



2024 – 2029 INSTITUTIONAL ENGAGEMENT AND EXCELLENCE ACTION PLAN



*“Alone we can do so little;
together we can do so much.”*

– Helen Keller

Diana Galvez
Associate Director
North Hudson Campus
PACE Co-Chair

Raffi Manjikian
Instructor of Chemistry
PACE Co-Chair

Yeurys Pujols, Ed.D.
Vice President for Institutional
Engagement and Excellence



HUDSON
COUNTY
COMMUNITY COLLEGE
Hudson is Home!

2024-29 Institutional Engagement and Excellence Action Plan

The 2024-29 Hudson County Community College Institutional Engagement and Excellence Action Plan was made possible by the dedicated members of the President's Advisory Council on Institutional Engagement and Excellence (PACE)

Eric Adamson, Assistant Professor of English

Aun Ali, Alumna

Anita Belle, Assistant Vice President, Continuing Education
and Workforce Development

Lisa Bogart, Director, North Hudson Campus Library

Jonathan Cabrera, Instructor of Criminal Justice

Joseph Caniglia, Executive Director, North Hudson Campus

Cesar Castillo, Coordinator of Safety and Security

Dr. David Clark, Dean of Student Affairs

Dr. Christopher Cody, Instructor of History

Dr. Christopher Conzen, Executive Director, Secaucus Center
and Early College Programs

Sharon Daughtry, Instructor of Business

Claudia Delgado, Professor of Academic Foundations Math

Ashley Flores, Alumna

Reverend Bolivar Flores, Vice President, NJ Coalition of
Latino Pastors and Ministers

Josefa Flores, Alumna

Karen Galli, Assistant Professor of English

Diana Galvez, Alumna and Associate Director, North Hudson Campus

Pamela Gardner, Vice Chair, HCCC Board of Trustees

Veronica Gerosimo, Assistant Dean, Student Life and Leadership

Keiry Hernandez, Alumna and Student Center Assistant,
Student Life and Leadership

Dr. Gabriel Holder, Instructor of Medical Billing and Coding

Dr. Floyd Jeter, Chief Diversity Officer, Jersey City Office of
Diversity and Inclusion

Dr. Darryl Jones, Vice President for Academic Affairs

Roger Jones, President, Jones & Associates Communications, Inc.

Dr. Ara Karakashian, Dean, School of Business, Culinary Arts,
and Hospitality Management

Bakari Lee, Esq., HCCC Trustee Emeritus

Dr. Clive Li, Assistant Professor of Engineering Science

Danielle Lopez, Director of Accessibility Services

Dr. Jose Lowe, Director, Educational Opportunity Fund

Tiana Malcolm, Alumna

Raffi Manjikian, Instructor of Chemistry

Ashley Medrano, Student

Amaal Ogburn, Alumna and Director of Faculty
and Staff Development

Dr. Angela Pack, Assistant Professor of Education

Tejal Parekh, Assistant Director, Educational Opportunity Fund

Dr. Yeurys Pujols, Alumnus and Vice President for Institutional
Engagement and Excellence

Dr. Christopher Reber, President

Maritza Reyes, Associate Director, Center for Adult Transition

Michelle Richardson, Executive Director, Hudson County
Economic Development Corporation

Dr. Paula Roberson, Director, Center for Teaching, Learning,
and Innovation

Mirta Sanchez, Executive Assistant, Office of Institutional Engagement
and Excellence

Dr. Catherine Sirangelo, Dean, School of Nursing and Health Professions

Shemia Superville, Student

Dr. Fatma Tat, Assistant Professor of Chemistry

Dr. Kade Thurman, Instructor of Sociology

Michelle Vitale, Director of Cultural Affairs

Richard Walker, Associate Director of Institutional Engagement and
Excellence Training

Albert Williams, Apprentice Program Coordinator, Continuing Education
and Workforce Development

Elana Winslow, Associate Professor of Business

Dr. Burl Yearwood, Dean, School of Science, Technology,
Engineering, and Mathematics

2024-29 Institutional Engagement and Excellence Action Plan



TABLE OF CONTENTS

Overview	3
Letter from Council Co-Chairs and Vice President	5
Awards and Recognitions	6
College Mission, Vision, and Values	7
Overarching Goals and Objectives	8
Process of Assessment	10
Stakeholders	10
Action Plan Timeline	11
GOAL #1	12
GOAL #2	15
GOAL #3	20
GOAL #4	22
Conclusion	25

2024-29 Institutional Engagement and Excellence Action Plan



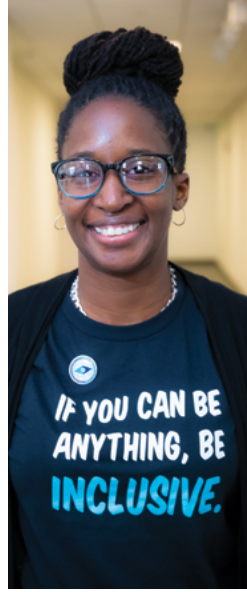
OVERVIEW

Hudson County Community College is firmly committed to promoting a welcoming and engaging campus community where every student, faculty, staff, and community member feels valued, supported, and can fully participate in the life of the College independently of their background or lived experiences. We celebrate the uniqueness of each individual and value their contributions to shaping our institutional culture and enriching our community. We are committed to removing barriers to student and employee success, advancing inclusivity through best and innovative practices, and promoting institutional excellence in all forms.

Student Success and Institutional Excellence are two priorities of Hudson County Community College. In support of these principles, President Christopher Reber formed the President's Advisory Council on Institutional Engagement and Excellence (PACE) to promote college-wide engagement and leadership in support of College Goals. PACE advises the President and College leadership on strategies that enhance engagement, support institutional excellence, and promote a welcoming community. PACE provides leadership, support, and counsel in fostering a welcoming and engaging environment that reflects the College's commitment to institutional excellence. PACE contributes to the development and continuous improvement of policies, procedures, programs, services, and outcomes that encourage a culture of respect, understanding, and mutual support among all members of the HCCC community. PACE's membership includes representatives from internal and external HCCC constituencies, including students, faculty, staff, alumni, trustees, and community members. Over the last five years, PACE has supported the College's commitment to student success and institutional excellence goals by celebrating a highly engaged community that respects and supports all students, faculty, staff and community members.

HCCC has been recognized for its commitment to student success and institutional excellence by national organizations including the Hispanic Association of Colleges and Universities (HACU), American Association of Community Colleges (AACC), Association of Community College Trustees (ACCT), Achieving the Dream (ATD), League for Innovation in the Community College, National Institute for Staff and Organizational Development (NISOD), Bellwether College Consortium, *Phi Theta Kappa*, and others. National publications have also celebrated the College, including recognitions by *INSIGHT into Diversity* Magazine as one of only a few community colleges nationwide to be named "Top Colleges for Diversity" through their Higher Education Excellence in Diversity (HEED) Award in 2021, 2022, 2023 and 2024; *Diverse: Issues in Higher Education* as a "Most Promising Place to Work in Community Colleges" in 2021, 2022, 2023, 2024, and 2025; and ModernThink and *The Chronicle of Higher Education* with their "Great Colleges to Work For" designation in 2021, 2022, 2023, and 2024. These milestones are outcomes of the entire HCCC community's commitment, engagement, and support for college goals.

2024-29 Institutional Engagement and Excellence Action Plan



On the heels of completing the goals, objectives, and activities outlined in the previous Action Plan, and supported by the Office of Institutional Engagement and Excellence and other stakeholders, PACE has set out to replicate the previous successful process in developing the 2024-29 Institutional Engagement and Excellence Action Plan. The College launched a new college-wide climate survey with over 800 participants in December 2023 and January 2024. One version of the survey focused on students, and the other on input from college employees and members of the Board of Trustees. The Office of Institutional Research and Planning evaluated the data and created comprehensive visual representations that were shared with the college community for review and engagement. Next, a series of Survey Results Open Fora were held, where attendees completed worksheets that eventually identified themes used by PACE to develop the following overarching goals as strategic areas of focus for the College going forward:

1. Sustaining and expanding a culture of institutional excellence grounded in best practices throughout the College.
2. Enhancing the College's efforts of accessibility and its culture of care to create an environment that is supportive of all students, faculty, staff, and community members.
3. Emphasizing the College's culture of transparency, guided by institutional commitment to safety, security, and belonging for all students, faculty, staff, and community members.
4. Applying the Hudson Scholars Program model to enhance retention and eliminate completion gaps for all HCCC students.

The following pages provide information about overarching goals, objectives, assessment measures, continuous quality improvement initiatives, timelines, and stakeholders' roles in the process.

2024-29 Institutional Engagement and Excellence Action Plan

Dear Members of the HCCC Family,

As we embark on the next chapter of our journey of advancing student success and institutional excellence, we should proudly reflect on what we have accomplished over the last five years. Our three-year graduation rate has nearly doubled, our persistence rate has significantly increased, and the equity gaps affecting traditionally underrepresented students have almost evaporated since the inception of our Hudson Scholars Program. Additionally, our College has been recognized by nearly every major national organization with which we are affiliated, and most importantly, we continue to host record graduation numbers every year.

These excellent student outcomes and national accolades are a testament to the vibrancy of our community and our collective commitment to student empowerment and social mobility. We are proud of the opportunity to play a role and be contributors to supporting the inspirational mission of Hudson County Community College. The goals outlined in the 2021-2024 Action Plan centered on strengthening our infrastructure, refining human resource practices, enhancing safety and security, and elevating the student experience. Thanks to the dedication of PACE members and countless other contributors, these initiatives have been seamlessly integrated into the fabric of our institutional culture.

As we look ahead, we firmly believe our institutional future is brighter than our past. Our 2024-2029 Institutional Engagement and Excellence Plan provides us with a blueprint for the future, allowing us to continue supporting our students, colleagues, and the broader Hudson County community in meaningful ways.

The new overarching goals will provide the focus to help: (1) expand a culture of institutional excellence grounded in best practices; (2) enhance the College's efforts of accessibility and its culture of care; (3) promote transparency and engagement while safeguarding the safety and security of our community; and, (4) expand our Hudson Scholars Program to all HCCC students. Our anticipated efforts to support these goals will certainly be challenging, but also meaningful for our community and impactful for our students and their families.

This plan, developed in tandem with the College's 2024-2029 Academic Master Plan and 2024-2029 Student Success Action Plan, serves as a foundational pillar of the 2024-2029 College-wide Strategic Plan, *The Community's College: Embracing Our History, Shaping Our Future*. We sincerely thank all members of the President's Advisory Council on Institutional Engagement and Excellence for their unwavering commitment to Hudson County Community College students, faculty, staff, and community members.



Raffi Manjikian
Instructor of Chemistry
PACE Co-Chair



Diana Galvez
Assistant Director, North Hudson Campus
PACE Co-Chair



Yeury Pujols, Ed.D.
Vice President for Institutional
Engagement and Excellence

2024-29 Institutional Engagement and Excellence Action Plan





MISSION OF THE COLLEGE

Hudson County Community College provides its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility.



VISION STATEMENT

As one of the nation's leading and most diverse urban community colleges, we aspire to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County.



VALUES STATEMENT

Hudson County Community College is committed to these values:



- H**olistic Services
- U**nderstanding through Data
- D**iversity, Equity and Inclusion
- S**tudent Success
- O**pen to All
- N**ational Distinction



- C**ollaboration and Engagement
- A**cademic Excellence
- R**esponsible Stewardship of Resources
- E**thical Behavior, Integrity, and Transparency
- S**upport of Innovation and Leadership

2024-29 Institutional Engagement and Excellence Action Plan



OVERARCHING GOALS AND OBJECTIVES

The membership of the President's Advisory Council on Institutional Engagement and Excellence, informed by the 2024 campus-wide climate survey and other evidence-based processes, identified the following four overarching goals to guide the development of this Action Plan. Each goal will be led and supported by a subcommittee assigned to evaluate, coordinate efforts, and develop strategies for goal achievement and sustainability. Multiple objectives were created to provide detail for achieving the specific outlined activities, each with evaluation instruments for their assessment. Accountability is clearly articulated as each activity is assigned a primary College stakeholder for leadership and implementation. Finally, a clearly outlined timeline for goal and objective completion is also included. Below are the goals and objectives of the 2024-29 Institutional Engagement and Excellence Action Plan.

Goal One: Sustaining and Expanding a Culture of Institutional Excellence Grounded in Best Practices Throughout the College.

Objective 1: Promote the continuous improvement of employee programs, supports, processes, and services through human resources/workforce activities, outcomes, and best practices.

Objective 2: Weave institutional engagement and excellence uniformly throughout the College's administrative and support units.

Objective 3: Enhance the academic life of the College through trainings and forums grounded in best practices.

Goal Two: Enhancing the College's Efforts of Accessibility and Its Culture of Care to Create an Environment that is Supportive of All Students, Faculty, Staff, and Community Members.

Objective 1: Grow and develop accessibility services and resources for students, faculty, and staff.

Objective 2: Increase institutional engagement in all parts of the College.

Objective 3: Provide support, engagement, and community-building opportunities for students, faculty, staff, and community members.

2024-29 Institutional Engagement and Excellence Action Plan

Goal Three: Emphasizing the College's Culture of Transparency, Guided by Institutional Commitment to Safety, Security, and Belonging for All Students, Faculty, Staff, and Community Members.

Objective 1: Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services.

Objective 2: Enhance the safety and security of students, faculty, staff, and community members.

Goal Four: Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for All Students at HCCC.

Objective 1: Maximize the participation of all students in Hudson Scholars program activities.

Objective 2: Expand engagement opportunities for all HCCC students.

Objective 3: Increase academic and career pathway awareness for all HCCC students.



PROCESS OF ASSESSMENT

Each activity includes qualitative and quantitative assessment measures for the intended outcomes and potential impacts. The Office of Institutional Research and Planning will provide baseline data for large-scale assessments. The subcommittees assigned to each goal will collaborate with the primary and secondary stakeholders, the Office of Institutional Research and Planning, Academic Assessment, and others to ensure that activities are on track, reach important milestones, and are successfully completed.

The following collaborative assessment processes are built into each initiative.

- Regular program, process, and service assessments and feedback in collaboration with the Offices of Institutional Engagement and Excellence, Institutional Research and Planning, Academic Assessment, Student Life and Leadership, Human Resources, and others utilizing follow-up program assessment surveys, working group reports, and focus groups. Additional feedback may be collected from students through recruitment, admissions, and engagement processes and surveys, along with input from employees through recruitment, onboarding, orientation, longevity of employment, and exit processes and surveys. The impact may be assessed through measures of the number and affiliation of participants (students/staff/faculty/community members/guests), scaled satisfaction feedback, and qualitative data about impact, appreciation, and program outcomes.
- Periodic assessment of College programs and training for students, faculty, staff and others serving on college-wide committees.
- Assessment measures may also contain data, milestones, and impact evaluation measures in alignment with the College's Strategic Plan, Student Success Action Plan, and Academic Master Plan.

Stakeholders

Activities for each goal include primary and secondary stakeholders. The assigned primary stakeholder is responsible for leading and ensuring activity completion. The units named under secondary stakeholders will support the completion of each activity as appropriate. Members of PACE, together with other College stakeholders and supported by the Office of Institutional Engagement and Excellence, are assigned to subcommittees for support of each of the four overarching goals. Each subcommittee will hold regular meetings to assess and discuss the progression of its objectives and activities while providing monthly updates at the PACE meetings. The co-chairs of each subcommittee will collaborate with the Council co-chairs and the primary and secondary stakeholders regarding outlined activities for successful goal completion. PACE co-chairs will evaluate the plan's progression. Subcommittee co-chairs will do the same for their specific goals, and each primary stakeholder will lead and support the completion of each activity.

2024-29 Institutional Engagement and Excellence Action Plan



Action Plan Timeline

The execution of this 2024-29 Institutional Engagement and Excellence Action Plan will take place during fiscal years 2025, 2026, 2027, 2028, and 2029 through college-wide collaboration and in alignment with other college-wide strategic priorities. The four overarching goals will provide HCCC with tangible focus areas as the College's Institutional Engagement and Excellence framework continues to evolve over the next five years. The Action Plan Time Frame is included in Chart 1.

Chart 1: Action Plan Time Frame	
Year 1	August 2024 - June 2025
Year 2	July 2025 - June 2026
Year 3	July 2026 - June 2027
Year 4	July 2027 - June 2028
Year 5	July 2028 - June 2029

Each activity has a specific year identified for its completion during the five years that encompass this plan. The subcommittee assigned to each goal will support the primary and secondary stakeholders, provide updates to the Council, and ensure that all activities are on track for completion.

2024-29 Institutional Engagement and Excellence Action Plan

GOAL #1 Sustaining and Expanding a Culture of Institutional Excellence Grounded in Best Practices throughout the College.

Overview of Goal One:

Goal One aims to prioritize institutional engagement and excellence concepts in all areas of the College, expanding from our institutional model to ensure they are integrated into unit and school processes and activities. This goal will focus on human resources programs, services, processes, unit planning, and academic life. The college's commitment to continuous improvement and best practices will frame all activities for this goal. These efforts will be centrally coordinated by the various stakeholders outlined below.

Chart 2: Goal One – Objective 1

Promote the continuous improvement of employee programs, supports, processes, and services through human resources/workforce activities, outcomes, and best practices.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Increase the pool of individuals serving on screening committees.	<ul style="list-style-type: none"> ■ Observation ■ Institutional data ■ Exit survey feedback 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, Faculty and Staff Development, Academic Affairs, and Student Affairs and Enrollment	Year 2
Develop and implement best practices action steps for screening committees.	<ul style="list-style-type: none"> ■ Observation ■ Screening committee member surveys ■ Institutional data ■ Exit survey feedback 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, Faculty and Staff Development, Academic Affairs, and Student Affairs and Enrollment	Year 3
Review analytics from the NeoEd Applicant Recruitment Software and establish benchmarks for improvements.	<ul style="list-style-type: none"> ■ Observation ■ Institutional data ■ Number of applicants 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, Faculty and Staff Development, and Institutional Research and Planning	Year 2
Establish incentives for college administrators and managers to participate in Institutional Engagement and Excellence training.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Institutional data 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of Human Resources, Faculty and Staff Development, Academic Affairs, and Student Affairs and Enrollment; All College Council; and Collective Bargaining Units	Year 1

2024-29 Institutional Engagement and Excellence Action Plan

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Provide experiential learning and leadership opportunities for junior managers who aspire to grow within the College.	<ul style="list-style-type: none"> ■ Observation ■ Documented behavioral patterns ■ Institutional data ■ Employee longevity of service ■ Exit survey feedback ■ Employee participation 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, Faculty and Staff Development, Academic Affairs, and Student Affairs and Enrollment	Year 4
Continue review and assessment of pay rates and salary grades to ensure consistency in internal and external equity and parity.	<ul style="list-style-type: none"> ■ Observation ■ Institutional data ■ Employee longevity of service ■ Exit survey feedback ■ Consultant reports and feedback ■ HR affinity group feedback 	Primary: Office of Human Resources Secondary: Cabinet and Collective Bargaining Units	Year 5
Increase awareness of additional assignments and special projects for overload pay and stipend opportunities for faculty and staff.	<ul style="list-style-type: none"> ■ Observation ■ Institutional data ■ Exit survey feedback ■ Employee participation 	Primary: Office of Human Resources Secondary: Offices of Academic Affairs, and Institutional Engagement and Excellence; Collective Bargaining Units; All College Council; and Cabinet	Year 5
Promote awareness, communication, and education of the Position Review Procedure for position changes, salary grades review, and salary adjustments.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Exit survey feedback 	Primary: Office of Human Resources Secondary: Office of Institutional Engagement and Excellence, Cabinet, and Collective Bargaining Units	Year 1

2024-29 Institutional Engagement and Excellence Action Plan

Chart 3: Goal One – Objective 2

Weave Institutional Engagement and Excellence uniformly throughout the College's administrative and support units.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Promote parity in services and representation between the Journal Square and North Hudson campuses.	<ul style="list-style-type: none"> Focus groups Observation Event attendance Documented behavioral patterns Institutional data Employee satisfaction survey Student satisfaction survey 	Primary: North Hudson Campus Secondary: Offices of Institutional Engagement and Excellence, Human Resources, Faculty and Staff Development, Academic Affairs, Student Affairs and Enrollment, Accessibility Services, Student Life and Leadership, Cultural Affairs, Hudson Helps Resource Center, and Veterans Affairs and International Student Services	Year 2
Appoint a representative from each Office/ School/Center to promote institutional engagement and excellence within their respective administrative units.	<ul style="list-style-type: none"> Observation Documented behavioral patterns Employee satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of Human Resources, Faculty and Staff Development, Academic Affairs, Student Affairs and Enrollment, and Accessibility	Year 2
Develop an action plan for the upcoming HCCC Athletics Program that promotes student success and best practices.	<ul style="list-style-type: none"> Observation 	Primary: Office of Student Affairs and Enrollment, and Director of Athletics Secondary: Offices of Institutional Engagement and Excellence, Human Resources, Academic Affairs, and External Affairs and Senior Counsel to the President	Year 5
Promote greater collaboration between PACE and the All College Council.	<ul style="list-style-type: none"> Committee feedback Observation Event attendance Employee satisfaction survey Student satisfaction survey 	Primary: Co-Chairs of PACE and Officers of the All College Council Secondary: Cabinet	Year 2
Increase awareness, support, and utilization of professional development opportunities by employees.	<ul style="list-style-type: none"> Focus groups Observation Event attendance Documented behavioral patterns Institutional data Employee longevity of service Exit survey feedback 	Primary: Office of Human Resources Secondary: Office of Institutional Engagement and Excellence	Year 2

2024-29 Institutional Engagement and Excellence Action Plan

Chart 4: Goal One – Objective 3

Enhance the academic life of the college through trainings and forums grounded in best practices.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Develop best practice forums within each School that celebrate institutional excellence.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	<p>Primary: Office of Academic Affairs</p> <p>Secondary: Schools of Science, Technology, Engineering and Mathematics; Humanities and Social Sciences; Nursing and Health Professions; Business, Culinary Arts, and Hospitality Management; Continuing Education and Workforce Development; Offices of Institutional Engagement and Excellence, and Human Resources</p>	Year 5
Provide learning environment training opportunities for full-time and adjunct faculty based on best practices.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Institutional data ■ Employee satisfaction survey ■ Sessions offered 	<p>Primary: Center for Teaching, Learning and Innovation</p> <p>Secondary: Offices of Academic Affairs, Institutional Engagement and Excellence, Finance, Faculty and Staff Development; All College Council; and Collective Bargaining Units</p>	Year 3

GOAL #2 Enhancing the College's Efforts of Accessibility and its Culture of Care to Create an Environment that is Supportive of All Students, Faculty, Staff, and Community Members.

Overview of Goal Two:

Goal Two aims to build on the College's commitment to accessibility while enhancing our institutional culture of care that supports students, faculty, staff, and community members. This goal will focus on expanding accessibility services, processes, and procedures; increasing institutional engagement in the various College councils, committees, and other bodies; and promoting engagement and community-building opportunities for students, faculty, and staff. These efforts will be centrally coordinated by the various stakeholders outlined below.

2024-29 Institutional Engagement and Excellence Action Plan

Chart 5: Goal Two – Objective 1

Grow and develop accessibility services and resources for students, faculty, and staff.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Bring greater awareness, communication, support, and advocacy to accessibility services, environmental accessibility, and resources available to students, employees, and community members on campus.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Institutional data ▪ Employee satisfaction survey ▪ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Academic Affairs, Communications, Human Resources, Academic Support Services, and Student Life and Leadership	Year 1
Develop a plan for the cyclical review of campus facilities, elevators, parking, and public and instructional spaces.	<ul style="list-style-type: none"> ▪ Observation ▪ Documented behavioral patterns ▪ Employee satisfaction survey ▪ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Engineering and Operations, Safety and Security, Finance, and Academic Affairs	Year 2
Bring greater awareness to the services, campus opportunities, and resources provided by Project Search and ACCESS program to prospective and current students.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Office of Institutional Engagement and Excellence, School of Continuing Education and Workforce Development	Year 1
Create a support group for differently-abled students transitioning from high school to college.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Institutional data ▪ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Enrollment Services, Student Life and Leadership, and School of Continuing Education and Workforce Development	Year 3
Create a promotional campaign that celebrates differently-abled students and encourages them to participate in the life of the College.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Social media analytics ▪ External website activity ▪ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Communications, Student Life and Leadership, and Cultural Affairs	Year 3

2024-29 Institutional Engagement and Excellence Action Plan

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Enhance awareness about auxiliary aids and services available for differently-abled students and employees.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Student satisfaction survey ■ Employee satisfaction survey 	Primary: Office of Accessibility Services Secondary: Hudson Helps Resource Center; Offices of Institutional Engagement and Excellence, Student Life and Leadership, Human Resources, and Advisement and Counseling	Year 5
Offer accessibility training and informational sessions to the college community.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Student Life and Leadership, Faculty and Staff Development, and Center for Teaching, Learning and Innovation	Year 3
Increase the number of students with disabilities registered with the Office of Accessibility Services to 20% of total enrollment.	<ul style="list-style-type: none"> ■ Institutional Data 	Primary: Office of Accessibility Services Secondary: Offices of Institutional Engagement and Excellence, Enrollment Services, Student Life and Leadership, and School of Continuing Education and Workforce Development	Year 4

2024-29 Institutional Engagement and Excellence Action Plan

Chart 6: Goal Two – Objective 2

Increase institutional engagement and representation in all parts of the college.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Host lectures featuring members of the Latino Advisory Council, African-American Outreach Committee, and other community members to speak to students and employees at the College.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Latino Advisory Council, African-American Outreach Committee; Offices of Student Life and Leadership, and Cultural Affairs	Year 2
Create a Community Advisory Council for Middle Eastern and Asian Communities.	<ul style="list-style-type: none"> ■ Observation 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of External Affairs and Senior Counsel to the President, Enrollment Services, and Communications	Year 2
Increase the number of Veteran students enrolled at the College.	<ul style="list-style-type: none"> ■ Institutional data 	Primary: Office of Veterans Affairs and International Student Services Secondary: Offices of Institutional Engagement and Excellence, and Enrollment Services	Year 2
Increase the number of engagement opportunities that celebrate and welcome Veterans to the College.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Veterans Affairs and International Student Services Secondary: Offices of Institutional Engagement and Excellence, Enrollment Services, Student Life and Leadership, Human Resources, and Cultural Affairs	Year 3
Create additional opportunities and platforms for open discussions between groups.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of Student Life and Leadership, Cultural Affairs, and Human Resources	Year 3
Increase the number of international students enrolled at the College.	<ul style="list-style-type: none"> ■ Institutional Data 	Primary: Office of Veterans Affairs and International Student Services Secondary: Offices of Institutional Engagement and Excellence, and Enrollment Services	Year 4

2024-29 Institutional Engagement and Excellence Action Plan

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Increase engagement opportunities that celebrate and welcome international students to the College.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Student satisfaction survey 	Primary: Office of Veterans Affairs and International Student Services Secondary: Offices of Institutional Engagement and Excellence, Enrollment Services, Student Life and Leadership, and Cultural Affairs	Year 2
Explore access to local housing for international students enrolled at HCCC.	<ul style="list-style-type: none"> ■ Observation 	Primary: Office of Veterans Affairs and International Student Services Secondary: Offices of Institutional Engagement and Excellence, Student Affairs and Enrollment, Academic Affairs, and External Affairs and Senior Counsel to the President	Year 3

Chart 7: Goal Two – Objective 3

Provide support, engagement, and community-building opportunities for students, faculty, staff, and community members.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Bring greater awareness, communication, and other opportunities for stress management, coping, and support for students, faculty, and staff.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of Human Resources; Faculty and Staff Development; Student Life and Leadership; Advisement and Counseling; Continuing Education and Workforce Development; Hudson Helps Resource Center; Center for Teaching, Learning and Innovation; and Mental Health Counseling and Wellness	Year 3
Bring greater awareness about the implementation of the Flexible Work Arrangements Policy and Procedure.	<ul style="list-style-type: none"> ■ Observation ■ Documented behavioral patterns ■ Institutional data ■ External website activity ■ Employee satisfaction survey 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, and Communications	Year 1

2024-29 Institutional Engagement and Excellence Action Plan

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Create additional platforms to celebrate student, faculty, staff, and alumni achievements and milestones.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of the President, Human Resources, Student Life and Leadership, Academic Affairs, Student Affairs and Enrollment, and Advancement and Communications	Year 5

GOAL #3 **Emphasizing the College's Culture of Transparency, Guided by Institutional Commitment to Safety, Security and Belonging for all Students, Faculty, Staff and Community Members.**

Overview of Goal Three

Goal Three aims to build on the college's commitment to transparency and ensure that all members of the community are involved in the life of the college and informed about important activities. The focus will be on enhancing awareness about college policies and procedures, services, and resources available to the college community while promoting the safety and security of students, faculty, staff, and community members. These efforts will be centrally coordinated by the various stakeholders outlined below.

Chart 8: Goal Three – Objective 1

Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Bring greater awareness to college policies and procedures.	<ul style="list-style-type: none"> ■ Observation ■ Employee satisfaction survey ■ Student satisfaction survey ■ External website activity 	Primary: Office of Human Resources Secondary: Offices of Institutional Engagement and Excellence, and Communications	Year 2
Bring greater awareness to college programs and resources on campus.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Institutional data ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Communications Secondary: Offices of Institutional Engagement and Excellence, Academic Affairs, Student Affairs, Enrollment, Communications, and Hudson Helps Resource Center	Year 2

2024-29 Institutional Engagement and Excellence Action Plan

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Enhance communications to students, faculty, and staff about emergencies at the College.	<ul style="list-style-type: none"> ■ Observation ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Communications Secondary: Offices of Safety and Security, Institutional Engagement and Excellence, Human Resources, and Academic Affairs	Year 2
Coordinate college communications to better engage students, faculty, and staff.	<ul style="list-style-type: none"> ■ Observation ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Communications Secondary: Cabinet	Year 1
Increase participation of students in college programs and activities	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Student satisfaction survey 	Primary: President's Advisory Council on Institutional Engagement and Excellence Secondary: Offices of Institutional Engagement and Excellence, Student Life and Leadership, Cultural Affairs, and Academic Affairs	Year 2

Chart 9: Goal Three – Objective 2

Enhance the safety and security of students, faculty, staff and community members.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Expand engagement opportunities for the family members of students and employees in campus activities.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Student satisfaction survey ■ Employee satisfaction survey 	Primary: Office of Institutional Engagement and Excellence Secondary: Offices of Cultural Affairs, Student Life and Leadership, Human Resources, Student Affairs, and Academic Affairs	Year 5
Appoint an Institutional Engagement and Excellence standing committee to assess safety and security concerns, and solicit recommendations.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns 	Primary: President's Advisory Council on Institutional Engagement and Excellence Secondary: Offices of Safety and Security, Institutional Engagement and Excellence, Human Resources, and Student Life and Leadership	Year 1
Create an annual crisis prevention training series.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Employee satisfaction survey ■ Student satisfaction survey 	Primary: Office of Safety and Security Secondary: Offices of Institutional Engagement and Excellence, Human Resources, and Student Life and Leadership	Year 4

2024-29 Institutional Engagement and Excellence Action Plan

GOAL #4 Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for All Students at HCCC.

Overview of Goal Four:

Goal Four aims to build on the successes of our award-winning and nationally recognized Hudson Scholars program model to advance the retention and completion of all HCCC students. The College is active in the Hispanic Association of Colleges and Universities (HACU) and participated in the 2023 Racial Equity Leadership Academy (RELA), a collaboration of Achieving the Dream and the University of Southern California's Race and Equity Center in which participating institutions selected a Racial Equity Change Effort (RECE) for implementation. Informed by a thorough analysis of RECE project and Hudson Scholars data, surveys, and follow-up focus group interviews with HCCC students, accomplishment of this goal will ensure maximum participation in the Hudson Scholars model while expanding engagement and bringing greater academic and career awareness to all HCCC students. These efforts will be centrally coordinated by the various stakeholders outlined below.

Chart 10: Goal Four – Objective 1

Maximize the participation of all students in Hudson Scholars program activities.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Increase student early awareness of Hudson Scholars and other support programs.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Institutional data ■ Student satisfaction survey 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Hudson Scholars Program; Black Faculty Caucus; Offices of Advisement and Counseling, Academic Affairs, Student Affairs, Communications, Student Life and Leadership, and Enrollment Services</p>	Year 1
Develop processes to ensure all students can be included in the Hudson Scholars program independently of the time of their registration.	<ul style="list-style-type: none"> ■ Observation ■ Documented behavioral patterns ■ Institutional data ■ Student enrollment 	<p>Primary: Hudson Scholars Program</p> <p>Secondary: Offices of Institutional Engagement and Excellence, Student Life and Leadership, and Student Affairs and Enrollment</p>	Year 2
Develop incentives for students to participate in Hudson Scholars activities.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Institutional data ■ Student satisfaction survey 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Hudson Scholars Program, Office of Enrollment Services, and Office of Student Life and Leadership</p>	Year 4

2024-29 Institutional Engagement and Excellence Action Plan

Chart 11: Goal Four – Objective 2

Expand engagement opportunities for all HCCC students.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Increase academic support, career counseling, and personal development workshops for students.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Student satisfaction survey ▪ Institutional data 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Hudson Scholars Program; Offices of Advisement and Counseling, Career and Transfer Pathways, Enrollment Services, and Student Life and Leadership</p>	Year 4
Increase the number of forums in which students can voice their concerns and suggestions to the administration.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Student satisfaction survey 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Office of Student Life and Leadership</p>	Year 3
Establish or expand mentorship programs that connect students with faculty and staff from similar backgrounds.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Student satisfaction survey 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Black Faculty Caucus, African-American Outreach Committee, Latino Advisory Council; and Offices of Academic Affairs, and Student Life and Leadership</p>	Year 4
Establish a program that allows high school students to participate in college life.	<ul style="list-style-type: none"> ▪ Observation ▪ Event attendance ▪ Documented behavioral patterns ▪ Institutional data ▪ Student satisfaction survey 	<p>Primary: Office of Early College Programs</p> <p>Secondary: Offices of Institutional Engagement and Excellence, and Enrollment Services; African-American Outreach Committee, Latino Advisory Council, and School of Continuing Education and Workforce Development</p>	Year 4

2024-29 Institutional Engagement and Excellence Action Plan

Chart 12: Goal Four – Objective 3

Increase academic and career pathway awareness for all HCCC students.

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Develop a clear, easy-to-understand visual flow chart or interactive tool that outlines the pathway from community college to university degrees, highlighting the cost savings and benefits of attending HCCC.	<ul style="list-style-type: none"> ■ Observation ■ Student satisfaction survey ■ Website activity 	<p>Primary: Office of Career and Transfer Pathways</p> <p>Secondary: Offices of Institutional Engagement and Excellence, Advisement and Counseling, Enrollment Services, Communications, and Academic Affairs</p>	Year 3
Create a comprehensive online portal or physical brochures that list academic majors, associated careers, and potential salaries.	<ul style="list-style-type: none"> ■ Observation ■ Student satisfaction survey 	<p>Primary: Office of Career and Transfer Pathways</p> <p>Secondary: Offices of Institutional Engagement and Excellence, Advisement and Counseling, Academic Affairs, Communications, and Enrollment Services</p>	Year 5
Provide training for Hudson Scholars Counselors to support students in achieving their academic, transfer, and career goals.	<ul style="list-style-type: none"> ■ Observation ■ Event attendance ■ Documented behavioral patterns ■ Hudson Scholars satisfaction survey 	<p>Primary: Office of Institutional Engagement and Excellence</p> <p>Secondary: Hudson Scholars Program; Office of Faculty and Staff Development; and Center for Teaching, Learning and Innovation</p>	Year 3


2024-29 Institutional Engagement and Excellence Action Plan



CONCLUSION

This Institutional Engagement and Excellence Action Plan was launched in August 2024 and will conclude in June 2029. The four overarching goals listed herein and their objectives and activities provide a blueprint for the College's efforts to continue advancing best practices and outcomes.

The plan's overarching goals, together with their corresponding objectives and activities, aim to build on the successes of the 2021-24 Action Plan while striving to further elevate the student and employee experience through continuous improvement of a college culture that values, respects, and celebrates student and employee success and excellence in all forms.



***We thank all members of the
HCCC family for their engagement
and support of excellence
in all forms.***

Hudson is Home!

***"Strength lies in differences, not in similarities."
– Stephen Covey***

Hudson County Community College Board of Trustees

Jeanette Peña, Chair
Edward DeFazio, Esq., Secretary/Treasurer
Lisa Camacho, Student Alumni Representative
Joseph V. Doria Jr., Ed.D.
Frank J. Gargiulo
Stacy Gemma
Roberta Kenny
Vincent Lombardo
Silvia Rodriguez
Harold G. Stahl Jr.
Reverend Frances Teabout, D.Min.
Christopher M. Reber, Ph.D., College President



County Executive and Board of County Commissioners

Craig Guy, County Executive
Anthony L. Romano, Jr., Chairperson
Jerry Walker, Vice-Chairperson
Fanny J. Cedeño, Chair Pro Temp
Yraida Aponte-Lipski
Robert P. Baselice
Albert J. Cifelli, Esq.
Kenneth Kopacz
William P. O'Dea
Caridad Rodriguez

Officers of the College

Christopher M. Reber, Ph.D., College President
Nicholas A. Chiaravalloti, Esq., Ed.D., Vice President for External Affairs,
Strategic Directions, and Senior Counsel to the President
Patricia Clay, Associate Vice President and Chief Information Officer
Heather DeVries, Ph.D., Associate Vice President, Academic Affairs and Assessment
Robert DiMartino, Vice President for Human Resources
Lisa Dougherty, Ed.D., Senior Vice President for Student Affairs and Enrollment
Nicole B. Johnson, Vice President for Advancement and Communications
and Executive Director of HCCC Foundation
Darryl Jones, Ph.D., Vice President for Academic Affairs
Lori Margolin, Vice President for Strategic Initiatives, Continuing Education
and Workforce Development
Yeurys Pujols, Ed.D., Vice President for Institutional Engagement and Excellence
Alexa Riano, Senior Executive Assistant to the President and Board of Trustees/
Chief of Staff
John Urgola, Associate Vice President for Institutional Research and Planning
Veronica D'Alessandro Zeichner, CPA, Vice President for Business
and Finance and Chief Financial Officer

Hudson County Community College is committed to providing access and accommodation in all its services, programs and activities. If at any point you have a need or concern related to access, please contact us. For accommodation requests related to a disability or health condition, please contact the Office of Accessibility Services by calling (201)360-4157 or send an e-mail to AS@hccc.edu.

