with refrigerators and freezers, allowing them to offer perishable goods to members of the

HCCC community in need. Since 2021, Culinary Arts faculty and staff have prepared over 25,000 meals for the pantries, and the pantries served more than 4,700 visitors in 2024-25. Over \$50,000 in gift cards were distributed to students during the past year. Tracking student utilization of the pantries has become more efficient this year with the implementation of Pantry Soft software.

- Supported the continued growth, development, and utilization of the HCCC Career Closet, which served over 330 HCCC students during 2024-25. Over 1,000 student clothing items have been given to students in need.
- Supported the offering of emergency financial assistance grants to students in need. This year, 114 applications for emergency funding assistance were received from students, and \$14,000 was awarded. In most cases, the college is able to assist students through other HCCC or community resources, but the application is an effective way of engaging students with the Hudson Helps Resource Center and the many services available to them.
- Supported Hudson Scholars faculty and staff in the disbursement of approximately \$640,000 in student stipends during 2024-25, and over \$2.1 million in direct student stipends since the Hudson Scholars program began in 2021.
- Supported Admissions and Accessibility Services staff in refinements to the admissions application, Early College application, and the College Readiness Now program that allow students who need accessibility services to self-identify in order to better serve these students.
- Supported the HCCC Early College staff in their administration of a survey conducted among high school students in spring 2025 regarding their need for holistic support services. Approximately 83% of the students surveyed reported not utilizing Mental Health Counseling and Wellness services due to lack of knowledge or information. Over 60% of the students indicated they would like to learn more about mental health and wellness support available to them at HCCC.
- Led and supported efforts to serve students in need with legal and immigration guidance in order to navigate current legal and political concerns. Supported Vice



President for Institutional Engagement and Excellence Dr. Yeurys Pujols and his colleagues in their coordination of sessions led by immigration attorneys and experts during the January 2025 College Service Day attended by several hundred HCCC faculty, staff, and students. Attorney Cheryl Lin conducted two additional “Know Your Rights” sessions in February 2025 and March 2025. Both sessions were offered in hybrid modalities allowing students, faculty, and staff to attend in person or participate virtually. Presentation slides and video recordings were made available to all HCCC students, faculty, and staff. Each session involved 70-100 participants.

- Vice President Pujols has been selected as an honoree who will be celebrated at the 14th Annual Gala of Sarah’s Daughters Domestic Violence Awareness, Inc. on Friday, October 10, 2025. In a letter to Yeurys, Rev. Dr. Bertha Reels wrote, “This distinction serves as a recognition of your exceptional dedication, notable achievements, and compassionate contributions to your community. Your vision and determination have inspired others to believe in the power of collective action and the boundless possibilities that arise when one person dares to make a difference. Through your actions, you have set a shining example, uplifting those in need, giving voice to the voiceless, and fostering a sense of hope and unity in times of uncertainty.”
- Supported the HCCC Center for Adult Transition (CAT) in advancing the college’s Culture of Care by ensuring students with intellectual and developmental disabilities receive the resources, support, and advocacy needed to transition. Through its holistic approach, CAT provides wraparound services that address academic, personal, and career development, thereby fostering a supportive environment in which students feel valued and empowered.
- Supported staff in the Offices of Human Resources, and Institutional Engagement and Excellence, in their shared work to review and update the college’s Title IX policy and accommodations procedure. The Human Resources team is currently updating and improving the College Employee Handbook that will be completed in fall 2025 and posted on the College website.



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.
- Led and supported advisement and other activities to promote student engagement and the achievement of student organization goals. Examples across the college include the following:
 - More than 35 HCCC student clubs and organizations hosted over 300 events and meetings throughout the academic year. These included chapter meetings, community service, movie nights, guest speakers, off-campus trips, and other social and educational activities.
 - Instructor of Chemistry Raffi Manjikian and students from the American Chemical Society (ACS) student chapter collected soil samples from Lincoln Park for the BioDiversity and Informatics for Genomics Scholars (BIODIGS) soil project based at Johns Hopkins University. Samples were analyzed for microbiomes to determine the effect of microbes on the environment.
 - HCCC Phi Theta Kappa Society Chapter Advisor Professor Theodore Lai and student members of HCCC's five-star Beta Alpha Phi Chapter participated in many leadership and service activities during the past year. During 2024-25, 233 students were inducted into the Beta Alpha Phi Chapter, including 47 Early College (high school) students. PTK students completed the Phi Theta Kappa Honors in Action Project and College Project required to achieve five star chapter status, the highest level of chapter engagement.

Professor Lai and students attended an October PTK leadership conference at Raritan Valley Community College; the PTK Middle States Regional Convention in



Somerset, PA; and the national Catalyst Conference of Phi Theta Kappa in Kansas City, MO. In May 2025, an HCCC team of students, faculty, and staff participated in a Community College Student Leadership Summit at Brookdale Community College hosted by the New Jersey Council of County Colleges.

During 2024-25, 284 students participated in Phi Theta Kappa's professional development courses, a significant increase over the prior year. HCCC's Beta Alpha Phi Chapter held four blood drives and participated in a bone marrow donor program in addition to Involvement Fairs, the Honor Society Showcase, and PTK Awareness Week during 2024-25. In spring 2025, HCCC's Beta Alpha Phi Chapter of Phi Theta Kappa held a clothing drive for a local charity.

Students also volunteered in myriad community events throughout the year. Two members were selected to assist at the FIFA World Cup, two members participated in a summer 2025 program for community college students at Princeton University, and two members participated in the NASA Community College Aerospace Program during the past year.



- Nine HCCC students were inducted into Psi Beta, the Psychology Honor Society, in May 2025. Assistant Professor of Psychology Sal Cuellar serves as the Psi Beta faculty advisor. The Psychology Club held several events on campus, including a school psychologist presentation, therapist presentations, movie screening nights, and a trip to New York City for a live demonstration of Rational Emotive Behavioral Therapy.

○ Sigma Kappa Delta, the English Honor Society, celebrated its first in-person induction ceremony since the pandemic in spring 2025. Twenty-nine student members were inducted into Sigma Kappa Delta, and the Chapter elected a new executive team. Assistant Professor of English Heather Connors serves as the faculty advisor to Sigma Kappa Delta.

- During 2024-25, the EOF program celebrated the induction of 20 students into Tri-Alpha, the college's honor society for first-generation students.

- New student organizations established during 2024-25 included a Career Opportunity Club, Construction Management Club, Veterinary Club, and ESL Club.
- In May 2025, the HCCC Culinary Club held its 12th annual Family and Friends Showcase at the Culinary Conference Center, where students were able to showcase their knowledge and skills to the entire community. Over 160 people attended this event that was the culmination of the work of over 25 students and alumni who were mentored by 10 HCCC faculty. The event raised \$2,500 for scholarships to benefit the Paul Dillon Scholarship Endowment Fund established in memory of the late Associate Dean of Business, Culinary Arts and Hospitality Management Emeritus Paul Dillon.

In collaboration with the HCCC Foundation, the HCCC Culinary Club held a Pop-Up Restaurant event in October 2024. Fifteen club members and five alumni prepared Thai cuisine under the direction of Chef Anuchit Pukdeedamrongrit. Over \$4,000 was raised for the Paul Dillon Scholarship Endowment Fund.



- North Hudson Campus Executive Director and HCCC Model UN Advisor Joseph Caniglia accompanied five students who attended the Harvard Model UN Conference in Boston in February 2025. HCCC students who attended and participated in the Harvard Model UN were Sonny Tungala, Leonardo Amador, Lidia Kyayrulina, Neivi Nunez, and Desiree Page. Students had the opportunity to network with 2,500 students from across the globe.
- Assistant Professor of Computer Science Faisal Aljamal and Instructor of Computer Science Yavuz Guner formed a student cybersecurity club in fall 2024. Student members held two workshops and hosted a “Careers in STEM: Industry Speaker Panel” in December 2024 that featured six speakers from a variety of STEM fields.
- A new Arab Student Association was formed at HCCC during 2024-25, launched in response to growing interest among Arab and Arab American students to create a space for cultural exchange, community building, and shared identity. Advised by Instructor of ESL Saliha Yagoubi, the club held numerous events during the fall and spring, including a large-scale Ramadan Iftar in March 2025 with a focus on civic leadership and youth empowerment. The event featured

community guest speakers including former Jersey City Board of Education President Musab Ali.

- A new Starry Eye Dance Team began in fall 2024 with Assistant Professor of Modern Languages Gilda Reyes serving as faculty advisor. The Dance Team held a “HERstory Unleashed” event in April 2025 attended by approximately 40 people.
- During Hispanic Heritage Month in September and October 2024, Assistant Professor and Coordinator of Modern Languages Gilda Reyes and North Hudson Campus Associate Director Deliana Acosta offered a special edition of HCCC’s “La Hermanidad.” Titled “The Latina Experience – Our Journey to Professional and Educational Spaces,” the event featured panelists who shared their professional and academic experiences as Latinas. More than 50 students, faculty, staff and community members attended.
- Under the leadership and vision of Assistant Professor of English Eric Adamson, the HCCC Poetry and Language Collective (PLC) selected its fourth Student Poet Laureate, Nicole Spearman, who presented at events college-wide and throughout the community during 2024-25. The PLC was invited to attend the first annual Hudson County Poetry Festival in March, and hosted numerous poetry workshops attended by over 120 students.
- The new HCCC Student History Club was founded in fall 2024. Instructor of History Dr. Chris Cody serves as faculty advisor and student Anthony Cavaliere was elected as the club’s inaugural president. The Student History Club participated in a voter registration drive and hosted a History Jeopardy event in the Student Center among other activities. Club members partnered with the Oral History faculty grant team, recording “microhistories” under the theme of mentorship.
- I am honored to have been invited to join the Leadership Council of *College Presidents for Civic Preparedness*. The Council of 25 college and university presidents from the two- and four-year, public and private sectors helps set the strategy of the national coalition. According to the invitation, “Presidents are invited to participate based upon their deep interest in and commitment to



guiding the work of the coalition overall. Leadership Council presidents also commit to guide and advise Citizens & Scholars throughout the year, and act as both role models and mentors to one another and new colleagues in the consortium.”

- Supported Associate Professor of Early Childhood Education Robin Anderson in her continued leadership for the newly created Childhood Work Study Program that places students majoring in Early Childhood Education in child care centers in Jersey City and Union City. During 2024-25, 12 HCCC students were placed in centers, and two received full-time, paid teaching positions at an early childhood center in Union City. Created by the Department of Education and the Office of Financial Aid, the program grew this year. An additional early childhood center – a Montessori Early Childhood program – will participate and host HCCC students during 2025-26.
- Supported Associate Professor of Human Services Denise Knapp in HCCC’s continued collaboration with Martin Luther King Jr. Elementary School. HCCC students hosted a fall 2024 visit to the College of a special needs class of children with autism. HCCC students visited the same special needs students in their classroom in spring 2026 and led activities with the children.
- Supported Instructor of Speech Sebastian Pieciak, who led a visit to The Bone Museum for HCCC speech students. The visit was part of a persuasive speech assignment on the ethics of the medical bone trade. Students engaged actively by asking questions, taking notes, and photographing exhibits to use as aids in their speech presentations. Students also gained valuable rhetorical information that helped them build stronger and more informed arguments to support their speeches along with persuasive methods such as ethos, pathos, and logos.
- Supported Culinary Arts Institute faculty and staff in their coordination of student class trips. Each trip included 15 students and one faculty member. Trip tours were



conducted at Driscoll's Foods, Balthazar Bakery, Whole Foods, APNA Bazaar Grocery, and the Union Square Green Market. The tours included conversations with management and special, behind-the-scenes access to production facilities.

- Supported the HCCC Academic and Workforce Pathways Program for incarcerated and reentry students in the meaningful engagement of incarcerated and reentry students. In October 2024, Amandeep T., an EOF student and member of the HCCC Chapter of the Phi Theta Kappa Honor Society, was the first student from the Academic Workforce Pathways Program to be celebrated for achieving Dean's List honors. Amandeep graduated in May 2025 with an HCCC Associate Degree in Medical Sciences – Pre-professional Nursing.
 - In March 2025, Academic and Workforce Pathways Program student Jamilette H. met the qualifications to join HCCC's Sigma Kappa Delta chapter, the English Honor Society for two-year colleges. Jamilette began her higher education journey in August 2023 while incarcerated, and she is currently pursuing an HCCC Associate of Science in Business Administration degree.

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.
- Led and supported college initiatives and best practices that will be recognized by the Association of Community College Trustees (ACCT) at the organization's annual ACCT Leadership Congress to be held October 22 – 25, 2025 in New Orleans, LA.
 - Associate Professor of Business Elana Winslow will receive the ACCT Northeast Regional Faculty Award and will be the sole nominee from the Northeastern United States for ACCT's William M.



Meady Faculty Award that will be announced at the Awards Gala during the conclusion of the conference.

- **HCCC has also been chosen to receive ACCT's Northeast Regional Impact and Success Award that "recognizes exemplary commitment by a governing board and president of a two-year postsecondary institution to achieve impact and success in the college's education programs and services, and in the administration and delivery of those programs and services." Again, HCCC will be the sole nominee from the Northeastern United States for the ACCT nationwide Impact and Success Award to be presented at the ACCT Leadership Congress Gala.**
- **Led and 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 Director for Institutional Research and Planning Aycha Edwards in her leadership and administration of all student evaluations of instruction. Continuous improvement has included the college's acquisition of the Watermark evaluation tool that has led to significant increases in survey response rates. During 2024-25, requests from faculty and the Office of Academic Affairs led to changes in survey administration timing that have been well received by faculty.**
- **Supported HCCC Library staff in numerous continuous improvement initiatives during 2024-25. Examples include acquisition of three new databases; upgrades to the Gabert Library Makerspace; and Librarian Dr. Michael Smith's support of English as a Second Language (ESL) faculty to better align library resources with the curricular needs of the ESL program. During the past year, Dr. Smith met frequently with the faculty to learn more about the ESL program's structure in order to inform library services. Through these efforts, the ESL library collection has been reorganized to better reflect the program's current skill levels and make library materials more**




accessible to students. Additional materials and more online resources are being reviewed and acquired.

- Supported Culinary Arts Institute faculty and staff in their application for a “Class A” Restaurant license that was received in April 2024. The Culinary Arts Institute subsequently passed two health inspections by the Jersey City Department of Health and Human Services.
- Supported Center for Teaching, Learning, and Innovation (CTLI) Director Dr. Paula Roberson in her engagement of the CTLI Advisory Board that met monthly during the past year. The Advisory Board is comprised of 10 HCCC faculty members and six external higher education partners. The Advisory Board established a partnership with Princeton University’s Program for Community College Engagement. One HCCC full professor was accepted into Princeton’s Community College Faculty Program, and an assistant professor attended the Princeton Humanities Initiative during 2024-25.
- Supported Associate Director of Honors Jenny Henriquez, who reestablished the Honors Advisory Council during 2024-25. The Honors Advisory Council has 10 faculty, staff, student, and alumni members representing multiple areas of the college and external constituencies.
- Supported North Hudson Campus Associate Director Jason Figueroa and Associate Registrar Irma Williams in training faculty and staff on the effective use of *Coursedog*, a newly acquired platform that makes reserving rooms for events and meetings an easy procedure.
- Supported the North Hudson Campus Advisory Board comprised of 19 HCCC employees in addition to business and other community representatives. Board members provide guidance and assistance related to campus and college goals including student retention and program completion.
- Supported Center for Online Learning (COL) Executive Director Matthew LaBrake and his colleagues in their leadership for the Online Learning Advisory Council (OLAC). Council members gather and provide feedback from faculty, staff, students, and community members regarding the



continuous improvement of online teaching and learning. Examples of COL continuous improvement initiatives during 2024-25 include the following.

- COL Executive Director Matthew LaBrake and Associate Professor of English Alison Bach co-chaired a task force to advance the scope of work with online course development projects. Detailed recommendations were submitted to the Office of Academic Affairs regarding Article XXIX of the Professional Association contract.
 - Instructional Designer Zakia Hmamou and Professor of Biology Dr. Nadia Hedhli co-chaired a working group focused on Hudson Online Teaching Guidelines. Updated guidelines were endorsed by the Academic Senate and Online Learning Advisory Council in May 2025.
 - Instructional Designer Victor Moruzzi and Associate Professor of Business Dr. Peter Cronrath co-chaired a working group to develop AI syllabus statements. The working group's recommendations were approved by the All College Council in April 2025.
 - Senior Instructional Designer Callie Martin co-chaired a working group with Professor of Humanities and Social Sciences Laurie Riccadonna focused on the Hudson Online Teaching Certification. The reimagined certification course will be launched in fall 2025.
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- Supported School of Business, Culinary Arts and Hospitality Management Admissions Recruiter Janine Nunez in her attendance at a wide range of fall 2024 and spring 2025 meetings of New Jersey Culinary Arts Advisory Boards. These included boards of the Bergen County Vocational Technical High School; Somerset County Vocational Technical High School; Hudson County Schools of Technology; Newark Vocational High School; East Side High School of Paterson; Thomas Edison Academy; Elizabeth High School; West Orange High School; and Family, Career and Community Leaders of America (FCCLA). Also supported Dean of Culinary Arts and Hospitality Management Dr. Ara Karakashian, who attended advisory board meetings at Harrison High School, Union City High School, and Piscataway Township Magnet Schools.

- Supported the School of Business, Culinary Arts, and Hospitality Management in obtaining membership in the Accreditation Council for Business Schools and Programs (ACBSP). HCCC business faculty have begun to seek accreditation for HCCC business and accounting programs.
- Supported the HCCC Cannabis Advisory Board members in their ongoing review of successes, challenges, and opportunities as we begin the third year of cannabis course offerings at HCCC. Over 20 community activists, attorneys, local retail cannabis applicants, and full and adjunct faculty are participating on the board.
- Supported 2024-25 meetings and activities of the School of Business, Culinary Arts, and Hospitality Management Advisory Board. Over 25 board members reviewed and discussed HCCC programs in Culinary Arts, Baking and Pastry, Hospitality Management, Accounting, Business, Supply Chain Management, and Cannabis curricula.
- Supported the Curriculum and Instruction Committee, an interdisciplinary committee charged with reviewing new course and program submissions in addition to proposed course and program changes. Chaired by Associate Vice President for Academic Affairs and Assessment Dr. Heather DeVries, the committee reviewed 12 new courses during the past year.
- Supported Associate Professor of English Alison Bach in her continuing stellar leadership for the HCCC General Education Committee. The committee is charged with evaluating new and existing courses for alignment with the New Jersey Council of County Colleges (NJCCC) General Education Learning Objectives. HCCC's General Education Committee endorsed six courses for submission to NJCCC for approval, and all six received approval from the NJCCC Learning Innovations Committee to be offered as general education. The courses were Introduction to Forensic Science; Science Fiction and Fantasy; Basic Chinese I and II; Basic Japanese I; and Basic Korean II.
- Supported Adjunct Instructor of Music Joseph Pignato and Associate Professor of English Alison Bach in their completion of the final two courses for the forthcoming HCCC Music and Audio Production academic programs: Physics in Music and Audio



Production; and Music and Audio Production Internship. These programs are expected to be approved during the coming year.

- Supported Dean of Nursing and Health Professions Dr. Catherine Sirangelo and Associate Professor of Health Sciences Dr. Sirhan Abdullah in their development of three new courses for the College's Academic Certificate in Pharmacy Technician. Courses include a first and second level Pharmacy Technician course and an Externship course. The new certificate program was developed with an intentional pathway for students who complete the Pharmacy Technician Program through the School of Continuing Education and Workforce Development.
- Supported Assistant Professor of Computer Science Faisal Aljamal in his development of a new Academic Certificate in Cybersecurity. The certificate nests into the Associate of Science in Computer Science Option in Cybersecurity degree program.
- Supported Assistant Professor of Computer Science Mohamed Siddiqui in his successful implementation of a new Social and Interactive Learning Program (SAIL) for CSC 118 (Python Programming). Professor Siddiqui worked with developers from Carnegie Mellon University on this project that provides cutting-edge courses in cloud, data, and Artificial Learning. SAIL is designed to engage students through project-based learning, foster collaboration, and leverage real-time feedback.
- Supported Assistant Professors of English Lauren O'Gara and Dr. Sean Egan in their

continuing work to reduce the number of discrete levels of Academic Foundations English and scale the Accelerated Learning Pathway (ALP) co-requisite learning model. New course development continued in summer 2025.



- Supported Instructor of Business Sharon Daughtry in her facilitation of the Bloomberg Certification process for HCCC students. Three student teams

competed against other top students from around the world to experience firsthand what real-world investing looks and feels like. Students used the *Bloomberg Terminal*

to define market assumptions, develop a return-generating strategy, and execute trades within the closed network.

- Supported Associate Professor of Business Elana Winslow, Associate Professor of Business Dr. Peter Cronrath, and Associate Professor of Accounting Lester McRae in their collaboration with representatives of Mission 50 and the NJC4 Pitch Competition. HCCC students have participated in both of these competitions for several years including 2024-25. The Mission 50 competition was held in the Mission 50 headquarters in Hoboken, while the NJC4 competition was hosted by Rutgers Business School in Newark.
- Supported Culinary Arts Institute faculty, staff and students in their fundraising to send HCCC students majoring in culinary arts and baking/pastry overseas for internships in Florence, Italy. A proposed affiliation with the American University of Florence (AUF) will help students gain valuable industry experience in a restaurant, bakery, and spa owned by AUF. Efforts such as last fall's Thanksgiving Pie and Holiday Gingerbread Cookie Sale began the fundraising initiatives, which also included advertising and other fundraising within the HCCC Foundation Subscription Dining Series. Faculty and student exchange opportunities are also being explored with potential partners in Spain and other countries.
- Supported Chef Gary Bensky in his consultation with hospitality properties in metropolitan New York that have agreed to become host sites for HCCC internship students from the Culinary Arts Institute. These properties include Merion Golf Club in Ardmore, PA; Merion Crickey Club in Haverford, PA; Noyac Golf Club in Sag Harbor, NY; Maidstone Club East Hampton, NY; and Innis Arden Golf Club in Old Greenwich, CT.
- Supported faculty and staff in the School of Nursing and Health Professions in their successful efforts to identify new and/or expanded community clinical sites for HCCC students. These sites include Kearny Health Department, Paradigm Clinical Services, and St. Michael's Medical Center for Nursing students; Firehouse Fitness, Iron Culture, and Pinnacle Health and Fitness for Personal Fitness Training students; U.S.



Department of Veterans Affairs VA Hospital for Practical Nursing students; and Lennox Hill Radiology in New York City, and New Jersey Imaging Network in Nutley and Pavonia, NJ for Radiography students.

- Supported faculty and staff in the School of Nursing and Health Professions in their review of academic and educational partnerships to transition new nursing program graduates to practice. The review included all clinical partnerships in order to ensure HCCC is providing experiential learning that addresses all of the Nursing Program's learning outcomes in preparation for students taking the NCLEX examination.
- Supported Associate Vice President Dr. Heather DeVries and faculty and staff in all HCCC Schools in their initiatives to scale the number of Prior Learning Assessment opportunities available to students. Courses across the HCCC curriculum are under review to determine forms of prior learning for which credit can be awarded. Faculty are also developing challenge exams for certain courses where no industry-recognized credential, exam, or course exists but students can demonstrate knowledge. Utilizing challenge exams as a method of Prior Learning Assessment saves students time and money as they do not need to complete the Work-Life Portfolio process. These initiatives are part of the college's larger efforts to serve adults with some credits but no degree, a statewide priority.
- Supported Associate Professor of Modern Languages Gilda Reyes in her successful application for the Global Seal of Biliteracy for HCCC's Modern Language Program, which was approved in September 2024. The Global Seal of Biliteracy offers HCCC language students a certification that documents their language proficiency, which can be beneficial to employers and academic institutions. It is a stackable micro-credential that rewards students for developing competency in a foreign language.
- Supported Honors Program Associate Director Jenny Henriquez in her leadership for the growth and continuous improvement of the HCCC Honors Program. During 2024-25, eligibility for Honors courses was expanded to include students who show academic promise beyond traditional GPA or course completion benchmarks. A new "based on potential" criterion was introduced and supported by a faculty and staff referral process through EAB Navigate. The Honors Program curriculum continues to evolve as new Honors courses are offered. For example, Instructor of Mathematics Daniel Ondieki has designed a Precalculus Honors course that utilizes a flipped



classroom with real-world and interdisciplinary applications. As a result of these and other efforts, enrollment in the Honors Program grew last year with a 26% increase in fall 2024 Honors section enrollment, and a 23% increase in spring 2025.

- Supported Dean of Business, Culinary Arts and Hospitality Management Dr. Ara Karakashian and his colleagues in their offering of the Hot Foods Proficiency Certificate to a fourth cohort of previously incarcerated students served through the New Jersey Reentry Corporation (NJRC). This year's cohort of eight students is slated to complete their studies in fall 2025. Members of the third cohort participated in the May 2025 HCCC Commencement Ceremony as HCCC graduates.
- Supported Associate Professor of Human Services Denise Knapp in HCCC's continuing and growing partnership with the Apex Group. During 2024-25, the college partnered with Apex for the third consecutive year to provide Project Management Certification for court involved individuals.
- Led and supported Vice President Lori Margolin, Associate Vice President Dr. Heather DeVries, Associate Professor Robin Anderson, Assistant Professor Dr. Angela Pack, and colleagues at the New Jersey Reentry Corporation to host an HCCC Literacy Forum in November 2024. The Forum included a panel of literacy experts and HCCC students moderated by former New Jersey Governor James McGreevey. The panel theme was "Facilitating Language Literacy Success for All." Over 60 members of the College, Hudson County communities and beyond attended the Forum.
- Supported Associate Dean Dr. Pamela Bandyopadhyay and faculty and staff across the College in their offering of learning communities during 2024-25. These interdisciplinary learning communities encourage students to participate in their learning through open communication, critical thinking, and mutual respect among all community members. Semester retention rates for students participating in the learning communities were 96.2% in spring 2024 and 95.3% in fall 2024. Ninety-seven percent of respondents rated their experience in the program as excellent or very good.



- Supported Vice President Dr. Yeurys Pujols, Associate Director of Institutional Engagement and Excellence Training Richard Walker, and their colleagues in the college's successful completion of a Methods of Administration (MOA) local-level compliance review required periodically by the Office for Civil Rights for recipients operating career and technical education programs of study. Specific administrative findings cited in the HCCC MOA Voluntary Compliance Plan were completed and fully implemented as certified by the agency in April 2025.
 - A cyclical Veterans Affairs Compliance Review conducted by the Department of Veterans Affairs every two years was successfully completed in March 2025. Veteran student files were reviewed to ensure college policies and procedures were appropriately followed. The only finding was a recommendation to create a double certification process, which was implemented immediately by HCCC Veterans Affairs College Certifying Official Willie Malone.
- Supported Vice President Dr. Yeurys Pujols and Associate Vice President Patricia Clay in their leadership for a new community agreement designed to increase the engagement of students, faculty, and staff participating in virtual meetings and activities.
- Supported faculty and staff in the School of Continuing Education and Workforce Development in their continuous pursuit, growth, and engagement with college partners. Partnerships have been instrumental in growing programs and are a central source for new students and for connecting with employers. During 2024-25, CEWD staff attended more than 50 external events in addition to college hosted events and one-on-one meetings with current and prospective HCCC partners.
- Supported staff in the Office of Human Resources in continued technology improvements during 2024-25. Improvements were made in payment processing, employee onboarding, and benefits and administration processes. Examples include the following.
 - Workshops are planned for hiring managers and administrative staff regarding optimal use of the NEOGOV HR recruitment platform through the Online Hiring Center. Led by Assistant Director of Human Resources Stephanie Sergeant, professional development training is



planned to maximize the opportunities and capacity of the Applicant Tracking System in college-wide employee recruitment and search efforts.

- The use of Laserfiche is underway to streamline and automate the employee onboarding process, reducing repetitive paperwork and manual data entry, expediting the experience, and making it more efficient and welcoming. Onboarding emails are being simplified and all of the updated steps will be accessible in one secure system on the HR home page.
- Led by Director of Faculty and Staff Development Amaalah Ogburn, the process for professional development and employee tuition reimbursement continues to be improved. Processes are being streamlined and made more efficient for employees, Accounts Payable staff, and office staff throughout the college.
- Led by Associate Director of Human Resources Suhani Aggarwal, the pay process for adjunct and full-time faculty with overload teaching and non-teaching assignments continues to be improved and enhanced. An earlier pay timeline was implemented in fall 2024 that has reduced or eliminated delays in faculty coordinator pay for full-time faculty who have overload responsibilities. Communication with faculty has been improved over the past year using pay date flyers and providing faster, more responsive customer service.
- An external vendor will assist with the scanning of all personnel records, including active and inactive employees, to ensure compliance with records management regulations. Under the leadership of Associate Director of Human Resources Suhani Aggarwal, the project is scheduled for completion in fall 2025.
- In support of the HCCC culture of care – and to enhance employee recruitment and retention efforts – the Office of Human Resources continues to review and consult on options for flexible work arrangements where appropriate. This approach has led to enhanced employee morale and more efficient use of office space. Offering hybrid remote work and summer hours provides



employees with greater autonomy, improving work-life balance and job satisfaction.

- The Office of Human Resources continues to optimize the use of Ellucian by digitizing and uploading data previously stored in physical files. This initiative is enabling more efficient access to information, and is supporting informed, data-driven decision making.
- Supported the Office of Human Resources and colleagues across the college in programs and other initiatives that recognized employees and their work. Examples include the following.

- Led by Assistant Director of Human Resources Stephanie Sergeant and HR Office Assistant Megha Sanghavi, the Office of Human Resources hosted the 12th Annual Special Thanks and Recognition (STAR) program for college employees in April 2025. Full- and part-time employees celebrating five-



year service milestones up to 45 years were recognized. Certificates, pins, plaques, trophies, and retirement gifts were presented to 93 HCCC employees.

- To express appreciation and gratitude for the work of college employees, the Office of Human Resources hosted an Administrative Professionals Day Lunch in April 2025. Led by Assistant Director of Human Resources Stephanie Sergeant, Human Resources Coordinator Kandi Ceballos, Human Resources Office Assistant Mariana Abdelmalak, and HR Office Assistant Megha Sanghavi, and hosted by Director of Benefits and Compensation Josianne Payoute, approximately 130 full- and part-time employees were recognized.
- The Office of Human Resources and All College Council College Life Committee coordinated the college-wide “Steps for Wellness” program during the fall 2024 semester. Students, faculty, and staff participated with great enthusiasm.

- Supported the placement of a first-ever ACE Fellow at HCCC. Dr. Margaret Schedel, Professor of Music at Stony Brook University, requested HCCC as her ACE Fellowship Site because of the college's nationally recognized leadership for outcomes in areas of importance to her, including student success, diversity and equity, AI leadership, and innovation, among others. Dr. Schedel brings extensive experience in teaching and learning, academic administration, and technology applications.
 - The ACE Fellows program has various benefits for the participating faculty and staff, and the host institutions. These include increasing the nation's executive-level higher education leadership pipeline, providing the host institution with expertise and support as a seasoned leader, and promoting professional development and growth opportunities for the participants from which the host institutions also benefit.
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

- See Outcomes above and below.
- Supported faculty and staff across the college in their contributions to the continuing growth of Hudson online courses and programs. HCCC Online enrollment is at an all-time high, with over 40% of all HCCC students taking one or more online courses.

Over 25% of all credits awarded by HCCC are from online courses, and over 15% of HCCC students are now taking their entire course load online.

- Spring 2025 online enrollment increased 10% over the previous spring, and fall online enrollment increased 7% over the previous fall.
- Supported Center for Online Learning Executive Director Matthew LaBrake and faculty and staff across the college in their continued development of fully online programs. During 2024-25, fully online programs expanded from 17 to 25.
 - In the School of Business, Culinary Arts, and Hospitality Management, new online programs included the Proficiency Certificate in Cannabis Business Agent, Cannabis Business Management Academic Certificate, and Associate of Science in Business Administration Option in Cannabis Studies Academic Certificate.
 - In the School of Science, Technology, Engineering, and Mathematics (STEM), new offerings of fully online programs developed in the past year included the Associate of Science in Computer Science (leading to both the BA and BS), Cybersecurity Academic Certificate, and Associate of Science in Computer Science Option in Cybersecurity.
- Supported the development of 22 new online courses during 2024-25. These included four new online courses in the School of Business, Culinary Arts and Hospitality Management; 10 new online courses in the School of Humanities and Social Sciences; two new online courses in the School of Nursing and Health Professions; and six new online courses in the School of STEM.
- Supported continuous improvement in additional areas of the Center for Online Learning. Examples include the following.



- **Center for Online Learning (COL) Multimedia Specialist Cecily McKeown consulted with faculty partners in online learning course development and revision projects. Online course developers received hands-on support in creating, editing, and captioning multimedia content to enhance online learning in addition to access to the HCCC Faculty Media Room for professional filming. Cecily supported faculty with multimedia services in 36 course development projects during 2024-25 in addition to support for projects such as the HCCC Holocaust and Armenian Genocide Commemoration, Hispanic Heritage Month, and the Community First Awards Ceremony, among others.**
- **The Center for Online Learning is successfully using Mediasite as the college platform for hosting and providing captions for multimedia content in online courses and other important college events. The number of video presentations hosted on the HCCC Mediasite video management platform increased 26% during 2024-25, and Mediasite videos in Hudson Online courses were viewed 29,680 times during the past year.**
- **In collaboration with School deans, coordinators, and faculty across the college, the COL team revised 23 new online courses during the past year.**
- **In order to foster regular communication with online students and help meet U.S. Department of Education requirements for Regular and Substantive Interaction (RSI), COL staff collaborated with the HCCC Online Learning Advisory Council to create customized pre-written announcements that are now embedded in all 180+ Hudson Online courses. The weekly announcements highlight readings and assignments for the week ahead and spotlight academic and personal support services increasingly available to online students.**
- **Associate Vice President for Institutional Research and Planning John Urgola continues to provide data pertaining to online learning, including an interactive dashboard that allows for the ongoing assessment of outcomes in online courses. The Office of Institutional Research and Planning provides yearling updates for the Center for Online Learning's annual submission to the National Council for State Authorization Reciprocity Agreements (NC-SARA).**



- **Supported Center for Online Learning Training and Professional Development.** In February 2025, the COL provided grant-funded access to two new *Grow with Google* certificate courses through the National Applied AI Consortium. The courses focus on the responsible use of AI tools in the workplace, and training people across various roles and industries to use AI ethically in order to boost creativity and productivity. More than 125 HCCC students, faculty, and staff enrolled in these certificate trainings as of May 2025, and the courses remain available through December 2025.



- The Center for Online Learning served 201 instructors through a rotating COL workshop series focusing on Canvas and other technologies available to support online instruction, student engagement, accessibility, and academic integrity.
- In November 2024, the GenAI Professional Learning Community featured six guest presentations from instructors experimenting with AI for teaching and learning. Presenters included Dean of Libraries John Hernandez; and faculty/instructors Dr. Peter Cronrath, Jenny Henriquez, Chastity Farrell, Victor Moruzzi, and Benny Youssef. Fifty-four faculty and staff participated.
- In October 2024, the Center for Online Learning partnered with the Online Learning Consortium to offer a week-long, instructor-led workshop entitled “AI for Collaborative Brainstorming.” A maximum enrollment of 25 faculty and staff participated.
- In September 2024, the HCCC GenAI Professional Learning Community hosted Dr. Andrea Fabrizio, Dean of Academic Affairs at Hostos Community College. Dr. Fabrizio shared course-level AI policies and strategies for integrating AI into the curriculum. Forty-nine HCCC faculty and staff participated.
- Throughout 2024-25, the Center for Online Learning continued to offer multiple sections of their workshop entitled “Introduction to Online Learning for Students” in addition to specialty workshops. Nearly 300 HCCC students attended synchronous workshops during the past year, including several new workshops.

- For the first time, all students taking online courses were automatically enrolled in the “Hudson Online Student Orientation” during 2024-25. This is a self-paced course that introduces students to the Canvas platform and multiple aspects of online learning at the start of each term. During the past year, nearly 2,000 HCCC students were enrolled in this orientation program.
- Supported Early College staff in their leadership for partnerships with nine high schools to serve cohorts of degree-seeking students pursuing an HCCC academic program by utilizing the flexibility of in-person, remote, and fully online courses. This flexibility accommodates high schools that do not have the ability to transport their students to the Journal Square campus due to time and cost constraints.



Partnering schools include Kearny and Bayonne High Schools offering HCCC’s A.A. in Liberal Arts (General) program; James F. Ferris High School offering the A.S. in Business Administration program; William L. Dickinson High School offering the A.S. in Science and Mathematics program; Innovation High School offering the A.S. in Science and Mathematics program; County Prep High School offering the A.S. in Science and Mathematics program; High Tech High School offering the A.S. in Science and Mathematics program; Rising Star Academy offering the A.S. in Science and Mathematics, and A.A. in Liberal Arts (General) programs; and Lincoln High School offering the A.S. in Criminal Justice and A.A. in Early Childhood Education – Liberal Arts programs.

- Approximately 1,221 Early College students took online courses during 2024-25, an 80% increase from the previous academic year, while 211 students took remote courses, nearly identical to the number of students served during the previous year. These two modalities account for a total of 4,821 registered credit hours, a 77% increase from the previous year. College Student Success course sections for Early College degree-seeking students were offered fully online with an updated curriculum to meet these students’ specific needs.

- Celebrated the college's receipt of the NJ Edge *Accessibility in Digital Education Award* at the April 2025 annual EdgeCon conference held at Seton Hall University. Center for Online Learning Executive Director Matthew LaBrake accepted the award on behalf of the HCCC family. HCCC Senior Instructional Designer Callie Martin co-presented with Edge Chief Digital Learning Officer Josh Gaul on *Building an Inclusive Future at HCCC*. HCCC was very much in the spotlight, with seven members of the Center for Online Learning team in attendance, and copies of the *NJ Edge Magazine* containing an HCCC featured article on every table.

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

- See Outcomes above and below.
- Supported Associate Director of Open Educational Resources (OER) Michael Whelpley in the development of the HCCC Affordable Textbook Strategic Plan. This plan outlines the college's goals for ensuring that the college-wide inventory of existing courses includes options in every course and program utilizing Open Educational Resources, zero-cost, or low-cost textbooks.
- Supported Associate Director of OER Michael Whelpley and representatives of the



HCCC Professional Association in their creation and August 2024 signing of a temporary agreement that will advance zero-cost textbook options for students across the curriculum. In effect through 2026, the agreement is facilitating the attainment of all goals of the HCCC Affordable Textbook Strategic Plan.

- In alignment with the goals of the Affordable Textbook Strategic Plan,

Associate Director of OER Michael Whelpley developed a seven-hour professional development course that prepares faculty with the background necessary to revise, create, and use Open Educational Resources. OER resources are utilized in the creation of zero-cost textbook courses wherein students do not need to purchase a textbook. During 2024-25, 35 faculty enrolled and 22 faculty completed the course.

- To date, 69 HCCC courses have been created and/or revised to offer zero-cost textbooks in alignment with the Affordable Textbook Strategic Plan.
- Associate Director of OER Michael Whelpley led an HCCC team of faculty and staff in a year-long Institute on Open Educational Resources presented by the American Association of Colleges and Universities (AAC&U). This participation led to the development of an HCCC Student Survey on Textbook Usage that was distributed to HCCC students in November 2024. Survey results provided insight into the relationship HCCC students have with textbooks, and the barriers to student persistence and completion that expensive texts create. The results are informing the expansion of course sections utilizing zero-cost and low-cost textbooks across the college curriculum.
- During 2024-25, a collective 356 zero-cost/low-cost course sections enrolling 6,142 HCCC students were offered, saving students an estimated \$614,200 in textbook and academic materials costs.
- Supported Associate Registrar Irma Williams in her successful management of OER data within Colleague, helping ensure students have clear access to course sections utilizing zero-cost instructional materials. By working closely with academic program faculty and staff, Irma ensures that OER-designated courses are accurately reflected in the system each term. This effort supports student success by increasing transparency and reducing textbook costs during course scheduling.



13. Support college-wide efforts to educate all members of the HCCC community about emerging and growing Artificial Intelligence (AI) technology, including appropriate uses and best practices of this technology to continuously improve teaching, learning, and services that advance the college's mission.

Outcomes

- See Outcomes above and below.
- Supported the Center for Online Learning (COL) and Online Learning Advisory Council in their leadership and collaboration for promoting AI literacy and academic integrity by developing course-level AI usage statements for syllabi in all HCCC courses. Led by a task force co-chaired by Instructional Designer Victor Moruzzi and Associate Professor of Business Dr. Peter Cronrath, a series of syllabus statement templates was developed that articulates course-level guidance on the ethical use of GenAI tools. The templates are then customized by faculty to offer guidance and structure for the use of AI tools in their specific courses. A Governance Recommendation approved in spring 2025 by the All College Council, and subsequently by me as president, requires faculty to include these statements in their course syllabi. This new process is providing transparency for students in understanding whether and how AI can be used in each course. Workshops and other AI professional development offerings were conducted throughout the year and will grow in their offerings going forward.
 - Center for Online Learning Executive Director Matthew LaBrake presented “Building AI Literacy at HCCC: Adapting, Innovating, and Leading Change” at HCCC Professional Development Day in April 2025.
- Supported School of Continuing Education and Workforce Development (CEWD) staff in their creation of a new Artificial Intelligence (AI) module to be incorporated in the HCCC Computer Basics courses offered to Workforce Development students. A new stand-alone



AI course is also in development. During 2024-25 and going forward, CEWD staff have increasingly incorporated AI into everyday operations.

- I am honored to have been invited by Achieving the Dream (ATD) President Dr. Karen Stout to participate in a presidential focus group before the start of the September 2025 ATD Data Summit in College Park, MD. The four-hour focus group will offer feedback to ATD on the organization’s soon-to-be-released “AI for All Task Force” report that “offers a framework for leaders to thread the adoption of AI into organizational systems and practices with an eye on accelerating student success and building AI skills and knowledge necessary to thrive as workers and citizens.”

- HCCC has gained considerable visibility for the work the college is doing to incorporate AI into all parts of the college’s educational and operational processes. This work continues to grow and develop under the leadership of Associate Vice President for Information Technology/CIO Patricia Clay, and Online Learning Center Executive Director Matthew LaBrake.

14. 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

- See Outcomes above and below.
- Supported 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. Examples across the college include the following.
 - Director of Academic Affairs Kenny Fabara, Administrative Support Specialist Christian Liebl, and Tutorial Center Coordinator Rodrigo Romea attended the April 2025



Association of Colleges for Tutoring and Learning Assistance (ACTLA) virtual conference. The conference theme, “Our Roots, Our Futures,” explored the evolving landscape of tutoring and learning support in higher education.

- The Center for Online Learning (COL) accepted the *NJEdge Digital Accessibility Award* on behalf of HCCC at the EdgeCon Conference held at Seton Hall University in April 2025. COL Senior Instructional Designer Callie Martin presented “Building an Inclusive Future at HCCC” with Edge Chief Digital Learning Officer Josh Gaul. NJEdge published an article highlighting the work of the Center for Online Learning, entitled “Building an Inclusive Future.” The article is included here: <https://njedge.net/blog/building-an-inclusive-future/>.

- Center for Online Learning team members Matthew LaBrake, Callie Martin, Zakia Hmamou, Dr. Robert Kahn, and Cecily McKeown attended the November 2024 Online Learning Consortium “Accelerate Conference” in Orlando,



- Florida. Instructional Media Specialist Cecily McKeown presented “Harnessing Multimedia for Contextual Learning: Design Principles and Practices.” COL Executive Director Matthew LaBrake, Senior Instructional Designer Callie Martin, and Instructional Designer Zakia Hmamou presented “Evolving Instructional Design Workflows and Best Practices in Online Course Production.”
- Cecily McKeown and Callie Martin attended the Nearpod Coach Academy at Princeton University in September 2024, earning a Nearpod Coach certification.
- Matthew LaBrake presented “Building AI Literacy at HCCC: Adapting, Innovating, and Leading Change” at HCCC Professional Development Day in April 2025.
- Cecily McKeown presented “Instructional Visual Communication: Contextualizing Multimedia for Knowledge Transfer” at the October 2024 Association for the Advancement of Computing in Education eLearn Conference in Singapore.
- COL Executive Director Matthew LaBrake served as Program Co-Chair for the virtual Online Learning Consortium “Innovate” Conference in April 2025.

- Matthew LaBrake and Associate Vice President for Information Technology Services/CIO Patricia Clay presented “Building AI Literacy Across the College Community” at the September 2024 Achieving the Dream (ATD) Data and Analytics Summit in College Park, MD. At the request of HCCC’s ATD Coaches Dr. Mary Fifield and Dr. Rene Garcia, Matthew and Trisha delivered a follow-up presentation to faculty and staff at Dona Ana Community College (NM).
- Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson continues to serve as Chairperson for the External Membership LEAD Program at Richard Stockton University, a position she has held since 2023. Dr. Roberson also serves as a member of Princeton University’s Program for Community College Engagement Advisory Board.
- HCCC Libraries received the 2025 Library Excellence in Access and Diversity (LEAD) Award from *INSIGHT Into Diversity Magazine*. The LEAD Award recognizes academic libraries that are advancing programs and initiatives supporting inclusive excellence and belonging in research, accessibility, community outreach, technology, exhibitions, and collections.
- Several HCCC librarians attended the January 2025 New Jersey Academic Libraries Conference sponsored by VALE NJ and held at Middlesex College. Dean of Libraries John Hernandez, Director of Library Instruction Brooke Duffy, Director of Library Patron Services Saudia Reid, North Hudson Campus Library Director Lisa Bogart, Director of Library Technology Jing Yang, and Librarian Michael Smith participated in sessions focused on public services, library instruction, and the impact of artificial intelligence on library services.
- North Hudson Campus Librarian Sarah Teichman attended the January 2025 LibLearnX event hosted by the American Library Association in Pheonix, AZ; Director of Patron Services Saudia Reid and Librarian Miki DeLaFleur attended the March 2025 OCLC Global Library Organization Regional Member Meeting in Swarthmore, PA; Director of Library Instruction Brooke Dufy, Saudia Reid, Lisa Bogart, and John Hernandez attended the 2025 Association of College and Research Libraries Conference in Minneapolis, MN; Michael Smith, Douglas



McKeon, Saudia Reed and John Hernandez attended the 2025 New Jersey Library Association conference held in Atlantic City; and John Hernandez, Saudia Reid, and Douglas McKeon attended the 2025 American Library Association annual conference held in Philadelphia, PA.

- Honors Program Associate Director Jenny Henriquez attended the 2024 National Collegiate Honors Council (NCHC) annual conference in Kansas City, MO, and is a member of the NCHC Two-Year Colleges Committee. At the conference, she completed the introductory “City as Text” workshop, which serves as a foundation for place-based and experiential learning activities. Jenny also had two proposals accepted for presentation at the 2025 National Collegiate Honors Council (NCHC) annual conference in San Diego, CA.
- North Hudson Campus Executive Director Joseph Caniglia presented “Learning Communities Empower Student Success and Engagement” at the National Conference on Higher Education in Barcelona, Spain.
- Joseph Caniglia and North Hudson Campus Associate Director Diana Galvez conducted a fall 2024 faculty and staff in-service day at the North Hudson Campus. Writer, sociologist, and storyteller Kimberly Dark offered the keynote address, entitled “A Culture of Learning: All Voices Equal Better Choices.”
- North Hudson Campus Associate Director Jason Figueroa completed numerous LinkedIn Learning Certificates in the area of management during 2024-25.
- Vice President for Academic Affairs Dr. Darryl Jones presented “Leading with a DEI Lens in the Political Landscape” at the October 2024 Dr. Carolyn Grubbs Williams Leadership Institute for Mentored Leadership at Connecticut State Community College in Hartford, CT.
- Dr. Darryl Jones provided one-on-one coaching on marketing, operations, and finance to future entrepreneurs at the October 2024 National Association for Community College Entrepreneurship (NACCE) conference. He also served as a proposal reviewer and a member of the conference planning



committee for the Council for Adult and Experiential Learning (CAEL) April 2025 annual conference.

- Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay is President Emerita and a member of the Board of Trustees of the National Tutoring Association (NTA). She reviews presentation proposals submitted to the NTA annual national conference. In collaboration with HCCC colleagues, Dr. Bandyopadhyay offers professional development sessions to College Student Success course and HCCC Learning Community instructors and mentors three times each semester.
- Dr. Bandyopadhyay presented “Empowering Student Success: Satisfactory Academic Progress in Action” at the 2024 National Conference on Race and Ethnicity. She also presented “Learning Communities Promote Student Engagement and Program Completion” at the November 2024 Barcelona Conference on Education organized by the International Education Forum.
- Associate Vice President for Academic Affairs Dr. Heather DeVries; Vice President for Continuing Education, Workforce Development and Strategic Initiatives Lori Margolin; and Assistant Vice President for Workforce Development Anita Belle presented “Promoting Equitable Outcomes for Incarcerated and Reentry Students” at the March 2025 League for Innovation in the Community College annual conference in San Antonio, TX. Their presentation was offered on the heels of HCCC’s Justice-Involved Undergraduate Success and Training (JUSTice) Program’s recognition as an Innovation of the Year.
- Dr. Heather DeVries attended the American Association of Community Colleges (AACC) Workforce Development Institute, where she represented HCCC’s welding program for reentry students funded by the All Within My Hands Foundation’s Metallica Scholars grant.
- HCCC was a finalist for three national awards presented by the American Association of Community Colleges (AACC) at their 2025 annual conference in Nashville, TN. HCCC was recognized in the Outstanding College/Corporate Partnership category for the HCCC JUSTice Program offered in partnership with the Hudson County Department of Family Services and Reintegration; AACC Faculty



Innovation Award (Dr. Azhar Mahmood); and AACC Rising Star Manager Award (Jennifer Valcarcel).



- **Assistant Professor of Accounting Rong Carrie Xiao formed an affiliation between the HCCC School of Business, Culinary Arts, and Hospitality Management, and the New Jersey Society of Certified Public Accountants (NJCPA). Through this affiliation, HCCC students will be supported to help build competencies, obtain scholarship opportunities, and engage in professional development.**
- **In February 2025, the HCCC Culinary Arts Institute hosted the culinary and baking competition for the Spring Leadership Conference of the Family Career and Community Leaders of America (FCCLA).**
- **In partnership with Team Walker and Fresh Chef, the HCCC Culinary Arts Institute hosted a complimentary two-week summer camp for 25 Jersey City teens. The camp was held in response to overwhelming community interest and was the brainchild of Hudson County Commissioner Jerry Walker. Participants learned cooking techniques from guest chefs and distributed hot meals to Jersey City residents in need. Participants learned simultaneously about cooking while completing community service.**
- **Dean of Business, Culinary Arts and Hospitality Management Dr. Ara Karakashian and Chef Anuchit Pukdeedamrongrit (Chef Puk) collaborated with NJ Beer Company in a September 2024 cooking demonstration and brewery tour. Over 30 attendees were acquainted with the beer making process while learning about careers in the culinary industry.**
- **Culinary Arts Admissions Recruiter Janine Nunez judged the Family, Career, and Community Leaders of America (FCCLA) Fall 2024 Leadership Cupcake Competition and Skills USA Front-of-the-House Competition. The FCCLA assists high school students with career exploration, life skills, and college and career readiness. Skills**

USA helps students with training and workforce development to become career ready upon entering the workforce.

- Instructor of Business Sharon Daughtry served as a moderator in the February 2025 HCCC Social Justice Symposium. She also facilitated two modules in the HCCC Adjunct Professional Development Series.
- Associate Professors of Business Elana Winslow and Dr. Peter Cronrath participated in the 2024-25 Business-Higher Education Forum (BHEF) Inaugural Faculty Innovation Fellowship program. They attended conferences for Faculty Innovation Fellows at Coppin State University (MD), Drake University (IA), and Central Connecticut State University. Dr. Cronrath presented at the BHEF Roundtable Event on Mentorship, discussing how mentorship is integrated into the HCCC “B.E.S.T.” program created through the BHEF Faculty Innovation Fellowship program. The presentation was attended by presidents/CEOs, vice presidents, deans and corporate partners.
- For the second year in a row, HCCC’s Associate of Science in Business Administration degree program was recognized by *INSIGHT Into Diversity Magazine* as a recipient of the magazine’s “Inspiring Programs in Business Award.”
- Center for Teaching, Learning and Innovation Director Dr. Paula Roberson and Instructor of Business Sharon Daughtry presented “Social Justice Education: A Pathway for Inclusion” at the New Jersey Council of County Colleges (NJCCC) *Promising Practices: Community College Innovations to Support Economic Equity and Economic Prosperity* convening in Atlantic City.
- Instructor of Business Sharon Daughtry served as a faculty facilitator in the June 2025 Student Golf Clinic sponsored by the HCCC Foundation. Eleven students participated in the six-week clinic that culminated with the annual HCCC Foundation Golf Outing.
- Associate Professor of Accounting Rong Carrie Xiao attended a spring 2025 Accounting Educators Workshop sponsored by the New Jersey Society of Certified Public Accountants (NJCPA), where she was recognized as an official ambassador for the NJCPA.



- Professor Sharon Daughtry and Dr. Paula Roberson presented “Educating for Social Justice: A Pathway Toward Inclusion” at the Community College of Baltimore County (CCBC) 9th Annual Culturally Responsive Teaching and Learning Conference in April 2024.
- Professor Sharon Daughtry led the HCCC Toastmasters International Club that experienced enhanced participation this year.
- More than 15 faculty and staff of the School of Business, Culinary Arts, and Hospitality Management completed first aid training in August 2024 focused on helping students who may require medical assistance at the Culinary Arts Institute. The same team completed training on the use of technology in lab classes.
- Instructor of ESL Saliha Yagoubi presented at the International Academic Forum (IAFOR), The Paris Conference on Education in June 2024. She highlighted how translanguaging promotes inclusivity by embracing students’ linguistic and cultural backgrounds, reinforcing multilingualism as an asset rather than a barrier. She also presented at the 2nd Global Conference on Innovations in Education (eduGlobalConf) in the United Arab Emirates (UAE), focusing on leveraging technology to incorporate translanguaging in ESL classrooms.
- Professor of Theatre Arts Joseph Gallo brought guest artist Steven Haworth to HCCC. A New York playwright, Haworth acted as moderator and guest artist at the College’s Fall Playwriting Festival in December 2024. Haworth spoke to the audience about the intricacies of the craft, followed by individual notes and encouragement to each of the student playwrights at the conclusion of their plays.



- Professor Joseph Gallo mounted his play, *My Italy Story*, at HCCC in November 2024.

- Professor of Computer Arts Jeremiah Teipen presented “The Real Breadboard: Creating an Electronic Sandwich” at the ACM Siggraph Conference held in July and August 2024 in Denver. ACM Siggraph is a “global nonprofit organization serving the evolution of computer graphics and interactive techniques.” This annual convening is considered “the premier conference and exhibition on computer graphics and interactive techniques.” Professor Teipen also participated in a podcast at the conference.



- Professor Jeremiah Teipen had a solo exhibition, entitled *q*bicles*, offered at the Suffolk County Community College Flecker Gallery in November and December, 2024. He also gave an Artist Talk at the Flecker Gallery, and his work was published by Stephanie Jeanjean and Joshua Olsen in the exhibition catalogue.
- Professor Jeremiah Teipen participated in a Taiwanese American Arts Council group exhibition, entitled *Island Surprise*, at Governor’s Island, NY in fall 2024.
- Instructor of History Dr. Christopher Cody moderated two sessions of HCCC’s spring 2025 Teaching and Learning Symposium on Social Justice in Higher Education. A session offered by Michael Iasilli was entitled “Justice is a Bridge: How Community Centered Approaches to Governance Engender Social Change.” And James Twombly discussed “Social Justice in the Constitution.”
- Associate Professor of History Antonio Acevedo and Instructor of History Dr. Christopher Cody participated in a panel presentation at the January 2025 American Historical Association (AHA) national conference. The presentation was entitled “History Education in the Age of AI: Challenges and Opportunities.” The AHA is considered the most important and respected professional association for historians.



- Dr. Chris Cody planned the history and politics panels at the New York State Political Science Association Conference held at Vassar College in April 2025. He also moderated a panel that discussed “Political and Economic Movements: Nationalism, Foreign Policy, and Influence Through History.” Dr. Cody has joined the association’s Executive Officers Committee, having recently been elected to the position of Secretary. He previously served as the History and Politics section chair since 2017.
- Assistant Professor of English Karen Galli presented “The Campus as Writing Resource” at the October 2024 Two Year College English Association Northeast conference. She discussed using student and campus resources as primary sources in College Composition I and II.
- Professor Karen Galli led an April 2025 workshop with HCCC students, including English majors, to discuss the research and creative process for writing historical fiction. Students learned about various academic and social methods to gather factual information.
- The School of Nursing and Health Professions was awarded the 2024 Higher Education Excellence in Diversity (HEED) Award for Health Professions.
- Instructor of Chemistry Raffi Manjikian received the 2024 National Society of Leadership and Success Impact Leader Award, and the 2024 Educational Opportunity Fund (EOF) Champion Award.
- Instructor Raffi Manjikian presented “Community College Shared Governance: Institutional and Personal Perspectives” at the 2024 National Institute for Staff and Organizational Development (NISOD) conference in Austin, TX.
- Instructor Raffi Manjikian received the following certificates in 2024: Certificate in Urban Sustainability from Ramapo College and Sustainable Jersey City (SJC); AI for Collaborative Brainstorming Certificate from Auburn University and the Online Learning Consortium; and Redefining the Learning and Teaching Experience by Recording Live Online and In-Person Lessons, and Communities of Practice:



Creating Community and Shared Learning to Support Student Success Certificates from NISOD.

- **Instructor of Mathematics Daniel Ondieki presented “Transforming Mathematics Lessons with Nearpod” during the fall 2024 HCCC College Service Day.**
- **Professor of Mathematics Dr. Theodore Lai received the prestigious 2025 Dale P. Parnell Distinguished Faculty Award from the American Association of Community Colleges (AACC). Professor Lai also received the 2024 HCCC Foundation Distinguished Service Award during the 2024 Foundation Holiday Gala.**
- **Professor Lai and Instructor Manjikian presented “How to Prepare for Careers in STEM and Health Care” at the April 2025 Phi Theta Kappa International Honor Society Catalyst Convention in Kansas City, MO. Professor Lai also presented at the April 2025 New Jersey Council of County Colleges (NJCCC) Student Leadership Summit held at Brookdale Community College.**
- **Assistant Professor of Engineering Science Dr. Clive Li and HCCC student Christopher Yera presented “Using Torrefied Pistachio Shells as a Sustainable Alternative to Clay-Based Cat Litter” at the Union College of New Jersey (UCNJ) STEM Division Research Day in April 2025.**
- **Dr. Clive Li attended the March 2025 Physics Honor Society Cosmic Pathways Conference held at City College (NY). Joining Dr. Li at the conference were HCCC students Amareese Rivera, Cristina Negron, Christopher Yera, and Daniel Camarillo.**
- **In June 2025, Dr. Clive Li and HCCC students Camila Pazmino and Amareese Rivera showcased their innovative STEM engineering project, entitled “Sound Enabled Emplacement,” at the Dirksen Senate Office Building in Washington, DC.**



- Professor of Biology Dr. Nadia Hedhli completed the Association of College and University Educators (ACUE) Certificate in spring 2025. Dr. Hedhli also published a research article in the prestigious Nature Communications Journal with colleagues from Weill Cornell Medicine.
- Associate Professor of Chemistry Dr. Azhar Mahmood was selected as an American Association of Community Colleges (AACC) 2025 Award of Excellence finalist in the category of Faculty Innovation.
- All members of the Student Affairs and Enrollment team participated in an annual HCCC Student Affairs and Enrollment spring conference. This year's theme was "appreciation." Mykel Borchia from Florida Atlantic University's Office of Appreciative Inquiry led all-day sessions related to the student experience. She also conducted a separate session with the newly formed Hudson Hub One Stop team, including new Hudson Hub Director Dominique Maynard.
- Assistant Dean of Student Life and Leadership Veronica Gerosimo was honored by the Jersey City LGBTQ+ Taskforce and Hudson Pride Center at the April 2025 Jersey City Lesbian Visibility Day.
- The HCCC School of Continuing Education and Workforce Development (CEWD) received the 2025 League for Innovation Excellence Award for the Holz Technik Program. CEWD staff have attended and presented at regional and national conferences on award-winning initiatives, including the National Council on Workforce Education (NCWE), Bellwether College Consortium, National Institute for Staff and Organizational Development (NISOD), Coalition on Adult Basic Education (COABE), Garden State Employment and Training Association (GSETA), League for Innovation, and the New Jersey Pathways to Career Opportunities, among others.



- I was honored to speak at the May 2025 National Pathways Summit held in Washington, DC. This was a follow-up event to a March 2023 convening that brought together a diverse group of national leaders including governors, federal administration leaders, and other leaders from education, business, government, the Civil Rights community, nonprofit organizations, and student groups. Sponsored by the National Pathways Initiative, the summit advocated “a national call to action for scaling essential education reforms, a sustained campaign to transform American education, and approaches to help students find, prepare, acquire, and sustain career success as the professional landscape rapidly changes around them.”



Joining me on the panel was New Jersey Council of County Colleges (NJCCC) President Dr. Aaron Fichtner and a leader of Johnson & Johnson. I discussed the Hudson Scholars program, CONNECT student transfer model, and our alignment and integration of noncredit workforce development micro credentials within credit pathways.

- Supported and celebrated 25 faculty and staff across the college who received Excellence Awards from the National Institute for Staff and Organizational Development (NISOD); and an additional 25 faculty and staff who received Excellence Awards from the League for Innovation in the Community College during 2024-25.

15. Support the continued development of academic and service 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 Director of 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

- See Outcomes above and below.

- Supported the continued growth and development of HCCC | NJCU CONNECT, the college's new transfer model that is now being replicated at additional four-year sister institutions including Saint Peter's University, Rutgers University-Newark, Montclair State University, and Felician University. The CONNECT model was created during our year-long engagement in a national Transfer Student Intensive grant-funded project sponsored by the American Association of State Colleges and Universities (AASCU) and the Aspen Institute. HCCC | NJCU CONNECT was inspired by a nationally recognized partnership of Northern Virginia Community College and George Mason University.



- In the CONNECT model, both institutions recruit students onto an associate-baccalaureate degree pathway beginning at the community college and concluding at the four-year institution. Most degree program pathways are limited to 120 total credits, with no duplicative or additive credits. Students have a common adviser throughout their periods of study at both institutions, and they have access to all of the facilities, programs and services at both institutions from the beginning of their associate degree studies through completion of their baccalaureate.

Now in its second year, 258 HCCC students have expressed interest in the program with NJCU, and over 140 students have now been admitted to the program. Students are offered tailored experiences such as campus tours, onsite registration days, meetings with NJCU faculty and leadership, and dedicated events such as “Student Experience Day.” During these events, students have opportunities to engage with NJCU services including military and veteran services, counseling, the Children’s Learning Center, men of color initiatives, athletics, career services, and more. HCCC team members continue to support NJCU’s Transfer Success Coach Madeline Fermin. During 2024-25, NJCU invested in digital marketing to further promote the program.

Through the HCCC | NJCU CONNECT partnership, HCCC faculty and staff met with their NJCU counterparts at two faculty collaboration sessions in fall 2024 and spring 2025. The sessions focused on curriculum mapping and opportunities for student engagement across both institutions



- **Supported Early College Programs Executive Director Dr. Christopher Conzen and his colleagues in their continued leadership for growing the HCCC Early College program serving high school students throughout Hudson County and beyond. Nearly 600 high school juniors and seniors in 24 Hudson County high schools are currently enrolled in the HCCC Early College program.**
 - During 2024-25, participation of high school students pursuing an HCCC associate degree while in high school has grown to 388 students enrolled at Bayonne High School, James J. Ferris High School, Abraham Lincoln High School, Innovation High School, Kearny High School, William L. Dickinson High School, Rising Star Academy, and Hudson County Schools of Technology.
 - 49 Early College students from Harrison High School, Union City High School, and Abraham Lincoln High School earned a certificate of completion and were celebrated at an Early College Culinary Luncheon in May 2025.
 - 74 high school students attended the HCCC Early College STAR Celebration in February 2025, which hosted various Academic and Office of Student Affairs and Enrollment partners including the Office of Career and Transfer Pathways.
 - More than 40 Hudson County high school students earned their HCCC associate degrees upon high school graduation in May 2025 and participated in our HCCC Commencement Ceremony in Harrison. This number is expected to grow to

more than 200 high school students graduating high school with an HCCC associate degree annually over the next several years.

- Supported Early College, and Career and Transfer Pathways staff who collaborated to engage 80 Early College high school students attending HCCC presentations on topics including career readiness, career exploration, and transfer preparedness. These presentations introduced students to the college's transfer agreements and guided them on how to connect with transfer partners to support their academic and career planning.



- HCCC students participated in 58 College Level Examination Program (CLEP) exams during 2024-25 compared to 48 exams completed by students during the previous year. Administered by HCCC's Testing Center, students can accelerate their pathways to graduation through CLEP.
- Supported Career and Transfer Pathways team members in their offering of an April 2025 Career and Transfer Fair attended by 216 HCCC students who engaged with 31 employers and 45 transfer partners.
- Led and supported the continued development of academic and service pathways employing the latest practices for promoting student success. Examples from across the college include the following.
 - Associate Professor Lester McRae, Assistant Professor Rong Carrie Xiao, and Instructor Sharon Daughtry facilitated a trip to Saint Peters University Guarini School of Business for HCCC accounting students. The experience encouraged students to consider and visit potential options for advancing their degrees upon graduation from HCCC.



- Assistant Professor of Business Rong Carrie Xiao helped lead the establishment of an HCCC and Saint Thomas Aquinas College (STAC) Transfer Pathway that enabled students to become eligible to sit for the CPA exam upon completion of their HCCC studies. Professor Xiao further organized an HCCC-STAC accounting students transfer promotion event held in spring 2025 and attended by students from three HCCC accounting classes.



- Associate Director of the HCCC Honors Program Jenny Henriquez hosted a “Munch and Learn” event with HCCC Honors students and representatives of the Rutgers-Newark School of Arts and Sciences Honors College in November 2024.
- North Hudson Campus Executive Director Joseph Caniglia collaborated with Associate Dean of Career and Transfer Pathways Jennifer Valcarcel to host a Career and Transfer Fair for students at the North Hudson Campus in March 2025.
- The Culinary Arts Institute has continued its Early College relationships with Lincoln High School, Harrison High School, and Union City High School. More than 50 high school students visited HCCC on different days of the week to take culinary and baking lab classes during 2024-25. Students enrolled in these programs are able to earn seven or more credits towards their AAS in Culinary Arts degree. In spring 2025, a new relationship was established with Irvington High School that will bring four high schools to our Culinary Arts Institute on weekdays beginning in fall 2025.
- The School of Business, Culinary Arts, and Hospitality Management’s Culinary Arts Institute has continued dual enrollment partnerships with West Orange High School, Marion P. Thomas Charter High School, Newark Public Schools, Newark Vocational High School, and Orange High School. More than 100 students were engaged at HCCC through these agreements during 2024-25. In spring 2025, the Culinary Arts Institute presented a graduation ceremony for all high school students participating in Culinary Arts courses through the HCCC Early College program.

- Assistant Professor of Computer Science Faisal Aljamal and Instructor of Computer Science Yavuz Guner established a partnership with North Bergen High School to offer early college engagement opportunities in cybersecurity, computer logic, and Java programming courses.
- Supported faculty and staff across the college in their development and offering of on-campus Pep Rallies for high school students from across Hudson County and beyond. Led by Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin, and Dean of Enrollment Services Matthew Fessler, the events were offered in partnership with Frank Mazza and Tamika McReynolds from the Hudson County Department of Family Services and Reintegration.
 - Hundreds of high school juniors and seniors participated in the pep rallies and Open Houses during 2024-25. The events were sponsored by Teen Magazine and engaged high school representatives, staff from the Jersey City School District, Hudson County Sheriff's Office, and others. HCCC faculty, staff and students teamed up with special guests including Hot 97's DJ Wallah to welcome and engage with the prospective HCCC students. During their half-day visits to HCCC, high school students met HCCC faculty, staff and students from various academic programs, clubs, organizations, and offices. The pep rally program continues to grow with nearly 1,000 high schools students having participated during 2024-25. Plans are underway to build on the momentum and develop an even larger schedule of events for the coming year.



16. 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 faculty and staff across the college in their continued work to remove barriers for students related to our systems. These initiatives are informed by the college's engagement with Campus Works and their "Process Reimagine and Redesign Report" resulting from that collaboration several years ago. During 2024-25, processes were improved for students returning to HCCC from suspension/dismissal in addition to improvements in regular updating of student contact information. Work currently in progress includes the development of a proxy for student parents and guardians that will allow students to more easily drop courses with holds, and a new registration process for non-matriculated students.



- Led and supported initiatives leading to three nationally published case studies detailing how the college's data-driven approaches and collaborations play critical roles in achieving student and workforce development success. Recently released to national audiences, the case studies are the Project on Workforce at Harvard and Education Design Lab's "Data and Technology in Action: Community Colleges Advancing Economic Mobility;" Achieving the Dream's "Hudson is Home: Supported by ATD Coaching, Hudson County Community College's 'Hudson Scholars' Program Brings Student Supports – and Success – to Scale;" and Business-Higher Education Forum's "Hudson County Community College and Eastern Millwork Create a Transformative Apprenticeship Program." Click here to review the case studies: [Data & Technology in Action: Community Colleges Advancing Economic Mobility](#) and [Hudson is Home: Supported by ATD Coaching, Hudson County Community College's Hudson Scholars Program Brings Student Support – and Success – to Scale.](#)
 - In July 2025, the Lumina Foundation announced a major investment in the Business Higher Education Forum (BHEF), on whose board I serve. Lumina announced partners across the country selected to participate in a nationwide launch of their "Future Ready States" Initiative that includes New Jersey. In their announcement, BHEF made this statement about HCCC: "BHEF's partnership with Lumina comes at a pivotal time for New Jersey's workforce

and economy, said Dr. Christopher Reber, president of Hudson County Community College and a member of the BHEF board of directors. This initiative will help strengthen how post-high school partners and employers work together to create high-quality pathways to good jobs, especially for learners from historically underserved backgrounds. We're proud to contribute to this national effort by sharing New Jersey's insights and innovations through two incredible national platforms in the Business-Higher Education Forum and Lumina Foundation."



- HCCC was also featured in the July 2025 edition of *Business View Magazine*. The online magazine is described as “North America’s best source of news for executives, entrepreneurs, small business owners, franchisees, and anyone else interested in current industry trends and best practices” and has nearly one million subscribers. Joining me in the published interview and featured in the article were Vice President for Institutional Engagement and Excellence Dr. Yeurys Pujols; Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin; and Associate Vice President for Information Technology Services and Chief Information Officer Patricia Clay. Entitled “Championing Access, Equity, and Career-Driven Education,” the article appears on pages 43-52 of the magazine, which is available here: <https://businessviewmagazine.com/brochures/july-2025/hudson-county-community-college/5/>
 - Supported Associate Vice President for Institutional Research and Planning John Urgola, and Associate Vice President for Information Technology Services Patricia Clay, in their acquisition of 35 Tableau viewer licenses that will be used by offices across the campus to better engage with assessment and operational data. Maximizing the impact of this effort will require the design or acquisition of a data warehousing solution going forward. During the coming year, technologies that can be acquired at a reasonable cost will be explored, including EAB’s Edify platform.
17. 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.

- See Outcomes above and below.
- Supported Dean of Financial Aid Sylvia Mendoza and her colleagues in their outreach and engagement with 1,026 HCCC students who were awarded the Community College Opportunity Grant (CCOG) with disbursements totaling approximately \$2.34 million during 2024-25. This last-dollar program remains a vital resource for eligible New Jersey students, helping eliminate tuition costs and support college access and completion. CCOG continues to serve as a critical component of the college's affordability framework, allowing students from low- and moderate-income households to pursue higher education without the burden of tuition expenses.
- Led and supported HCCC faculty and staff across the college in their successful efforts to secure grant and philanthropic funding to remove barriers, keep students enrolled, and help students achieve their goals. Examples during 2024-25 include a Hunger-Free Campus Grant, funding from the Tepper Foundation to support Hudson Helps Resource Center initiatives, a grant from the Jed Foundation to support mental health and wellness, and additional funds from the NJ Office of the Secretary of Higher Education (OSHE) to promote student success. The HCCC Early College program received an OSHE College Readiness Now grant that supported 94 high school students in earning college credits and becoming college-ready.



Board Goal #2: Review, provide guidance and support for the College's diversity, equity and inclusion initiatives, now referred to as "Institutional Engagement and Excellence." Create and/or revise policies to ensure accountability and support for the President's and College's IEE goals and outcomes. Review and provide input into the work of the President's Advisory Council on Institutional Engagement and Excellence, 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 Institutional Engagement and Excellence, and the Office of Institutional Engagement and Excellence. Lead and support efforts to achieve continuous improvement in the four overarching priorities of the College's IEE Action Plan: Supporting an inclusive culture of care at HCCC, including IEE infrastructure and the development of training, programs and initiatives across the College; Weaving IEE 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 institutional engagement and excellence.

Outcomes

- See Outcomes above and below.
- Led and supported the President's Advisory Council on Institutional Engagement and Excellence (PACE) in developing the HCCC 2024-29 Institutional Engagement and Excellence Action Plan, a foundational element of the new HCCC College-wide Strategic Plan: *The Community's College: Embracing Our History, Shaping Our Future*. The planning process included analysis of the results of a campus-wide climate survey, discussion forums, and multiple planning meetings with stakeholders across the college. Supported Vice President for Institutional Engagement and Excellence Dr. Yeurys Pujols; PACE co-chairs Raffi Manjikian and Diana Galvez, and students and colleagues across the college and in the community in this mission-centric work.
- Led and supported Vice President for Institutional Engagement and Excellence Dr. Yeurys Pujols in his engagement in national best practice convenings. During 2024-25, Dr. Pujols participated in meetings organized and led by University of Southern California Race and Equity Center Executive Director Dr. Shaun Harper. Yeurys is an



active member of a working group of approximately 100 Chief Diversity Officers from throughout the nation. Discussions have focused on addressing the current and anticipated challenges related to higher education, their impact on students, and the anti-DEI agenda. The group is developing materials to educate communities on relevant topics in the national discourse.

- Supported and participated in the HCCC February 2025 Teaching and Learning Symposium on Social Justice in Higher Education led by HCCC Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson. Collaborated with Vice President Dr. Yeury Pujols to organize and moderate a special on-ground fireside chat at HCCC in which I participated with Hispanic Association of Colleges and Universities (HACU) President and CEO Dr. Antonio Flores, who visited the college as our guest. The candid conversation about national challenges impacting education and college students was open to the community and was attended by approximately 100 students, faculty, staff, and others.



- Dr. Pujols also organized and led a roundtable discussion with Dr. Flores, where students, faculty, and staff could engage Dr. Flores in a more intimate setting, in addition to other Symposium sessions.
- Supported Dr. Yeury Pujols and his team in their leadership for managing religious accommodation requests during 2024-25. The opportunity to request religious accommodations based on sincerely held religious beliefs is available to all HCCC students and employees who observe a religious holiday when classes are in session and/or administrative offices are open.
- Led and supported coordinated efforts of staff in the Offices of the President, Human Resources, and Academic Affairs to collaborate with and serve the HCCC Institutional Engagement and Excellence team in achieving college and unit-level outcomes. Structural changes and appointments during 2024-25 included the following.

- Richard Walker, who previously served as a College Lecturer in the HCCC School of Humanities and Social Sciences, was reclassified to serve as the Associate Director of Institutional Engagement and Excellence Training. In his new role that began in summer 2024, Richard is responsible for leading professional development programs for students, faculty, and staff. He also supports daily office operations and supports the Center for Teaching, Learning, and Innovation led by Dr. Paula Roberson.
- Upon the departure of an Administrative Assistant in December 2024, her replacement, Jaquelyn Delemos, was reassigned from the School of Humanities and Social Sciences to support the Office of Accessibility Services.
- Following the departure from HCCC of the former Associate Director of Diversity, Equity, and Inclusion, the position was reclassified into a Coordinator of Cultural Affairs. Salma Abdelwahed was appointed to this position in April 2025, providing much-needed support to the Dineen Hull Gallery and other cultural affairs programs throughout the college.
- Upon the departure from HCCC of the former Director of Veterans Affairs and International Student Services, the vacant position was reclassified to an Associate Director of Veterans Affairs and International Student Services, leading to the April 2025 appointment of Zachary Forrest in that role.
- Led and supported planning of the annual Institutional Engagement and Excellence Summer Retreat in August 2024. Smith University Professor Loretta Ross delivered the keynote address. Retreat sessions included a discussion and final revisions to the 2024-29 HCCC Institutional Engagement and Excellence Action Plan, coordination of the work of the President's Advisory Council on Institutional Engagement and Excellence (PACE), discussion about the national political climate, accessibility, universal design, and others. Over 60 members of the President's Advisory Council on Institutional Engagement and Excellence (PACE), Latino Advisory Council, African American Community Outreach Committee, student leaders, and others attended the two-day convening.



- Supported Vice President for Institutional Engagement and Excellence Dr. Yuerys Pujols and Director of Accessibility Service Danielle Lopez in their participation at New Jersey Department of Education meetings with chief diversity officers throughout the state. The meetings are led by Assistant Secretary for Academic and Student Support Programs Dr. Tamika Quick.
- Supported Vice President for External Affairs and Special Counsel to the President Dr. Nicholas Chiaravalloti; Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson; Associate Director of Institutional Engagement and Excellence Training Richard Walker; and other members of the President's Advisory Council on Institutional Engagement and Excellence (PACE) in their November 2024 presentation with a panel of students entitled "The Importance of Voting in Local Elections: A Student Roundtable."
- Supported North Hudson Campus Librarian Lisa Bogart in her engagement with the New Jersey Association of Libraries NJ Academic Librarians Board, on which she serves as Rapid Response Librarian. In this role, Lisa helps publicize and support public and K-12 libraries and librarians who are experiencing challenges. During the past year, Lisa participated in Caldwell University's Fourth Annual Social Justice Symposium.
- Supported the fall 2024 offering of the Diversity, Equity and Inclusion Student Passport Program completed by 24 HCCC students. A second offering of the program in fall 2024 served male and female cohorts of incarcerated individuals through the School of Continuing Education and Workforce Development's Academic Workforce Pathways Program (AWPP). 61% of the students successfully completed the program.
- Supported work across the college to add inclusive language to descriptions of clubs, organizations, offices, and programs.
- Supported the creation of a Holocaust and Armenian Genocide Commemoration Video organized and curated by members of the President's Advisory Council on Institutional



Engagement and Excellence and others in the HCCC community. Every year, the college offers a commemoration of the Holocaust and Armenian Genocide to bring awareness to these historical tragedies and commemorate the millions of lives lost. During 2024-25, the commemoration took the form of the video that included powerful remarks by Instructor Raffi Manjikian, Dean Ara Karakashian, Executive Director Ilya Ashmyan, and community member Haig Gulian.



- Supported the fourth annual HCCC Juneteenth Celebration held on June 19, 2025 in the Gabert Library Dineen Hull Gallery. The celebration showcased inspirational artistic performances including the participation of high school and HCCC students.
- Supported Office of Financial Aid staff in their continuing efforts to review, update, and enhance all materials, forms, and procedures in order to ensure ongoing compliance with external statutes and agency requirements. This sustained work is evidence of the college's commitment to equity, accountability, and continuous improvement.
- Supported Dean of Enrollment Services Matthew Fessler and his team in their successful completion of Veterans compliance reporting to the U.S. Department of Defense.
- Supported Vice President for Business and Finance/Chief Financial Officer Veronica Zeichner and her team in their contributions to Institutional Engagement and Excellence (IEE) during 2024-25. Examples include the following.
 - Office of Accounting and Finance staff supported IEE programs and initiatives including staff recruitment and retention processes, and the promotion of openness and respect for sharing and discussing multiple points of view. Staff led by example to ensure a commitment to integrity while maintaining respect for others.

- **Office of Information Technology Services (ITS) staff participated broadly in IEE programs during the year, and supported inclusive technology in all areas of college life including live captioning and full interpreter participation in virtual meetings. During 2024-25, ITS added 10 new accessible computer stations in open labs; encouraged active participation of college community members in hybrid meetings through development of a new cooperative agreement that is shared at the beginning of hybrid events; and completed a comprehensive Immersive Telepresence Video (ITV) project in the Gabert Library Sixth Floor Atrium and Dineen Hull Gallery that offers high-quality audio-visual technology and the college's first video wall.**
- **Office of Engineering and Operations staff participated on the All College Council Space and Facilities Committee and kept the community informed about major facilities renovation, alteration, and construction projects including the Center for Student Success. Executive Director Ilya Ashmyan and his team coordinated work on college facilities projects through leadership and participation in weekly project meetings.**
- **Executive Director Jack Quigley and his colleagues in the Office of Public Safety and Security supported IEE goals and outcomes by maintaining a culture of transparency free from barriers and intimidation, and providing operational support through security presence and transportation services related to college meetings and events. Public Safety and Security staff provided the college community with resources and supports to ensure personal safety, including a human trafficking awareness campaign offered last year. Staff shared relevant public safety concerns with the college community throughout the year, and published an annual report with statistics pertaining to campus safety and security.**
- **Director Jeff Roberson and his colleagues in the Office of Contracts and Procurement supported and participated in college-wide IEE programs and provided procurement services in the implementation and execution of these**

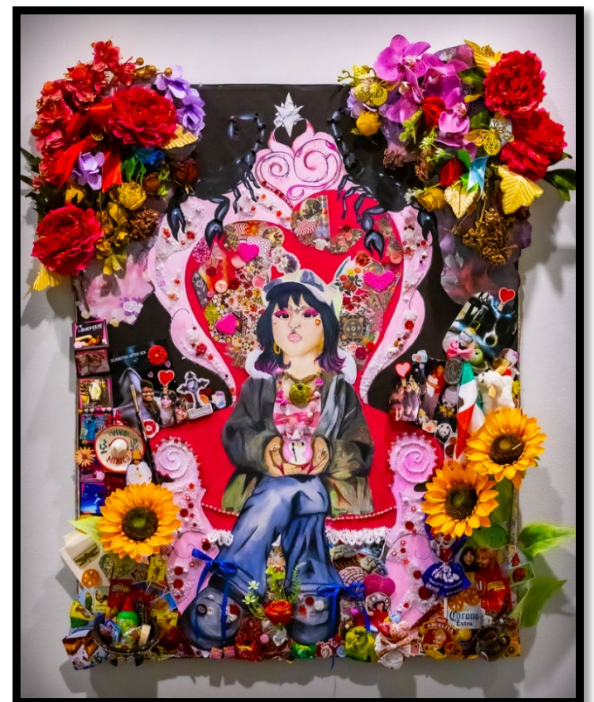


programs. The Office included more than 30 minority and women owned businesses in the college's Request for Proposal solicitations. The team supported Minority and Women Owned Business Vendors through the national Minority Supplier Diversity Council and Women's Business Enterprise National Council, and they supported and represented HCCC during Hudson County's recent Disparity Study.

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. Empower and support the President's Advisory Council on Institutional Engagement and Excellence (PACE), and the Office of Human Resources, in these and related efforts.

Outcomes

- See Outcomes above and below.
- Led and supported myriad initiatives to increase employee engagement 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.
- Supported HCCC's Enrollment team and the entire college community in their hosting of open houses on both campuses during fall 2024 and spring 2025. These included the Hudson es su Casa event at the North Hudson campus in October 2024. These events were attended by nearly 400 students and 250 guests.
 - For the second year, the Enrollment team collaborated with English as a Second Language (ESL) faculty and staff to offer a dedicated ESL Open House. Attendees received personalized support and information in their native languages.



- With grant funding from the OSHE “Some College, No Degree” initiative, the HCCC Enrollment team hosted multiple events during 2024-25 for Restart Scholars – students with some credits but no degree who reenrolled at HCCC in order to complete a credential. These included “Eat, Learn, and Return” events



to encourage former students to return to HCCC.

- Supported Dean of Enrollment Services Matthew Fessler and his colleagues in their work with Ellucian to make much-needed progress in HCCC enrollment processes and data. HCCC recruiters now have real-time dashboards showing inquiries and applicants who need to be contacted. Staff are now able to link events to inquiries in order to measure results, providing greater ownership and accountability for recruitment initiatives.
- Supported Senior Vice President Dr. Lisa Dougherty and staff throughout the Office of Student Affairs and Enrollment for their leadership of continuous improvement in enrollment management. During 2024-25, Student Affairs and Enrollment colleagues sent strategic communications and nudges to specific student subgroups. New custom auto communications for inquiries and in-progress apps were created, and better campaigns to facilitate students completing online applications were developed. The college now has automated “after registration” messages that have eliminated the former manual processing, ensuring students are receiving timely information.
 - Dean of Enrollment Services Matthew Fessler and Ellucian colleagues met regularly throughout 2024-25 to improve and streamline application processes including the addition of workflows for students served through the HCCC EOF and Accessibility Services offices; creation of specialized applications for Early College and Nursing students; and the addition of questions to identify target populations such as student parents, international students, and others.

- Dean of Enrollment Services Matthew Fessler and his team have continued to leverage relationships and partnerships with community organizations. These include Save Latin America, Jersey City Public Library, Brito Foundation, Association of Latino Professionals for America, Trinidad de la Rosa, Clara Maass Medical Center, County Clerk, Geo Marketing Alliances Group, Ingrid Echeverria, Esq. (immigration law), Junior Achievement, Fidelity, York Street Project, Jersey City Housing Authority, Youth Corp, Hudson County Schools of Technology, North Hudson Community Action Corporation, Hoboken Family Planning, Hudson County Department of Family Services, Hudson Speaks, Jersey City Department of Health and Human Services, Hudson County Corrections Center, Amazon Career Choice, and many others.
- Supported the HCCC Office of Accessibility Services in facilitating a professional development series entitled “Disability Disclosure for Accommodations in the Workplace.” The series was offered to educate employees about the process and importance of disability disclosure for obtaining reasonable accommodations in compliance with the Americans with Disabilities Act (ADA). The series aimed to promote a supportive and inclusive work environment by increasing awareness of employee rights and available resources.
- Supported HCCC’s growing partnerships with Pastor John H. and Tamika McReynolds and their organization, *Teen Magazine*; the Hudson County Office of Family Services and Reintegration; Hudson County executive leadership; and the Hudson County Sheriff’s Office. Through these partnerships, the college has offered dynamic *Teen Magazine* Pep Rally events throughout 2024-25 for students from a wide array of Hudson County high schools. Over 1,000 high school sophomores, juniors, and seniors attended half-day on-campus events during the past year.
- Led and supported recruitment, hiring, tenure, promotion, and professional development processes and opportunities across the college for our increasingly diverse faculty and staff.
- Supported the Office of Academic Affairs in resuming post-tenure evaluation for tenured faculty that began in spring 2025. In alignment with an agreement between the college and the HCCC Professional Association, six faculty submitted post-tenure evaluation binders to Vice President for Academic Affairs Dr. Darryl Jones for his review and recommendations.



- Supported Vice President for Advancement and Communications Nicole Johnon and her colleagues in multiple contributions to Institutional Engagement and Excellence (IEE) through inclusive storytelling, cultural partnerships, and content that celebrates identity, academic excellence, and civic engagement. Examples of 2024-25 initiatives include the following.
 - The college initiated rebranding and messaging alignment related to Executive Order 14151 including core assets in order to clearly reflect accessible, student-centered, and equity-focused messaging. This effort included website updates, email templates, signage, and printed collateral.
 - The college's 50th anniversary "Fifty and Forward" campaign integrates IEE goals through planned exhibitions, alumni storytelling, and artistic activations. An anchor exhibit, "Fifty Years of Excellence," has been developed in collaboration with the Museum of Jersey City History and will highlight the College's contributions to the region while promoting inclusive narratives.
 - The Office of Advancement and Communications continued to exercise strong stewardship of the HCCC Foundation Art Collection, with new placements that elevate indigenous, immigrant, and diasporic perspectives. The College also hosted a delegation at the New Jersey Council of County Colleges "Art for All" summit, reinforcing HCCC's commitment to civic engagement through the arts.
 - HCCC Foundation Art Collection Curator Dr. Andrea Siegel provided continued strong stewardship of the art collection with the support of strategic marketing. During 2024-25, each issue of *Happenings Magazine* included a full-page highlight, showcasing artists from indigenous, diasporic, and immigrant backgrounds.



- Supported Professor Laurie Riccadonna in her selection to participate in Princeton University’s Community College Faculty Program that provides opportunities for New Jersey community college faculty and staff to undertake advanced study in addition to professional development for teaching and learning. Faculty program participants may also utilize facilities and resources on the Princeton campus. Laurie plans to organize a trip for HCCC students to visit the Princeton Art Museum that will open at the end of October 2025.
- Supported Project SEARCH on-campus interns and opportunities for the students’ growth, development, and employment. The Project SEARCH program is a business-led, one-year employment preparation program that provides opportunities for young adults with intellectual and developmental disabilities to have a workforce immersion internship experience.
 - HCCC continued to serve as a host business during 2024-25 on both the Journal Square and North Hudson campuses. The North Hudson campus initiative is led by North Hudson Campus Executive Director Joseph Caniglia; the Journal Square campus project is led by Center for Adult Transition Director Maritza Reyes and Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin, with a growing number of offices volunteering to host Project SEARCH interns.
 - During the past year, 10 Project SEARCH interns were engaged on both HCCC campuses and participated in an inspirational graduation ceremony in June 2025 hosted by the Hudson County Office of Health and Human Services. Other participants included representatives of Jersey City Public Schools, Hudson Community Enterprises, RWJ Barnabas Health, and the New Jersey Department of Labor Division of Vocational Rehabilitation in addition to HCCC faculty, staff, and students.



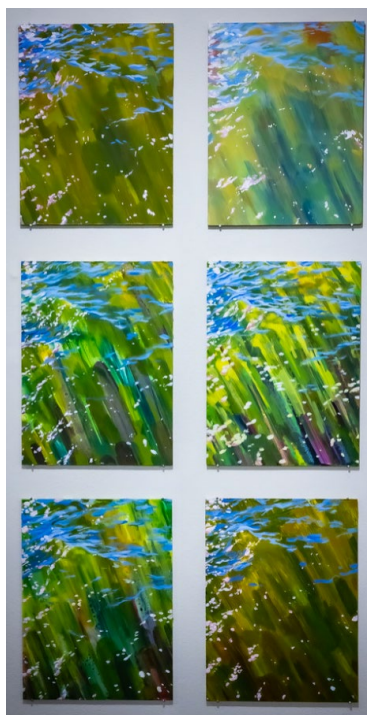
3. Lead and support efforts for continuous improvement in our services – and the removal of barriers – for student parents, Veteran students, and international students. Working collaboratively with students, faculty, staff, trustees, and community partners, support continued changes in institutional 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 initiatives across the college to improve policies, procedures, and processes to better accommodate the unique needs of specific student populations while promoting professional development in these areas. Examples include the following.
 - The HCCC application for admission has been updated to better serve international students, and a new dashboard has been created to track the progress and status of these students.
 - A team of HCCC faculty and staff completed their two-year engagement in the national FamilyU project sponsored by Generation Hope. Led by Hudson Helps Resource Center Director Katherine Morales, key deliverables included HCCC's receipt of the FamilyU seal for demonstrated outcomes in support of student parents; creation of policies for priority registration for student parents; creation of a college-wide lactation policy; expansion of the college's Title IX policy to include pregnant and parenting students; installation of changing tables in HCCC restrooms; creation of a Student Parent Resources web page; offering of family friendly events across the college; a partnership with the NJCU child care center to serve HCCC student and staff parents; creation of a Student Parent Alliance led by HCCC Student Parent Fellow Shanice Acevedo that connects student parents for support; and a revised Children on Campus policy. During the coming year, "Kiddie Corners" will be established in the HCCC libraries and other spaces frequented by children.
 - Data collection related to student parents has improved dramatically during the past year. The college now asks a parenting question on the HCCC application and in a Navigate 360 poll administered to all students. This information, combined with FAFSA data and the college's recent climate survey results suggest more than 20% of HCCC students are parents.



- Staff and students in the Office of Student Life and Leadership, and in student clubs and organizations, produced more than 45 family friendly events during 2024-25. These included Family Fun Day, Fork and Film Movie Nights, Campus-wide Trick or Treating, a campus-wide Easter Egg Hunt, collaborations with HCCC libraries, and more. A monthly Friday night programming series at the North Hudson campus was offered to students and their families that included events such as movie screenings, gaming tournaments, and dinners. The HCCC Teacher Education Club launched the “Little Library,” which collects and provides children’s books to HCCC student parents free of charge.
- HCCC staff and students celebrated International Men’s Day in fall 2024 with a “Tie it Right” event in partnership with Omega Psi Phi Fraternity, Inc. A tie drive was held to collect and distribute ties to male students. Men’s care kits were distributed to students in November 2024, during which issues related to men’s physical and mental health are a national focus.
- During 2024-25, the HCCC Registrar’s Office made several process improvements to remove barriers for students. These included revisions to the process for lifting suspensions and dismissals; processing and verifying grades in real time rather than only at the end of the semester; section management through Coursedog; and the development of a year-long course schedule to help students prepare in advance around work, family and other responsibilities.



- Supported a working group charged with creating a travel abroad program around the HCCC History of African Culture course. A short-term international trip to the country of Senegal has been embedded into the course syllabus. The working group included faculty and leadership from the School of Humanities and Social Sciences; Offices of the Registrar, Financial Aid, Finance, Student Accounts, Ellucian, Veterans Affairs and International Student Services, among others. A workflow was created to process tuition charges in a manageable way for students, allowing the HCCC Office of Student Financial Aid to include financial aid funding to help cover the cost of attendance. The program arrangements are still underway including risk management and other travel issues. Our goal is to complete the arrangements by spring 2026 utilizing the expertise of the college’s recently hired Associate Director of Veterans Affairs and International Student Services Zachary Forrest.

- Supported the Office of Veterans Affairs and International Student Services in their offering of several new and improved events during 2024-25. A “Flag Lowering and Re-Raising Ceremony” was held on May 23, 2024 in observance of Memorial Day, followed by an appreciation breakfast for all veterans and college and community members. A 9-11 Memorial event was held in September 2024 that included a flag raising and a program featuring Veteran and Wounded Warrior Chris Hoff, who delivered the keynote address. A barbeque honoring Veterans was held in the Culinary Plaza Park in observance of the Fourth of July Weekend and was attended by more than 100 students, faculty, and staff. Additional events for international students and veterans were held throughout the year.
- Supported Veterans Affairs Assistant and Verifying Official Willie Malone in his outreach and services for Veteran students. Willie interviewed and certified 144 Veteran students, spouses, and dependents during 2024-25.
- Supported International Student Assistant and College Certifying Official Sabrina Bullock and her colleagues in outreach and engagement activities for international students throughout 2024-25. Examples include the following:



- International Student Orientations for new students were held in fall 2024 and spring 2025. Attendance was required for new international students, and optional but highly encouraged for continuing students.
- Enrollment initiatives in partnership with the Office of Enrollment Services were held throughout the year on both campuses. These included four open houses and *Teen Magazine* pep rallies.
- An International Fashion Show was held on November 18, 2024 as part of the college’s International Education Week celebration. HCCC international students showcased and modeled traditional clothing from their countries. The event concluded with a dinner for students and their guests.
- An end-of-year International Student Celebration was held on May 20, 2025. Graduating international students were recognized in addition to international

students named to the Dean's list and honored for other academic achievements.

- The Office of International Student Services reviewed Student and Exchange Visitor Information System (SEVIS) reports throughout the year to verify that international students attending HCCC maintained their F1 visa status. The Office managed and supported approximately 200 international student applications.
- Supported the Office of Accessibility Services in collaboration with Dean of Students Dr. David Clark and Hudson Helps Resource Center Director Katherine Morales to develop a process for students, employees, and community members to access the two new Lactation Pods located in Gabert Library and at the North Hudson campus. The Office also reviewed and revised the college's Title IX Pregnancy and Parenting policy to ensure compliance with relevant laws, and led and supported initiatives to promote a more inclusive and accommodating campus environment.
- Supported School of Continuing Education and Workforce Development (CEWD) staff in the delivery of evening, weekend, and off-site programs. Led by CEWD Coordinator Alexis Muniz, these programs continue to operate on both the Journal Square and North Hudson campuses. During 2024-25, evening classes open to the community were offered at the Secaucus Center. Evening administrators are present at all sites to assist students.
- Supported the CEWD Parent Powered Solutions Fund Program. Led by CEWD Coordinator Laura Riano, Assistant Director of CEWD Dr. Machli Joseph, Parent Powered Solutions Coordinator Shakima Goodwin, Assistant Vice President for Workforce Development Anita Belle, and partnered with the Jersey City Housing Authority, the program was awarded a \$50,000 grant by Ascend at the Aspen Institute on behalf of Ascend Parent Advisors in 2024. This is the first student parent-led participatory grantmaking model of its kind. HCCC's program supports the Ascend Parent Advisors Postsecondary Success for Parents goals of building intergenerational family prosperity and wellbeing by focusing intentionally on children and the adults in their lives. Ascend received



a record 144 proposals totaling over \$6.5 million in requests representing 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 through the program.

- Supported the Center for Adult Transition (CAT) offered by the HCCC School of Continuing Education and Workforce Development. Led since its inception by Center



for Adult Transition Director Maritza Reyes, HCCC's CAT supports the transition of individuals with intellectual and developmental disabilities up to the age of 24. These individuals receive supports and resources to transition successfully from secondary schools to postsecondary education, adult employment, independent living and other opportunities for skill development. Funded by OSHE for a third year, the HCCC Center for Adult Transition offers transformative learning experiences for individuals who once saw higher education as unattainable, but now view it as a viable pathway to career development. To date, the program has enrolled 36 students, with an 88% completion rate and 84% success outcomes. Approximately two-thirds of these students

enrolled in postsecondary education at HCCC, doubling the rate from the previous year.

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 Vice President for Student Engagement and Excellence Dr. Yeury Pujols and colleagues throughout the college to organize agendas and logistics of the quarterly meetings of the HCCC Latino Advisory Council and HCCC African American Community Outreach Committee. These initiatives included coordination with Latino Advisory Council facilitator Wendy Martinez, and African American Outreach Committee chair and former HCCC Trustee Pamela Gardner. Speakers were invited to

lead specific presentations at each of the meetings, which were usually offered in hybrid modalities to encourage maximum member attendance and participation.

- Supported collaboration with Latino community consultant Wendy Martinez and Vice President for Strategic Initiatives, Continuing Education and Workforce Development Lori Margolin to develop and sign a Memorandum of Understanding with the Hudson County Latin American Chamber of Commerce. The MOU outlined strategies for working together in support of the residents of Hudson County. A signing ceremony was held on September 24, 2024 that was attended by approximately 50 members of the community and media.
- Supported the 49th Annual Hispanic State Parade of New Jersey held on October 6, 2024. HCCC students, faculty, and staff represented the college in a parade float, marking the third consecutive year HCCC has participated in and supported this exceedingly well attended annual community event. During a Gala preceding the parade on October 4, 2024, HCCC Educational Opportunity Fund (EOF) Director Dr. Jose Lowe was recognized as Hispanic State Parade Education Leader of the Year, and HCCC was recognized for the college's strong support of the Latino community.
- Supported the college's participation in Sarah's Daughters Domestic Violence Awareness Foundation's 13th Annual Fundraising Gala held on October 11, 2024 in Bayonne. HCCC students, faculty and staff from the Hudson Helps Resource Center, Office of Accessibility Services, and the President's Advisory Council on Institutional Engagement and Excellence (PACE) attended. This marked the third consecutive year in which HCCC supported this important community event.
- Supported HCCC participation in the annual NAACP breakfast held in honor of Dr. Martin Luther King, Jr. HCCC students, staff, and Trustee Pamela Gardner attended the program held on January 25, 2025. This was the second consecutive year in which the college has participated in this program.
- Supported the third annual "Hudson es su Casa Community and Educational Fair" held at the North Hudson campus on October 12, 2024 as part of Hispanic Heritage Month activities. A collaboration of the HCCC Latino Advisory Council, Office of Institutional



Engagement and Excellence, and Office of Enrollment Services, the well-attended event was planned and offered in partnership with students, faculty, and staff at the North Hudson campus, and the Office of Cultural Affairs. Congressman Rob Menendez spoke at the event opening. Workshops, panels, and artistic performances were held throughout the day. Local artist Ray Arcadio was recognized at the opening of an exhibition of his works at the North Hudson Campus Art Concourse. This program was also paired with a College Open House. More than 150 guests and 85 students participated.

- Supported the Offices of Accessibility Services and Cultural Affairs in their “Hip Hop Happenings” Exhibition held in spring 2025 at the North Hudson campus. As part of the exhibition, a dance workshop explored themes of mental health, disability, and healing through dance therapy. Facilitated by Adjunct Professor of Criminal Justice Maria Daniel, the workshop’s goal was to promote awareness, inclusion, and well-being within the campus community.
 - Supported the Offices of Accessibility Services and Human Resources in their coordination of the second annual HCCC Women’s History Month Employee Panel. Curated by Director of Faculty and Staff Development Amaalah Ogburn, the panel highlighted the diverse experiences and achievements of women employees. Panelists were Director of Mental Health Counseling and Wellness Doreen Pontius-Molos, Assistant Vice President for Workforce Development Anita Belle, and Assistant Vice President for Continuing Education and Workforce Development Chastity Farrell.
 - Supported the college’s participation in Save Latin America’s “100th Family Health Festival” held on Sunday, April 27, 2025 at Union City High School. HCCC hosted the event breakfast, and I offered remarks to the hundreds of community attendees.
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

- See Outcomes above and below.
- Supported Center for Teaching, Learning, and Innovation Director Dr. Paula Roberson in her leadership and development of HCCC's Fourth Annual Teaching and Learning Symposium on Social Justice in Higher Education. Held in February 2025, this year's national convening, including live virtual and on-campus events, engaged participants from 141 colleges and universities including three international institutions from Canada, Peru, and Puerto Rico. Very importantly, 385 HCCC faculty and staff, and 198 HCCC students participated in addition to 24 community, civic and government agencies. The Symposium content covered 28 hours with 42 presenters and 2,744 registrants. Completion badges were awarded to 364 participants.
- Supported Assistant Professor of Business Elana Winslow and Dean of Business, Culinary Arts and Hospitality Management Dr. Ara Karakashian in their leadership for the college's annual Holocaust and Armenian Genocide Remembrance program held on April 28, 2025. This year's program was an educational field trip to Washington, DC that included visits to the Holocaust Museum and the Armenian National Committee of America. Thirty-seven HCCC students participated and also recorded their reflections, which have been added to the HCCC archive.
- Supported efforts across the college to plan and host HCCC's fourth annual Juneteenth Celebration held on June 19, 2025 in the Benjamin J. Dineen III and Dennis C. Hull Gallery on the sixth floor of Gabert Library. This year's celebration showcased an outstanding array of artistic performances, including the participation of HCCC and University Academy Charter High School students. Reverend Paul P. Martin, Esq., Pastor of the historic Mt. Pisgah AME Church in Jersey City, delivered the keynote address. Other speakers included Reverend Dr. Bertha Reels, Dr. Dorothy Patterson, and Former HCCC Trustee Pamela Gardner, all members of the HCCC African American Community Outreach Committee; and others. Approximately 125 students, faculty, staff, and community members attended the program.
- Supported the Latin Society's week of events celebrating Hispanic Serving Institutions (HSI) offered in fall 2024 in collaboration with the President's Advisory Council on



Institutional Engagement and Excellence. The culminating event in the week-long series was “Café con Pan con el Presidente.”

- Supported the recording of a special video in honor of Hispanic Heritage Month featuring U.S. Congressman Rob Menendez and Chef Anuchit Pukdeedamrongrit, better known as HCCC’s “Chef Puk.” HCCC students participated in the taping that showcased Congressman Menendez’s love for his Cuban heritage. At the conclusion of the taping, Congressman Menendez delivered words of encouragement and support to the students majoring in HCCC Culinary Arts programs.
- Supported an October 2024 Hispanic Heritage Month Celebration at the North Hudson Campus. Organized by North Hudson Campus Executive Director Dr. Joseph Caniglia, Instructor of Chemistry Raffi Manjikian, and Vice President for Academic Affairs Dr. Darryl Jones, the event featured a dynamic presentation by Board of Trustees Chair Jeanette Pena.
- Supported the Office of Student Life and Leadership in their hosting of events and activities for Hispanic Heritage Month, Black History Month, Women’s History Month, Muslim Heritage Month, Sikh Heritage Month, Pride, Kente Graduation, Lavender, and other celebrations meaningful to our diverse community.
- Supported the activities of the HCCC Black Faculty Caucus. In commemoration of Black History Month, the Black Faculty Caucus organized a February 2025 “African Diaspora Experience” event held in Gabert Library and the Student Center. Activities included film, food and discussions.
- Supported the HCCC Arab Student Association advised by Instructor of ESL Saliha Yagoubi. Members participated in a January 2025 Muslim Heritage Month event.
- Supported the Culinary Arts Institute’s catering of an Iftar Buffet offered for the third consecutive year to members of the Jersey City Muslim community. Held at the Brennan Courthouse, the event was attended by more than 70 guests. Ten HCCC students and faculty prepared and delivered multiple meal options.



- Supported rotating art exhibits in the new North Hudson Campus Art Concourse during 2024-25, including a multiple week display of the work of artist Ray Arcadio, who has participated in many art shows throughout New York and New Jersey.
- Supported the School of STEM's Fourth Annual "Women in STEM" panel discussion offered in March 2025. Panelists were Assistant Professor of Nursing and Health Sciences Dr. Jihan Nakhla, Adjunct Instructor of STEM Dr. Swathi Karamcheti, students Ashley Medrano and Darlene Lawrence, and Benjamin R. Harvey Company Project Manager Chrissy Keane.
- Supported HCCC Libraries staff and students in their offering of programs and book displays celebrating diverse themes, commemorative recognitions, and holidays throughout the year. These included Black History Month, Hispanic Heritage Month, Women's History Month, Ramadan, Diwali, Juneteenth, and Banned Book Week, among others.
- Supported HCCC Libraries staff and students in their launch of the highly successful "Ticket to Culture" program. Under the leadership of Director of Patron Services Saudia Reid, museum passes were provided to HCCC students, faculty, and staff offering free admission to El Museo del Barrio, the Museum of the City of New York, Brooklyn Botanical Garden, the Newark Museum of Art, Montclair Art Museum, and the American Museum of Natural History.
- Supported Instructor of History Dr. Christopher Cody in his presentation of significant events preceding and leading up to the 9-11 attacks in 2001, and the important consequences that followed. Dr. Cody spoke at the College's 9-11 Remembrance Event for the second consecutive year.
- Supported Dr. Chris Cody, Dean Ara Karakashian, and Associate Professor Elana Winslow, who chaperoned 38 HCCC History Club members and other students to Washington, DC in April 2025. Students, faculty, and staff visited the United States Holocaust Memorial Museum, Armenian National Committee of America (ANCA) offices, and the White House. Students met with the Executive Director of ANCA, who



described lobbying efforts and offered guidance to students on obtaining internships on Capitol Hill.

- **Supported Instructor of Social Sciences Dr. Kade Thurman, who represents HCCC in their work as a Faculty Fellow with the Institute for Citizens and Scholars. Faculty Fellows seek to enhance civil discourse at their institutions. Dr. Thurman participated in a Faculty Institute in January with a cohort of faculty from across the nation to learn more about strategies for encouraging civil discourse and dialogue across difference in the classroom and on campus. Dr. Thurman also participated in several virtual workshops offered by the Institute for Citizens and Scholars, with the goal of offering faculty professional development opportunities at HCCC related to these topics.**
- **Supported the HCCC Offices of Institutional Engagement and Excellence, Veterans Affairs and International Student Services, Cultural Affairs, and Academic Affairs in hosting the college's annual 9/11 Memorial Commemoration held on September 11, 2024. The program featured remarks from Hudson County Executive Craig Guy, former New Jersey Attorney General John Farmer, Wounded Warrior and keynote speaker Chris Hoff, and HCCC Instructor of History Dr. Chris Cody, among others.**
- **Led and supported college-wide planning for HCCC's 2025 Dr. Martin Luther King, Jr. Memorial Celebration attended by an overflow audience in the Culinary Conference Center Scott Ring Room and Banquet Room. Dr. Ilyasah Shabazz, daughter of civil rights icon Malcolm X, delivered the keynote address to more than 350 participants that included HCCC students, faculty, staff, community members, students from Jersey City and Harrison high schools, and others. Various students and community members spoke and performed.**
- **Supported the Office of Cultural Affairs in the creation and offering of on-campus and off-site programs, events, and exhibitions. During 2024-25, 13 exhibitions were offered, a record in the ten-year history of the Dineen Hull Gallery. In addition, more than 25 cultural events were offered to the campus and community. Programs**



included student vocal performances, recognitions, and awards presented to HCCC and community members including public school students and artists. Events included artist talks, film screenings, poetry readings, and more. Examples of 2024-25 events include the following.

- “Pathways to Freedom: We Get to Tell the Story” highlighted historical objects and documents from the Linwood Pledger, Jr. Archive of Black History curated by HCCC archivist and Assistant Professor of History Dorothy Anderson and HCCC African American history students. Archive materials include slave contracts, 19th century wills of slave owners, and first-edition books from renowned Black writers. Significant works by celebrated artists further illuminated themes celebrating pathways to freedom. This exhibition honored the people and history of American slavery during the college’s observance of Black History Month. The exhibition was open for three full months between September 4, 2024 and December 1, 2024, and was reviewed virtually by the prestigious Warhol Foundation award recipient Tris McCall.
- The Office of Cultural Affairs hosted live music on the Gabert Library Veranda on three evenings in May 2025 and June 2025. Approximately 100 students, faculty, staff, and members of the public attended each of the performances, which also included a pop-up market where attendees could purchase art and other materials from HCCC student artists and other community artists and vendors.
- “Robe of Resilience” was exhibited from September 2024 through November 2024 at the Gabert Library on the Journal Square campus. Created by New Jersey City University professor Lisa Ficarelli-Halpern, the sculpture was presented on the library ground floor and encouraged visitors to vote in the November 2024 election.
- Celebrated artist and educator Ray Arcadio’s work was exhibited in the North Hudson Campus Art Concourse throughout the fall 2024 semester. In honor of his work and community engagement, more than 30 Arcadio paintings and sculptures adorned the walls of the campus in Union City. An artist reception was featured during HCCC’s annual Community and Educational Fair on October 12, 2024. U.S. Congressman Rob Menendez attended the opening of



the exhibition and recognized the artist at a reception attended by more than 200 students, faculty, staff and members of the community.

- **“Shifting Horizons Exhibition”** was shown September through November 2024 at the Dineen Hull Gallery in Gabert Library. Professor of Humanities and Social Sciences Laurie Riccadonna curated the exhibit that explores the profound relationship between humanity and nature through the lens of landscapes. The exhibit brought together six artists from diverse backgrounds, whose works focused on climate change, environmental awareness, earth science, and recycling. An artist reception attended by more than 130 students, faculty, and staff was held on September 27, 2024.
- A collaboration with Jersey City Art Crawl and Art Fair 14C, the HCCC Fall 2024 Student Showcase Reception was held on September 21 at the Dineen Hull Gallery Atrium in Gabert Library. The Art Crawl is a self-guided tour focusing on a single, walkable neighborhood in Jersey City, bringing together arts events and exhibitions with local businesses, and offering discounts or other promotions for the Art Crawlers. Under the direction of the HCCC Office of Cultural Affairs, art students created a Student Pop-up Exhibit and discussed their work with nearly 100 visitors.
- The annual Jersey City Art and Studio Tour (JCAST) was held off campus in October 2024 in collaboration with Art Fair 14C and the City of Jersey City. JCAST began as an invitation to visit artists’ studios, retailers, and other downtown spaces including the historic 111 First Street Art Collective, and has been reimagined several times over the ensuing decades. The HCCC Office of Cultural Affairs provided programming and refreshments, participated in offsite city-wide events, and was a host information site for participants to visit. It is estimated that more than 4,500 people attend the city-wide program.
- The Office of Cultural Affairs partnered with Rutgers University-Newark’s Muslim Society to host an Arab Heritage and History workshop in November 2024. Students wore traditional clothing, enjoyed cultural foods, and learned



basic embroidery techniques to transcribe and embroider cultural patterns. Cultural Affairs Assistant Elaf Hussein provided basic embroidery stitching techniques during the event.

- As part of the college's celebration of International Education Week in November 2024, offices across the college partnered with HCCC alumnus Abou Traore to screen his film, "Modou-Moudo" at the Culinary Conference Center. The documentary archived real-life stories of West African migrants, delving deep into their experiences, aspirations, and challenges in their quest for a better life in the United States. Approximately 80 students, faculty, staff and community members attended the film debut.
- Professors of Humanities and Social Sciences Laurie Riccadonna and Jeremiah Teipen curated a Fall 2024 Student Art Exhibition in the Dineen Hull Gallery. Students exhibiting their artwork were enrolled in classes that were showcased. HCCC celebrates the artistic talents of the college community with this biannual student exhibition. Artist talks were offered to students, faculty, and staff followed by a December 13 exhibit reception where Rotoscope, a live band fronted by HCCC art graduate Jack Engdall, performed.
- The Office of Cultural Affairs curated "Poetry as Illumination," an exhibit celebrating LGBTQIA life in Hudson County and featuring the works of poets of all ages from Jersey City Public Schools and the larger community. Offered during the spring 2025 semester, the program included approximately 30 original poems and short stories. Some participants shared personal testimonials, and a zine featuring the poems was created and distributed throughout Hudson County.
- The Office of Cultural Affairs curated "Curious Matter: A Legacy of Art," an exhibition that celebrates the transformative vision and enduring contributions of Raymond E. Mingst and Arthur Bruso, two Jersey City artists and partners. Bruso, a recent New Jersey State Art Council award recipient for his photography, is also a cancer survivor and spoke openly to visitors about his most recent health crisis that was debilitating. The artists also shared personal



stories as an LGBTQ couple living in Hudson County for over two decades. The exhibition honored their commitment to fostering dialogue, their advocacy for artists, and their remarkable ability to open a door to contemporary art for all. A reception and an exhibition artist talk in January 2025 and February 2025, respectively, attracted nearly 200 participants.

- The Office of Cultural Affairs hosted a five-month (February-July 2025) exhibition showcasing Sherwin Banfield Hip Hop Models to Monuments at the North Hudson Campus. A Queens, NY-based mixed-media artist, Banfield's work attempts to explore journeys of identity and ancestry. The exhibition was paired with "Hip Hop Dance Happenings" at the North Hudson campus, in which adjunct instructor Maria Daniel led a healing through dance program. Students learned dance techniques that help relax mind and body. The artist reception and dance program celebrated World Health Day on April 7, 2025.



- On March 7, 2025, the Office of Cultural Affairs partnered with JC Fridays Art House Productions to host the HCCC Spring Student Showcase Reception. Begun in summer 2006, JC Fridays is a seasonal arts festival presented by Art House Productions in Jersey City. JC Fridays feature art events in restaurants, galleries, stores, and other spaces in almost every neighborhood of Jersey City.
- In collaboration with Jersey City Public Schools, the Office of Cultural Affairs hosted the fourth anniversary of the Jersey City Public Schools "Words-worth Poetry Festival" in April 2025. Every high school in the district brought approximately 20 students to HCCC to participate in reading and write poetry in the Benjamin J. Dineen III and Dennis C. Hull Gallery. Each student was awarded a participation certificate to place in their college portfolio. Over 350 guests, mostly students from Jersey City Public Schools, visited the festival.
- The Office of Cultural Affairs partnered with Professors of Humanities and Social Sciences Laurie Riccadonna and Jeremiah Teipen to host the spring 2025 HCCC Student Art Exhibition, Art Talk, and reception in May 2025. The

exhibition in the Dineen Hull Gallery was opened to HCCC faculty for their annual end-of-year celebration.

- Supported the leadership of the HCCC Office of Institutional Engagement and Excellence, and Office of Cultural Affairs, in myriad creative events and achievements



throughout Hudson County. During 2024-25, HCCC faculty and staff were selected as judges for the highly competitive district-wide student art competition, Hudson Foundation Collection Scholarship competition, Hudson Poet Laureate competition, 50th Anniversary student tee shirt logo design competition, and Pro Arts Curator's Portfolio Review Sessions, among others. HCCC recognized student success in Jersey City Public High Schools including the presentation of over 300 certificates for high school participants of the "Words-worth Poetry Festival."

- Supported Assistant Vice President for CEWD Chastity Farrell and her colleagues in their hosting of the 12th Annual HCCC "Symposium," an event dedicated to promoting and supporting women in technology. This year's well-attended symposium convened over 200

students from the college and area high schools, business professionals, and industry leaders to inspire and empower women pursuing degrees and careers in technology. The gathering featured an engaging discussion with an accomplished panel. Other activities included keynote speeches, networking opportunities, and hands-on workshops designed to equip attendees with experiences and skills for the future. A student display contest and a student essay contest were also held. The event was sponsored by Eastern Millwork, EY, eMazzanti Technologies, MAST Construction, Velez Consulting Services, ISC2 Chapter, and Provident Bank.

- Supported the Offices of Institutional Engagement and Excellence, and Cultural Affairs, in their fall 2024 collaboration with the Minority Art and Media Foundation. The Foundation hosted its inaugural Minority Film Festival at HCCC during the week of September 22, 2024 in observance of Hispanic Heritage Month. The well-attended events featured nationwide film submissions with winning entries screened at HCCC. The movie screenings were open to students, faculty, staff, and the public at no cost.
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

- See Outcomes above and below.
- Communicated regularly throughout the year with the entire college community through open meetings, e-mail, text messages, and other venues. These initiatives 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” during 2024-25. 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.
 - 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.



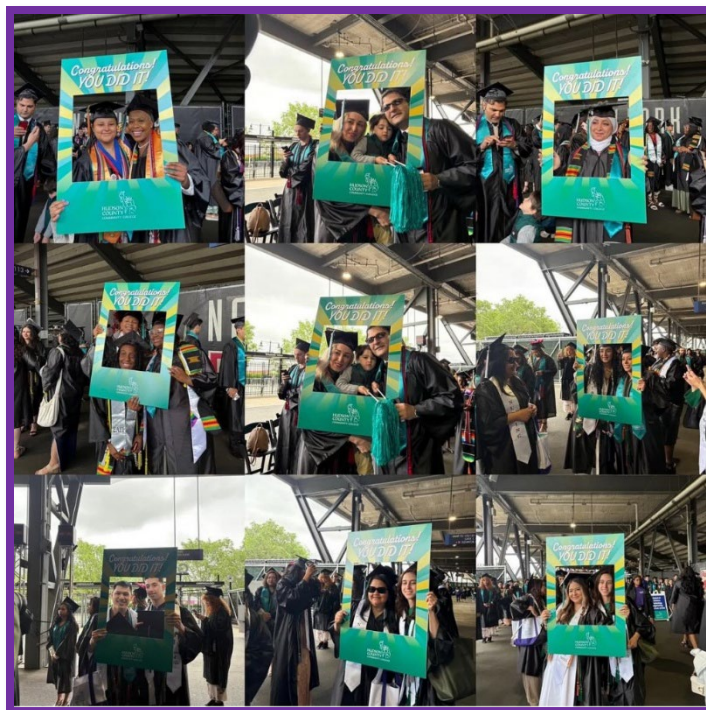
- Continued to offer President’s Reports at all Board of Trustees meetings with invited speakers/presentations, coupled with reports of the Student Government Association and All College Council.
- Continued to write weekly *Green Memo* updates with supporting materials for Trustees in order to keep 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.

- Led and supported the full execution of new three-year contracts for the HCCC Professional Association, Support Staff Federation, Adjunct Faculty Federation, and Academic Administrative Association following months of collective bargaining negotiations that concluded successfully in June 2025. Monthly and other regular meetings with the officers of each unit continue to support an open and transparent line of communication and collegiality for all members of the HCCC family.
- Supported the Office of Financial Aid staff in their exceedingly strong compliance and reporting capacity throughout 2024-25. Team members successfully submitted more than 6,000 records to the U.S. Department of Education as part of Gainful Employment and Financial Value Transparency (GE/FVT) reporting requirements. Additional reporting efforts included the New Jersey Higher Education Student Assistance Authority (HESAA) Pell Survey, Integrated Postsecondary Education Data System (IPEDS) coordination with the Office of Institutional Research, and National Student Loan Data System (NSLDS) post-screening review.
 - Compliance activities were strengthened with SAVE Plan Student Loan Verification training, ensuring accurate aid eligibility decisions for students with complex citizenship or immigration statuses. Financial Aid staff collaborated with the HCCC Offices of the Registrar, Institutional Research and Planning, and Ellucian consultants.
 - The Office of Financial Aid conducted detailed reviews of reporting to identify changes in students' federal loan default status and eligibility. Team members took appropriate actions including manual award adjustments and professional judgment overrides, submitting required documentation to the New Jersey Higher Education Student Assistance Authority (HESAA) by the March 1, 2025 deadline and ensuring full compliance with federal and state mandates.



- Office of Financial Aid staff submitted the college's Financial Aid Shopping Sheet compliance documentation, meeting transparency standards for presenting aid offers in a standardized format. This ensured that prospective and current students received clear, comparable information to support informed financial decisions.



- The HCCC Office of Financial Aid continues to publish regular Financial Aid newsletters throughout the academic year in addition to a comprehensive Financial Aid guide. The Office of Career and Transfer Pathways also publishes “The Pathway Press” to keep students informed about important timelines and events related to career planning and transfer processes.

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 offered on-ground and virtually, and all are recorded and posted on the HCCC You Tube page.

- Attended many meetings and activities of student organizations and other members of the college community during the 2024-25 academic year.
- Attended All College Council, HCCC Foundation, other meetings and events of the four collective bargaining units, 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.
- Supported Honors Program Associate Director Jenny Henriquez in her leadership of a May 2025 Honors Showcase. Twenty-one HCCC students shared and celebrated their work, with six HCCC faculty serving as mentors. The Showcase expanded this year from traditional posters to include TED-style talks, film and media analysis, dance performances, Infographics, and a spoken word piece.
- Supported Professor of Theatre Arts Joseph Gallo in his May 2025 production and direction of an on-campus Spring Theatre Festival showcasing the work of HCCC's Acting II students, who performed scenes, monologues, and songs. They presented a screening of the student film *Stalled*. More than 60 students, faculty, and staff attended this community event that featured cutting edge material highlighting the best of Broadway. Professor Gallo also created The Playwrights' Festival, a new addition to the Theatre Arts Program. He produced and directed an annual showcase of scenes written by students in the College's Introduction to Playwriting class. The plays were presented live to an audience in the Studio Theatre classroom performed by HCCC alumni actors. This standing-room-only showcase of student work has become the Theatre Program's most popular event.
- Supported Vice President for Advancement and Communications Nicole Johnson; Dean of Business, Culinary Arts, and Hospitality Management Dr. Ara Karakashian; their colleagues and students; HCCC Foundation Directors; faculty, staff, and students across the college; and community



partners and volunteers in the highly successful 27th annual HCCC Foundation Gala held in December 2024. There were over 200 attendees, and more than \$200,000 was raised for student scholarships. As in prior years, the HCCC Schools of Continuing Education and Workforce Development, STEM, Humanities and Social Sciences, and Nursing and Health Professions contributed to the evening's success. Twenty-five faculty from the School of Business, Culinary Arts, and Hospitality Management, six alumni, and over 80 Culinary students participated in preparing and staffing this major annual event.

- Supported the Culinary Arts Institute and HCCC Foundation in the successful offering of 16 Fridays of service for the 2024-25 Foundation Subscription Dining Series. Culinary Arts, Baking and Pastry, and Hospitality Management students who were enrolled in a Culinary Arts Institute externship course trained for several weeks before each grand opening. Fifty HCCC 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.



- Three new Foundation directors were invited and approved to join the HCCC Foundation Board of Directors in June 2025. Seema Shah is a seasoned strategist and civic innovator with over 20 years of experience leading mission-driven initiatives across the public, nonprofit, and private sectors. Ceallaigh Pender is a nationally recognized leader in holistic wellness with over 20 years of experience in massage therapy, yoga, movement, sound healing, and integrative care. She is the founder of Salvation Wellness, a studio and apothecary based in Jersey City. Daniela Sarbu is an accomplished education entrepreneur and community leader. She is the founder and managing director of Waldo International School in Jersey City, a multi-campus private institution offering a rigorous, globally minded curriculum based on the International Baccalaureate framework. We thank Trustee Stacy Gemma, who is the Board of Trustees liaison to the HCCC Foundation Board, for recruiting Ceallaigh Pender and Daniela Sarbu to these important new Foundation positions.
- During 2024-25, Trustee Stacy Gemma introduced additional community leaders and potential partners to HCCC colleagues. These included colleagues from the Jersey City Jewish Association to explore potential areas of

collaboration in developing and offering Jewish educational programs; and introductions and discussions with staff at Jersey City Medical Center, among others. We also thank Trustee Gemma for suggesting and facilitating HCCC's hosting of the January 2025 Art House Production's annual Snow Ball Gala. The beautiful, well-attended and successful community fundraising event was held in the Culinary Conference Center.

- Supported the spring 2025 Culinary Arts Institute Annual Exit Dinner held in celebration of Culinary Arts and Baking/Pastry graduates. This special gathering is an annual tradition where all graduating students and chef instructors reminisce and share their appreciation for one another and for their HCCC experiences.



- Supported collaborations of the North Hudson Campus, Hudson County Latin American Chamber of Commerce, Save Latin America, and the HCCC Latino Advisory Council. These partners co-sponsored events at the North Hudson Campus in Union City during 2024-25. Events included the October 2024 community-wide "Hudson es su Casa," and the spring 2025 "FuturePreneurs" Programs.

- Supported Vice President for Academic Affairs Dr. Darryl Jones; HCCC Center for Teaching, Learning, and Innovation Dr. Paula Roberson; and colleagues across the college in the planning and offering of fall 2024

and spring 2025 College Service Days. These college-wide, full-day programs were attended by more than 200 faculty, staff, and students. The August 2024 College Service Day theme was "Health and Wellness in the Workplace" with Lecturers of Nursing Carmen Pelardis and Nancy Saliba delivering the keynote address. A wide range of workshops were offered on such topics as "Grants Defined, Deconstructed, and Demystified;" "Coursedog Training for Academic Faculty Coordinators;" and "Innovative Classroom Practices."



Engagement, Advocacy, and Policy Work.”

- The January 2025 College Service Day theme was “Community Engagement and Civic Responsibility.” Hazel Applewhite, CEO of the Ironbound Community Corporation in Newark delivered the keynote address, entitled “The Importance of Inclusivity in Community Decision Making.” Workshop topics included “Building a Local Oral History Project;” “Advice from a Panel of Immigration Attorneys and Experts;” and “Teaching Civic Engagement, Advocacy, and Policy Work.”
- Supported HCCC’s second annual student-focused New Student Convocation program held just before the start of the fall semester in August 2024. The program theme was “The First Step in Your Journey,” and Author Darryl Bellamy offered the keynote address, entitled “First Year Fearless.” More than 300 new students in addition to faculty and staff across the College participated in the day-long activities.
- Supported Executive Director Jack Quigley and his Public 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.
- I am honored to have been invited to join the National Advisory Board of the Community College Center for Student Engagement (CCCSE) housed at the University of Texas at Austin. CCCSE assists institutions and policymakers in using information to promote improvements in student learning, persistence, and attainment. The Center conducts surveys of student perspectives, engagement, and success, and publishes reports about best practices and data to inform policy and decision making. The National Institute for Staff and Organizational Development (NISOD) – in which HCCC is active including regular presentations and participation in their national convenings – has just merged with CCCSE. I look forward to this opportunity to serve our national community college sector and join a new network of people and ideas that can be a resource to HCCC going forward.

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, the employee classification and compensation system, and the ongoing review and removal of internal equity gaps and external market salary 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

- See Outcomes above and below.
- At the request of Board of Trustees Chair Jeanette Pena, Vice President for Business and Finance/CFO Veronica Zeichner prepared a comprehensive report showing trends and net changes in the number of employees and compensation over the past six years, which were shared with all trustees and discussed in the May 2025 meeting of the Board of Trustees Personnel Committee.
 - The overall number of HCCC employees has been remarkably consistent over the past six years. Since 2020 and just prior to the pandemic, full-time positions increased by a net of only 2, from 364 in 2020 to 366 in 2025. Part-time staff and adjunct faculty positions *decreased* significantly, and total full- and part-time positions *decreased* by 83 positions, from 1,252 in 2020 to 1,169 today.
 - New positions created over this time period were largely related to the college's development of the Hudson Scholars program and the Hudson Helps Resource Center's support services that have resulted in remarkable increases in student persistence, credential completion, and overall enrollment that has grown steadily since the pandemic and will exceed pre-pandemic enrollment levels in the coming year.
 - Since 2020, the college created the Office of Institutional Engagement and Excellence, and one new vice president position was created. The Vice President for Institutional Engagement and Excellence was created in 2021 and filled with an existing HCCC employee rather than a new employee.



- Existing leadership positions in Institutional Research, Information Technology, Continuing Education and Workforce Development, and Academic Affairs were brought onto the Cabinet and promoted to Associate Vice Presidents over the past three years. These additions to the Cabinet have greatly enriched leadership excellence, collaboration, and planning that have played a significant role in HCCC's emergence as a best-practice institution in New Jersey and nationwide.
- The college has invested in the School of Continuing Education and Workforce Development, adding four positions over the past several years. This investment has significantly increased new revenue opportunities such as the Au Pair program and has netted the college approximately \$800,000 to support the college's bottom line in 2025. Prior to 2020, Continuing Education and Workforce Development was subsidized (did not generate enough revenue to support its costs) in spite of the smaller number of employees in that unit six years ago. In addition, the School of Continuing Education and Workforce Development now generates significant grant funding in support of the college's operations.
- The college has also supported the increased demand for Information Technology Services, adding five positions since 2021 while decreasing the number of part-time employees. This investment has helped the college navigate and remain safe in the rapidly changing technological environment.
- Throughout these six years and beyond, annual college revenues have exceeded annual expenditures, returning some annual net revenue to the reserve in spite of investments made such as our new employee classification and compensation system that has significantly reduced employee turnover



and led to increased morale while addressing long-standing issues of internal staffing and external market salary inequities.



- Overall increases in total salaries college-wide over this time period averaged approximately 3% - 3.5% each year, consistent with annual contractual salary increases over most of these years.
- Led and supported the continued financial health and financial integrity of the college. Fiscal Year 2025 was very positive financially, tied directly to our continued success with the retention of current students and enrollment of new students.
 - Total revenue for 2024-25 was \$85.7 million, a staggering increase of \$11.5 million (14.9%) over the previous year's total revenue. This year's total revenue included some one-time state and federal funding for the Center for Student Success and Hudson Scholars programs, but particularly noteworthy is the increase in tuition and fee revenue of \$5.1 million over 2023-24.
 - Net revenue over expenses for 2024-25 was \$4.4 million, which is added to the college's reserve. This outcome is a point of pride and owned by everyone. We particularly thank Vice President for Business and Finance/CFO Veronica Zeichner and her dedicated team for their strong financial leadership and stewardship.
- Supported Student Affairs and Enrollment colleagues in their efforts to improve employee structures and compensation in order to facilitate college goal accomplishment. For example, we have broadened candidate pools in Advisement and EOF searches by creating a bachelor's-level position with supports for seeking master's degrees through the college's professional development funding. Student-facing employees in the Offices of Student Accounts, Enrollment Services, Financial Aid, and Registrar have been reclassified into new roles in the Hudson Hub One Stop Student Services Center that will be located in the new Center for Student Success. To better prepare internal candidates for promotional opportunities, Dean of Student Success Dr. Bernadette So presented a fall 2024 and spring 2025 workshop open to all employees, entitled "You're an Internal Candidate, Now What?"

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.

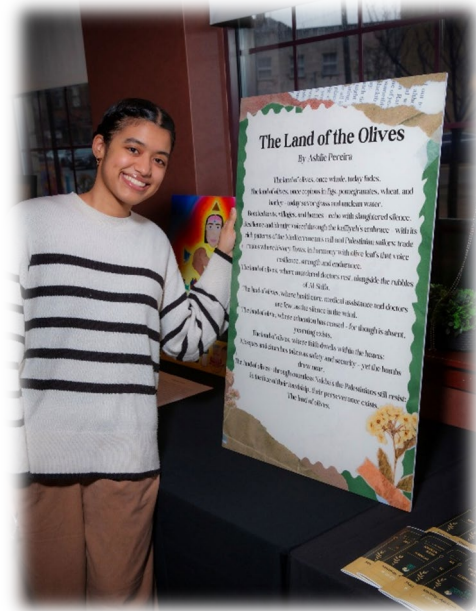
Outcomes

- 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 Institutional Engagement and Excellence (PACE); 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 preparedness and response to emergencies including crisis protocols and support for individuals with mental health and social or emotional concerns.
- Supported the Office of Advancement and Communications staff in their contributions to significant progress in systems improvements and data-driven structures designed to strengthen equity and transparency. Examples of 2024-25 initiatives include the following.
 - The Office of Advancement and Communications implemented the college's first donor and alumni Customer Relationship Management (CRM) system using Salesforce. More than 84 staff trainings were conducted to support cross-functional use of the platform. Marketing Cloud – the Salesforce platform for email, mobile, and social marketing automation – is planned for future activation as the system matures to enable targeted and personalized donor and alumni outreach.
 - During the past year, the HCCC Foundation transitioned to monthly reconciliation with its independent accounting firm and now provides quarterly fund reports to its Board of Directors and other key



stakeholders. Internal financial operations have been aligned with nonprofit best practices, and donor stewardship has been expanded through improved documentation, acknowledgements, and fund performance updates.

- **Supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in their leadership for college-wide services, practices, and processes that facilitate employee recruitment, retention, professional development, and success. Examples include the following.**
 - **The Office of Accounting and Finance provided financial analysis and guidance to support continuous improvement in employee salary structures and equity. Staff collaborated with the Office of Human Resources and other colleagues to further improve professional development and tuition reimbursement processes, and they supported implementation of the college's broadened definition of employee professional development.**
 - **The Office of Information Technology Services assisted Human Resources and Finance staff in building data reports to continuously evaluate salary structures and integrity. Staff updated the Human Resources professional development benefit submission smart sheet to improve tracking and record keeping of employee professional development and created an HR tuition waivers smart sheet to improve tracking of employee tuition reimbursement. Chosen name was added to the admissions application to ensure a sense of belonging.**
 - **Office of Engineering and Operations staff participated in the New Jersey Physical Plant Officers Affinity Group to employ best practices and initiatives used by HCCC sister colleges in college operations. Staff were encouraged to participate in professional development offerings.**
 - **Office of Public Safety and Security staff participated in employee professional development through ongoing trainings, webinars, and workshops.**
 - **Office of Procurement and Purchasing staff collaborated with the Office of Human Resources in the issuing of Requests for Proposal related to applicant tracking, career pathways, health benefits consulting, job posting boards, and others. They**



reviewed and adjusted purchasing staff positions, compensation and titles to align with college-wide structures.

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. Empower and support the Office of Institutional Engagement and Excellence; President's Advisory Council on Institutional Engagement and Excellence; and the Office of Human Resources in these and related efforts. (Also included under Board Goal #2 above.)

Outcomes

- **See Outcomes above under Board Goal #2 and other comments above and below.**
- **Supported initiatives across the college for continuous improvement in the recruitment, retention, and development of an increasingly diverse population of students, faculty, and staff that reflects the diversity of the students and communities served by HCCC. Examples include the following.**
 - **Contrary to national trends, most HCCC Early College (high school) students identify as Hispanic, Black or African American, Asian, or two or more races, in alignment with the college's status as an Hispanic Serving Institution (HSI). Compared to last year, there was a 14% increase in Early College students who identified as female, a 24% increase in male students, and an 11% increase in students who identify as non-binary.**
 - **The Office of Financial Aid redesigned the Federal Work-Study Job Board during 2024-25, which now offers a more user-friendly experience for students seeking employment.**
- 4. Lead and support opportunities for systemic employee professional development as included in the 2024-2029 HCCC Strategic Plan: "The Community's College: Embracing



Our History, Shaping Our Future.” 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

- **See Outcomes above and below.**
- **Led and supported efforts across the college to promote employee professional development. Examples across the college including the following.**
 - **The college’s expansion of the professional development policy and procedures to include funding support for activities in each employee’s approved professional development plan has led to many employees attending and presenting at local, regional, and national conferences in addition to a growing number of HCCC employees seeking advanced degrees.**
 - **Dean of Student Success Dr. Bernadette So now requires all of her staff colleagues who pursued professional development to present to their peers across the college regarding their experiences, a model that is being extended college-wide.**
 - **Each year, staff in the HCCC School of Continuing Education and Workforce Development undertake a planning process to establish goals aligned with the HCCC Strategic Plan, Student Success Action Plan, Academic Master Plan, and the Institutional Engagement and Excellence Action Plan. In May 2025, all CEWD staff were invited to participate, and the event included a celebration of accomplishments from the 2024-25 academic year that energized staff and resulted in many suggestions for how to increase momentum and introduce new ideas. Staff reconvened in June 2025 to finalize FY 2026 planning.**



- Led and supported Director of Faculty and Staff Development Amaalah Ogburn in the collection of comprehensive institutional data and information to support HCCC's recognition by the National Institute for Staff and Organizational Development (NISOD) as one of the "Most Promising Places to Work in Community Colleges;" and by ModernThink and *The Chronicle of Higher Education* as a "Great College to Work For" through a survey conducted of college faculty and staff. HCCC received both recognitions in 2025 for the fifth consecutive year.

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

Presidential Goals:

1. Lead and support all areas of continued planning and construction of the Center for Student Success 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

- See Outcomes above and below.



- Supported former Vice President Dr. Nicholas Chiaravalloti, the Board of Trustees Capital Projects committee, colleagues across the college, and partners in completing the Center for Student Success planning process and overseeing construction that is now well underway.
 - HCCC officially broke ground on the project in June 2024 and held a Beam Signing Ceremony in April 2025. Both events were attended by faculty, staff,

students, trustees, Foundation directors, elected officials, partners, and other members of the community.

- Led and supported college-wide initiatives to advance the construction of the Center for Student Success. These included Office of Finance and Accounting services related to capital and financial planning, cash flow reviews, insurance coverage, and the timely processing of invoices.
 - Supported Office of Information Technology Services (ITS) staff in planning the technology infrastructure of the Center for Student Success, including updated plans for the college's modern network, telecommunications, audio-visual infrastructure, and streamlining of required networking.
 - Supported the Office of Public Safety and Security in their coordination of security and life safety equipment and systems in the new Center for Student Success.
 - Supported Office of Purchasing and Procurement staff in their reporting of monthly online updates to the United States Department of Commerce. The college acquired \$1 million in federal funding, and an additional \$5 million in New Jersey state funding for the Center for Student Success.
- Supported staff in the Office of Student Affairs and Enrollment in their preparation to work in the new Hudson Hub One Stop Student Services Center (Hudson Hub) that will be located in the new HCCC Center for Student Success. A new Hudson Hub Director with One Stop experience at Union College of Union County has been hired, and current employees who will be staffing the integrated service center have been receiving generalist training and experience.
- Supported the Office of Advancement and Communications in leadership for bringing visibility and stakeholder engagement to the Center for Student Success and its construction progress. Examples include the following.



- The college's "Be Part of Something Big" messaging campaign framed the Center for Student Success as a transformational investment in student-first design. Communications materials included renderings, signage, stakeholder toolkits, and internal scripts.
 - The Office of Advancement and Communications supported groundbreaking and topping-out ceremonies for the Center for Student Success through media coordination, script development, and community-facing communications, all reinforcing the college's message of inclusive growth.
 - HCCC web services staff created dedicated web content for the new Center for Student Success while piloting mobile-first navigation enhancements through QR technology. These tools are intended to increase digital accessibility and guide visitors as the new space comes online.
 - A Parking Stacker Facility Ribbon Cutting Ceremony was held upon the opening of the new parking facility in April 2025. Trustees Pena, Gardner and Gemma attended and Trustee Pena spoke. The new facility can park 104 cars and is available to students, faculty, and staff on a first-come, first-served basis.
2. Support the Board of Trustees Capital Projects Advisory Committee and others in the processes of further planning and construction.



Outcomes

- See Outcomes above and below.
- Supported Facilities and MAST Construction staff in their migration of all staff and programs from the 162-168 Sip Avenue buildings to their temporary accommodations until the Center for Student Success opens in fall 2026.

- Supported Engineering and Operations, and Contracts and Procurement staff in their coordination of the first and second stages of the College Wayfinding project, and in planning and completion of the college master plan projects. During 2024-25, these projects included School of Nursing and Health Professions office space improvements.
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

- See Outcomes above and below.
 - Supported college-wide initiatives that encouraged faculty and staff to consider and pursue travel options that reduce the need for on-campus parking where possible. Supported Office of Public Safety and Security staff in their management and maintenance of the orderly operation of available parking venues. Supported Public Safety, Office of Engineering and Operations, Office of Contracts and Procurement, and MAST Construction staff in the successful opening of the new parking stacker facility.
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

- See Outcomes above and below.

- Supported the hiring of Jonathan Sisk as the college's inaugural Director of Athletics. Director Sisk is developing a three-year budget, a coach hiring timeline, and ensuring we are prepared to launch men's and women's basketball when the new gymnasium opens in the HCCC Center for Student Success in fall 2026. Jonathan is collaborating with Dean of Student Enrollment Services Matthew Fessler and the admissions team regarding the recruitment of student athletes, and a new web page is in development with an interest form for potential future student athletes.
- Supported faculty and staff across the college in planning for the new athletics program, support for Athletics Director Jonathan Sisk, planning for athletics technology needs, and further supports for the coordination and implementation of early athletics programs. Director Sisk reported on progress at the August 2025 meeting of the Board of Trustees. An event focusing on the new athletics program will be included in the September 9, 2025 kickoff of the college's year-long 50th Anniversary celebration.



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 neighbor 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 and below.

- Led and supported a wide range of marketing and communications initiatives to promote HCCC to external populations and constituencies. Examples across the College include the following.
 - Dean of Student Enrollment Services Matthew Fessler is collaborating with the Offices of Marketing and Information Technology in a Salesforce marketing initiative and launch of the college's Salesforce Marketing Cloud project that will enhance communication inquiries, applicants, and enrolled students.
 - The HCCC Enrollment Management Council (EMC) has a working group that is focused on marketing online programs strategically, including a new digital marketing campaign with Umbrella Marketing based in Hoboken.
 - Student Experience Communications Specialist Serina Gonzalez continues to customize and improve outreach to students based on their specific needs and identities. She has led revisions and updates of the HCCC Enrollment Guide and has revised student recruitment presentations.
 - Early College staff have utilized EAB Intersect, a platform to connect with local high school students by featuring students and programs and increasing student engagement. During 2024-25, 152 high school students were invited to connect with HCCC.
 - Associate Professor of Business Dr. Peter Cronrath was featured in the national recruiting promotional video and the program retrospective video for the Business-Higher Education Forum (BHEF) Faculty Fellows program. The videos were designed to help recruit faculty and staff from across the United States for future BHEF Faculty Fellow cohorts.
 - HCCC faculty, staff, and students participated in monthly "Hudson Headliners" videos during 2024-25. The brief videos were designed to bring visibility to and promote specific academic programs and initiatives of the College, and were promulgated widely across the community, region, state, and nationwide



including the HCCC website; HCCC and other social media; to public and private high schools and other K-12 schools; to local, regional, and national audiences; on commercials, and beyond. A video is produced approximately every two months featuring fresh, brief, informative and appealing four-minute presentations involving students, faculty, staff, and others. We thank Assistant Vice President for Communications Jennifer Christopher and her team for creating and producing these videos.

- Center for Online Learning Executive Director Matthew LaBrake and Vice President for Advancement and Communications Nicole Johnson planned and led the launch of a new digital marketing campaign to build enrollment for fully online programs. The campaign launched in May 2025 and is utilizing the expertise of Umbrella Digital Marketing based in Hoboken. Video testimonials of Hudson Online students and faculty are being used in digital ads, and new landing pages for Hudson Online programs in Business and Health Professions have been created in English and Spanish.



Nicole Johnson and Matt LaBrake also co-chaired the HCCC Enrollment Management Council's Marketing Task Force that focused on building enrollment in Hudson Online programs during 2024-25.

- Supported Business and Finance staff initiatives to promote the new Center for Student Success to colleagues and stakeholders in the college community and beyond, and efforts related to the college's marketing and fundraising campaigns including the continued growth and development of the college website and the digital marketing campaign to promote online learning.
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 Center for Student Success as appropriate during the construction period.

Outcomes

- See Outcomes above and below.

- During 2024-25, the Office of Advancement and Communications elevated the visibility of the college through consistent messaging, increased media coverage, and award-winning creative work. Examples include the following.
 - The college produced its first HCCC Foundation Annual Report and launched the “Heart of Hudson” engagement campaign to spotlight impact stories, scholarship recipients, and partner support. Messaging emphasized student transformation, equity, and public trust.
 - Press coverage and digital outreach were advanced through local and national placements secured in outlets such as *The Jersey Journal*, *EdTech Magazine*, *INSIGHT Into Diversity*, and *Achieving the Dream*. Social media engagement grew significantly during 2024-25, with 2,487 new LinkedIn followers, and increased reach across Instagram and Facebook.
 - The college’s visual identity was refreshed across recruitment brochures, signage, event materials, and digital templates. All assets reflect HCCC’s student-first approach and equity commitments.



- Assistant Vice President for Communications Jennifer Christopher and the HCCC Communications and Web Services team led strategic messaging for the new Center for Student Success during the past year and beyond. Through livestreamed events, media engagement, and campaign branding, the team emphasized infrastructure as a pathway to student empowerment. A new and significantly upgraded MyHudson Portal was created and launched last year that includes usability and mobile-first features. The team also expanded and updated high-impact program pages including Cybersecurity and Workforce Development.
- Led and supported former Vice President Dr. Nicholas Chiaravalloti, members of the Board of Trustees Capital Projects Committee, Executive Director of Engineering and Operations Ilya Ashmyan, and others in the 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 rapid transformation of Journal Square. Supported the completion of phase 1 and the construction of phase 2 that is now underway. Phases 3 and 4 have been fully planned and will be completed upon the opening of the new Center for Student Success in fall 2026.

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.

Outcomes

- See Outcomes above and below.
- 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 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.
 - The HCCC 50th Anniversary Planning Committee led by Vice President Nicole Johnson continued its work throughout 2024-25 to launch the college's upcoming year-long, community-wide anniversary celebration that will reach thousands of college and community members, partners, funders, and statewide and national associations, foundations, and businesses. In late spring, beautiful banners celebrating the college's 50th anniversary were placed throughout Journal Square, funded partially by the Journal Square Special Improvement District (JSSID) on whose board I serve. You may view a new banner here:
<https://www.instagram.com/p/DMK3aIDNhvg/?igsh=bnJhaWxpODJ3ZWEz>
- Supported Associate Vice President for Institutional Research and Planning John Urgola and his colleagues in their sharing of data requested by Office of Advancement



and Communications team members to facilitate strategic marketing efforts, including alumni target lists.

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 and below.
- Led and supported initiatives across the college to improve virtual outreach informed by data and best practices. Examples across the college include the following.
 - Academic Advisor Candice Fernandez set up automated EAB Nudges to reach students enrolled in spring 2025 fully online courses who had not engaged in the course during the first week of the term.
 - Office of Financial Aid staff continued to grow the successful use of the Mongoose Cadence text messaging platform in order to enhance communication with students and their families. During 2024-25, staff sent a total of 61,360 text messages to students, providing timely reminders, application updates, and alerts about FAFSA deadlines, verification requirements, scholarship opportunities, and disbursement schedules. This platform has been instrumental in maintaining responsive and accessible communication with students, especially during peak registration periods and FAFSA outreach campaigns. The ability to deliver real-time support through text messaging has strengthened student engagement and reduced processing delays by prompting students to take timely action.



- New integration of generative AI has made a positive impact on serving students including the immediate answering of questions with robust responses. The use of ChatBot Libby continues to grow. During 2024-25, ChatBot Libby generated nearly 4,000 conversations and answered over 13,000 questions.
- During 2024-25, all student services continued to be offered fully in person and remotely, often including evenings and weekends.
- The HCCC Advisement Office has continued to expand its commitment to flexible modalities for serving all students. Many appointments remain virtual, increasing the number of students served while also enhancing the personal attention offered to students seeking on ground, in person support.



- Remote placement testing continued to be offered to HCCC students, while the number of students taking advantage of the college's Multiple Measures and Directed Self-Placement procedures continued to grow during 2024-25. This trend is considered best practice across the national community college sector.
- The Offices of Financial Aid and Enrollment Services successfully launched a new cloud-based call center platform that improves call routing, messaging, and response tracking. This system allowed staff to better assist students with faster and more personalized services during 2024-25. During the past year, the Office of Enrollment Services had a call answer rate of 81%. This successful phone system is being expanded to other offices college-wide.
- Business and Finance Offices supported online and remote training for staff; opportunities for improvement in virtual outreach; partnerships to identify and deploy online training for Artificial Intelligence (AI); participation in and support of the work of the HCCC Enrollment Management Council; support for Early College

programs; creation of recruitment dashboards for Early College, international students, admissions recruiters, and nursing faculty and staff admissions, and many other initiatives. Information Technology Services staff delivered the CRM Recruit SaaS platform for admissions staff. The platform will support admissions application translation and prevention of fraudulent applications.

- The Office of Advancement and Communications promoted virtual engagement during 2024-25 through strategic content, digital infrastructure, and livestreamed programming. Design work for the MyHudson Portal was completed and new authentication protocols using Keycloak were integrated. Live and recorded video production increased significantly, with growing coverage of events including press conferences, student showcases, and alumni conversations. This expansion enhanced access for remote and hybrid audiences. Advancement and Communications staff partnered with the Office of Enrollment Services to develop targeted social and email campaigns promoting online and hybrid academic programs including Culinary, Cybersecurity, and Continuing Education offerings.
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.

Outcomes

- See Outcomes above under Board Goal #1, Presidential Goal #11, and other Outcomes above and below.
3. Support the Enrollment Management Council (EMC), Office of Enrollment Services, Office of Marketing and Communications, Office of Institutional Engagement and Excellence, 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.



Outcomes

- See Outcomes above under Board Goal #1, Presidential Goal #5, and other Outcomes above and below.
- 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 toward a degree.

Additional Presidential Goals

1. Lead and support goal and outcome attainment identified in *The Community's College: Embracing Our History, Shaping Our Future 2024-2029 Strategic Plan*, which incorporates and supports the goals and objectives of the Academic Master Plan, Technology Plan, Student Success Action Plan, Institutional Engagement and Excellence Action Plan, and the President's Advisory Council for Institutional Engagement and Excellence. Ensure the full engagement of all college constituencies in the implementation and continuous assessment of the Strategic Plan including its goals, initiatives, and outcomes.

Outcomes

- See Outcomes above and below.
- Led and supported the full engagement of college and external stakeholders in a more than one-year process for developing the new HCCC Strategic Plan that was approved by the Board of Trustees in January 2025. Activities in this comprehensive visioning and planning process included the following.
 - Throughout summer 2024 and fall 2024, Dr. Darryl Jones and Dr. Heather DeVries led a cross-functional team of faculty and academic leaders to assess the strategies of the HCCC 2020-23 Academic Master Plan and develop new goals for the 2024-29 Academic Success Plan, a foundational component of the college-wide strategic plan.



- The Academic Success Core Team, comprised of 21 faculty and staff, met for eight intensive planning sessions throughout summer 2024. The Core Team was charged with refining strategic directions, identifying strategic initiatives, and developing action plans with assessable metrics for each initiative.
- In August and September of 2024, the Academic Success Core Team hosted three college-wide Open Fora at which feedback about the plan was collected. More than 50 HCCC colleagues participated in these meetings.
- The Academic Success Plan identified three overarching strategic directions: 1) Advancing a Culture of Care through a Strong Focus on Excellence; 2) Advancing a Culture of Innovation through Academic Programs and Partnerships; and, 3) Advancing a Culture of Engagement through Professional Development. The Plan includes 12 strategic initiatives in support of these strategic directions.
- To facilitate the development of the new five-year college strategic plan, HCCC retained Dr. James Davy, Director of the Center for Applied Appreciative Inquiry at Rutgers University-Newark. Dr. Heather Devries led the development of the new plan, entitled *The Community's College: Embracing Our History, Shaping Our Future*.
- Consistent with HCCC's mission, the 2024-29 College Strategic Plan is guided by HCCC's two overarching institutional priorities of Student Success; and Diversity, Equity, and Inclusion, recently renamed Institutional Engagement and Excellence. The new plan reflects the work of more than 300 college and community members who participated in Strengths, Opportunities, Aspirations, and Results (SOAR) open fora, and a strategic planning summit.
- More than 50 members of the College and community comprised the College-wide Strategic Planning Core Team. The 2024-29 HCCC Strategic Plan includes six strategic directions and 17 initiatives across those strategic directions. Each initiative identifies an organizational unit responsible for the implementation of the initiative and includes key internal and external partners. Each initiative also includes clear action steps with associated metrics for measurement and assessment purposes.



- 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 Institutional Engagement and Excellence Action Plan all incorporate these goals and initiatives.
2. 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.

Outcomes

- See Outcomes above and below.
- Supported All College Council 2024-25 officers in their leadership of the Council and its activities. Instructor of History Dr. Chris Cody served as Chair; Instructor of Chemistry Raffi Manjikian served as Vice Chair; and Librarian Sara Teichman served as Secretary. Chris, Raffi, and Sarah served the second and final year of their terms during 2024-25. Met monthly with these and other leaders to support and advance shared governance.

Under the leadership of the All College Council Executive Board and Steering Committee, two governance recommendations were developed and approved during 2024-25.



- A new lactation policy was developed to better support HCCC's significant student parent population. The Governance Recommendation recognized those students' needs and provided support systems in addition to new lactation pods on both campuses.
- AI syllabus templates were developed that provide course specific statements for faculty to include in their respective syllabi. These statements outline

expectations of students regarding use of AI in each course, whether full, limited, or no use of AI is permitted. The templates assist faculty in articulating their approach and expectations with the goal of helping students better understand ethical and permissible use of AI technology.

3. 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 institutional engagement and excellence. 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 Institutional Engagement and Excellence goals, and make this alignment clear in college-wide communication.

Outcomes

- **See Outcomes above and below.**
- **Supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in their leadership and support for initiatives and services to achieve strategic enrollment management 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 successful process of seeking a 4% increase in County operational funding support for college operations during FY 2025, a doubling of the prior year's operational funding from the County.**
- **Supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in multiple initiatives to improve the efficiency and effectiveness of employing college resources. Examples include the following.**
 - **Office of Accounting and Finance staff continued to improve the flow of payments to students during 2024-25, increasing e-payments and deposits. The distribution of paper checks decreased this year by 12%. Office of**



Accounting and Finance staff collaborated with the Office of Student Affairs to enhance the processing of financial aid to students and improve cash flow for students and the college. Staff led initiatives for continuous improvement of a data rich culture in finance, including benchmarking and analysis of trends to inform decision making. Staff provided financial leadership and support for the continuous improvement of grant proposals, and the continued development and improvement of the college-wide budgeting process including the engagement of all members of the college community in a transparent process for budget planning and management.

- The Office of Information Technology Services (ITS) automated “Handshake” integration to ensure all HCCC students have access to career preparation, internships, and employment assistance through the Office of Career and Transfer Pathways. ITS staff supported Community College Opportunity Grant (CCOG) processing and reporting through updated Colleague processes. ITS staff created the new HCCC Artificial Intelligence (AI) Task Force in 2024-25. The AI Task Force is facilitating the review, evaluation, and updating of all business processes using Artificial Intelligence. Commercial grade AI use was piloted with Microsoft Copilot, and the first AI agents were developed for use in ITS and Human Resources. During the past year, ITS purchased 350 computers, 250 laptops, 250 docking stations, and 400 monitors to replace outdated equipment. Staff also updated 16 projectors in the STEM Building that have interactive laser units.



ITS increased the capacity for project and workflow management with additional Smartsheet licenses and capabilities during 2024-25, providing a backbone for custom applications for the Center for Online Learning, Office of Human Resources, the website team, and more. The college successfully migrated to WebEx calling, lowering telecommunications costs by 20% while increasing capabilities. A new Cxsync Contact Center for Admissions, Financial Aid, and ITS was implemented that facilitates better call management including the ability for students to request a callback rather than waiting in a queue. The platform further provides analytics of customer service metrics.

- During 2024-25, the Office of Engineering and Operations supported the comprehensive updating of audiovisual facilities on the Gabert Library sixth floor. Office staff relocated college employees from 162-168 Sip Avenue to temporary spaces in other HCCC facilities until the new HCCC Center for Student Success is completed and open. Executive Director of Engineering and Operations Ilya Ashmyan and his team continued to serve as HCCC's liaison in the Center for Student Success construction activities. Ilya and his team deployed 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.
- Office of Public Safety and Security Executive Director Jack Quigley and his colleagues led and supported the monitoring of parking lot utilization to improve operations, monitor costs, and reduce the number of parking related complaints during 2024-25. Staff continue to review policies and procedures in order to remove barriers and provide transparency while supporting student success by ensuring a safe, open, and welcoming learning environment.
- Director of Contracts and Procurement Jeff Roberson and his colleagues have continued to support student success by acting upon college-wide procurement needs, and processing more than 60 Requests for Proposal during 2024-25. Director Roberson served on the Community College Legislation Committee of the New Jersey Council of County Colleges Joint Purchasing Council and participated as a regional board member for the National Association of Educational Procurement (NAEP), which develops and exchanges best practices in the educational community.
- Under the leadership of Vice President for Business and Finance/CFO Veronica Zeichner, the college achieved a fiscal year 2025 increase in net position for the seventh consecutive year; delivered a clean audit with no management issues or findings for the ninth consecutive year; and developed and secured a fiscal



year 2026 operating budget that includes a 4% increase in county operational support, a doubling of operating support from the 2025 budget.

- Supported School of Continuing Education and Workforce Development (CEWD) staff in continued operational best practices and improvements. CEWD revenue for 2024-25 was approximately \$5 million. A growing proportion of Workforce Development expenses is being covered by grants.
- Supported HCCC's FLIK team led by Kurt Sippel and Karen MacLaughlin in their management of operations for each of the catering and food services units. During 2024-25, all sales trended above last year's pace with expenses trending lower in the Culinary Conference Center and in Libby's Home Kitchen located in the HCCC Student Center. As a result of higher revenue and lower expenses, the college's annual subsidy to FLIK decreased by approximately 9% from the previous year.
 - Events held in the HCCC Culinary Conference Center increased by 28%, to 415 events, including 360 college events and 55 external events, also an increase of 28% over FY 2024. As we continue to work with businesses and groups in Jersey City and Hudson County, the conference center's reputation for good food, service, and state-of-the-art technology is spreading throughout the community.
 - Facilitated by Trustee Stacy Gemma, HCCC hosted last year's Art House Annual Gala, which also brought three additional events to the conference center. Another highlighted activity during 2024-25 was the return of the New Jersey Army National Guard Yellow Ribbon Event in April 2025. Five hundred New Jersey Reservists along with their families attended a conference hosted by the National Guard.
 - Additional notable activities included the Hudson County Office of Business Opportunity's Small Business Owners event in September, numerous Teen Magazine events hosting local high school students, and Rutgers School of Social Work's monthly Intensive Weekend Program. Congressman Rob Menendez and New Jersey Attorney General Matthew Platkin hosted a well-



attended Town Hall in April 2025, and the Hudson County Chamber of Commerce hosted meet and greet events throughout the year with New Jersey Gubernatorial candidates. In April 2025, the Culinary Conference Center hosted the American Student Government Association conference attended by students from colleges and universities across New Jersey, New York, and Pennsylvania.

- Libby's Home Kitchen in the HCCC Student Center and the North Hudson Courtyard Café continued to be successful during 2024-25. FLIK served 38,790 guests in Libby's, and 25,217 guests in the North Hudson Café this year. The HCCC Office of Student Life and Leadership surveyed 298 HCCC students about their experience and what they'd like to see from the on-campus eateries. Three-quarters of the participants reported purchasing food and/or drinks at the cafes. A majority of respondents stated that the pricing is fair, reasonable or affordable, especially compared to off-campus options. The community seems to really enjoy the fresh options, fair pricing, and friendly staff. The eateries are now offering more Halal options on their menus.



4. 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 to support 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

- See Outcomes above and below.
- Supported the Advancement team in their leadership for offering 84 new Salesforce CRM trainings that have facilitated increased collaboration and efficiency across donor management and engagement. The team also implemented best practices in fund tracking and stewardship, preparing for long-term philanthropic success. Going forward, the Offices of Advancement and Communications, Grants, Alumni Relations,

Strategic Marketing, Web Services, and the HCCC Foundation will deepen initiatives and processes for enhanced campaign capacity, digital infrastructure, and continuous improvement in the cultivation of a culture of philanthropy centered on access, equity, and student success.

- During 2024-25, the HCCC Foundation awarded \$233,000 in scholarships to 143 HCCC students. Clean audits, monthly reconciliation with the college's external accounting firm, and quarterly reporting to the HCCC Foundation Board and key stakeholders have strengthened financial transparency and leadership. The Foundation's endowment continues to grow. With a clean audit, high programmatic investment, and an 88 percent rating from Charity Navigator, the Foundation is making progress in demonstrated strong governance and mission alignment.
- Supported the HCCC Alumni Relations team that welcomed 358 HCCC graduates into the alumni network last year. The team also completed the college's first alumni outcomes survey. Results included a finding that 86% of those surveyed felt workforce-ready, and 76% expressed interest in career or mentorship events. The team is working closely with strategic marketing colleagues to integrate alumni storytelling into digital campaigns and community relations.
- Supported Dean of Student Success Dr. Bernadette So and Associate Dean of Career and Transfer Pathways Jennifer Valcarcel in their growing collaborations with HCCC Grants Office staff. Improvements were made to the allocation and management of Perkins funding to support HCCC students in career and technical education programs during 2024-25. Funding has been allocated to expand staffing including four full-time Career and Transfer Specialists. These staff offer tailored support to students including major guidance, employment preparation strategies, and engagement with transfer colleges and employer partners. Student engagement grew during the past year to include more than 550 students across all academic schools during spring 2025.
- Supported grants to fund HCCC's work with incarcerated and reentry citizens, including approximately \$300,000 in each of the past three years from the New Jersey Pathways to Career Opportunities initiative in support of the college's Summer

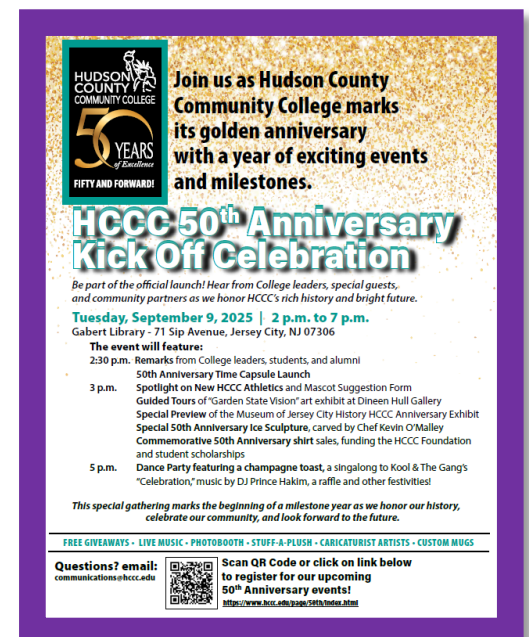


program for court involved youth; and funding to support welding instruction for reentry clients as one of ten community colleges funded by the All Within My Hands Foundation and the American Association of Community Colleges (AACC) Metallica Scholars program.

- Supported School of Continuing Education and Workforce Development staff in their identification and pursuit of 24 external grant opportunities during 2024-25, up from 18 grants submitted during the previous year. To date, CEWD was awarded 18 grants with four pending notification, one pending submission, and one not awarded, representing an impressive 95% award rate and generating nearly \$2 million with another \$3 million pending. These grants are from a diversity of funders including county, state, federal, and private foundations, and the breadth of partnerships continues to grow.
5. Support the Vice President for Advancement and Communications and her team, and the 50th Anniversary Planning Committee, in the development and implementation of the College's year-long 50th anniversary to be celebrated in 2025-26.

Outcomes

- See Outcomes above and below.
- 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 that will commence in September 2025.
 - The 50th 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 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 is 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 celebrating the college'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 through active participation in anniversary activities that will amplify our brand platform to diverse stakeholders; and building and enhancing the college's base of support including alumni, faculty, staff, students, stakeholders, and friends to generate excitement and set the stage for the college's future comprehensive campaign.

- Supported Dean of Enrollment Services Matthew Fessler and his colleagues in their collaboration with the college's 50th Anniversary Planning Committee. A fall 2025 "Block Party" Open House is planned to include prospective students and their families, alumni, vendors, members of the Latino Advisory Council and African American Community Outreach Committee, and others.
- 6. Lead and support efforts to prepare the College for a comprehensive campaign scheduled to immediately follow HCCC's 50th anniversary celebration.

Outcomes

- See Outcomes above and below.
- Supported college-wide efforts to seek and realize higher levels of donor engagement.
- 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 students and 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.

- Supported the successful launch of the inaugural *Fifty and Forward Thankathon*, a heartfelt celebration of generosity and community spirit that marked the beginning of the college's year-long 50th Anniversary festivities in August 2025. HCCC students including Foundation Scholarship recipients, Phi Theta Kappa members, and Student Life and Leadership Peer Leaders assembled in the STEM Building Multi-Purpose Room to thank more than 180 donors who help make student success possible. Through phone calls, personalized digital messages, and handwritten commemorative postcards, these student ambassadors shared their appreciation on behalf of the entire HCCC family. This new Thankathon set the tone for an upcoming year filled with gratitude, pride, and celebration.
- Looking ahead, the HCCC “Fifty and Forward” activities position the college to expand engagement, attract investment, and celebrate legacy. Five working anniversary committees – Events, Alumni Relations, Development, Communications, and External and Government Relations – are producing monthly events and two anchor programs. Early successes include a new Business Guide and five confirmed sponsorships.
- The HCCC Foundation is preparing for long-term fundraising by investing in infrastructure, modern stewardship tools, and donor data analysis. The HCCC endowment continues to grow, supported by clean audits, strong board oversight, and high programmatic investment. Charity Navigator rates the HCCC Foundation with a strong 88% score based on its excellent financial health, accountability, and transparency. The Office looks forward to building on this momentum to support the college's bold vision for student success, equity, and community transformation.

