



# 2024 - 2029 DIVERSITY, EQUITY AND INCLUSION ACTION PLAN

*"Alone we can do so little;  
together we can do so much."*

*- Helen Keller*



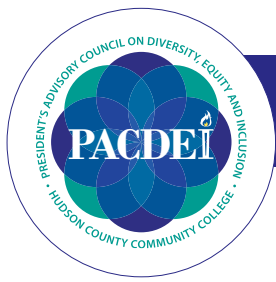
Diana Galvez  
Associate Director  
North Hudson Campus  
Co-Chair, PACDEI

Raffi Manjikian  
Instructor of Chemistry  
Co-Chair, PACDEI

Yeury Pujols, Ed.D.  
Vice President for Diversity, Equity  
and Inclusion



HUDSON  
COUNTY  
COMMUNITY COLLEGE  
*Hudson is Home!*



**The 2024-29 Hudson County Community College  
Diversity, Equity and Inclusion Action Plan  
was made possible by the dedicated members of  
the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)**

Deliana Acosta, Social Worker, Mental Health Counseling and Wellness  
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  
Anna Krupitskiy, Vice President for Human Resources

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, HCCC 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 Diversity, Equity and Inclusion  
Dr. Christopher Reber, President  
Maritza Reyes, Associate Director, Center for Adult Transition  
Dorante Richards, Instructor of Nursing  
Michelle Richardson, Executive Director, Hudson County Economic Development Corporation  
Dr. Paula Roberson, Director, Center for Teaching, Learning, and Innovation  
Mirta Sanchez, Executive Assistant to the Vice President for Diversity, Equity and Inclusion  
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 Diversity, Equity and Inclusion 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



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## OVERVIEW

Student Success and Diversity, Equity, and Inclusion (DEI) are the two overarching priorities of Hudson County Community College. In support of these priorities, President Christopher Reber formed the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) in fall 2019 to promote college-wide engagement and leadership in all areas of DEI. PACDEI membership includes representatives from internal and external HCCC constituencies, including students, faculty, staff, alumni, trustees, and community members. Over the last five years, PACDEI has supported the College's diversity, equity and inclusion goals by celebrating a highly engaged community that respects individual differences and builds on commonalities.

Upon the recommendation of PACDEI, the College created the position of Vice President for Diversity, Equity and Inclusion in 2021, a cabinet-level position reporting directly to the College President. This appointment was followed by the establishment of the Office of Diversity, Equity and Inclusion, with additional professional and support staff. The Offices of Accessibility Services, Cultural Affairs, Veterans Affairs, and International Student Services are included under the DEI umbrella, organized to lead and support college goals.

HCCC has been recognized for its commitment to student success and diversity, equity and inclusion, and celebrated by national organizations including the Hispanic Association of Colleges and Universities (HACU), American Association of Community Colleges (AACCC), 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, and 2024; 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.



On the heels of completing the goals, objectives, and all the activities outlined in the 2021-24 DEI Action Plan, and supported by the Office of Diversity, Equity and Inclusion and other stakeholders, PACDEI has set out to replicate the previous successful process in developing the 2024-29 DEI 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 provided themes used by PACDEI to identify the following overarching goals as strategic areas of focus for the College going forward:

1. Sustaining and expanding a culture of Diversity, Equity and Inclusion grounded in best practices throughout the College.
2. Enhancing the College's efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for 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 traditionally underrepresented students.

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



## President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) 2024-29 Diversity, Equity and Inclusion Action Plan

### Dear Members of the HCCC Family,

As we embark on a new Diversity, Equity and Inclusion Strategic Action Plan, we take a moment to look back at what we have accomplished from our last DEI Action Plan and what will be our new DEI goals and initiatives going forward. As we reflect on our next steps, we must also recognize DEI in the context of the regional, national, and global climate.

Political tensions are high across the globe, and maintaining a positive outlook and engaging in deep conversations is becoming increasingly difficult. We must not forget the vehicles and opportunities DEI provides to help us come together. The common core values of DEI shall always be humanity, dignity, respect, collegiality, and camaraderie. Collaborating with one another on common goals will always triumph and prevail over tensions, conflict, and injustices.

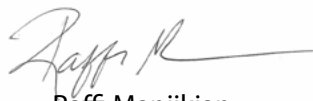
Hudson County Community College (HCCC) consistently strives to promote student success and DEI. Borne from this commitment were the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) and the Office of DEI, and both entities have worked together to create this DEI Action Plan.


The overarching goals of the 2021-24 DEI Action Plan focused on DEI infrastructure; DEI and Human Resources practices; safety and security; and the academic enterprise. Thanks to the hard work of all PACDEI members and others, effective change is now embedded into the college culture. Issues contributing to prejudice, racism, sexism, accessibility, food insecurity and others are now the focus of continuous improvement.


We are proud of the myriad events that have showcased our support and cultural awareness. These events, among other improvements within the college, have allowed us to create a safe space and culture of care for our HCCC family that includes students, faculty, staff, trustees, alumni, and community members. Our DEI achievements and accomplishments have been recognized at local, state, and national levels.

But despite many improvements, our work is never finished as the nature of the environment around us continuously changes. We now launch a new DEI Action Plan that is a blueprint for College growth and development around our shared goals and dreams.

This 2024-29 DEI Action Plan was developed in alignment with the HCCC Academic Master Plan, the Achieving the Dream Student Success Action Plan, and all other strategic initiatives at the College. This plan builds on our previous work and outlines our areas of focus for the next five years. Thank you for your continued contributions to Hudson County Community College!

  
Raffi Manjikian  
Instructor of Chemistry  
Co-Chair, PACDEI

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

  
Yeurys Pujols, Ed.D.  
Vice President for Diversity, Equity and Inclusion



## 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

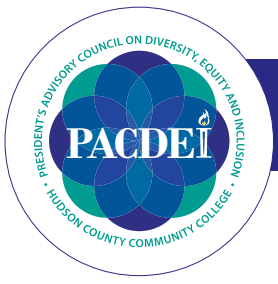
Hudson County Community College is committed to these values:



- 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



## KEY TERMS AND DEFINITIONS

**Culture** refers to the customs, arts, social institutions, and achievements of a particular nation, people, or other social group.

**Diversity** refers to the ways in which the organizational culture supports, celebrates, and encourages a wide variety of backgrounds, life experiences, values, worldviews, and approaches.

**Equality** ensures that everyone has an equal opportunity to be successful.

**Equity** ensures the removal of barriers to fair treatment, access, opportunity, and advancement for all community members so that all can be successful.

**Inclusion** refers to efforts around building a welcoming environment in which community members feel respected, represented, supported, and valued to participate fully.

**Diverse Identities** include, among others, race, ethnicity, gender, gender identity/ expression, culture, national origin, sexual orientation, religion, physical and intellectual abilities, marital status, socioeconomic status, creed, class, age, profession, veteran status, and regional identity.

**Belonging** refers to a feeling of security, support, and affinity to a place or situation and includes a sense of acceptance, identity, and community.

**Accessibility** refers to ensuring that services, programs, and supports are available to all.





## OVERARCHING GOALS AND OBJECTIVES

The membership of the President's Advisory Council on Diversity, Equity, and Inclusion (PACDEI), informed by the 2024 campus-wide climate survey and other evidence-based processes, identified the following four overarching goals to inform the development of this Action Plan. Each goal will be led and supported by a PACDEI 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 stakeholder within the college community 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 DEI Action Plan.

**Goal One: Sustaining and Expanding a Culture of Diversity, Equity and Inclusion Grounded in Best Practices Throughout the College.**

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

*Objective 2: Weave Diversity, Equity and Inclusion uniformly throughout the College's administrative and support units.*

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

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

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

*Objective 2: Increase diverse representation within the College that reflects the student population and Hudson County.*

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



**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.*

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**Goal Four: Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for Traditionally Underrepresented Students.**

*Objective 1: Maximize the participation of traditionally underrepresented students in Hudson Scholars program activities.*

*Objective 2: Expand engagement opportunities for traditionally underrepresented students.*

*Objective 3: Increase academic and career pathway awareness for traditionally underrepresented 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. PACDEI subcommittees assigned to each goal will collaborate with the primary and secondary stakeholders, the Office of DEI, 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 programs, processes, and services assessment and feedback in collaboration with the Offices of DEI, 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; and 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 DEI programs and training for students, faculty, staff and others serving on college-wide committees.
- Assessment measures may also be aligned with data, milestones, and impact evaluation in alignment with the College's Strategic Plan, Student Success Action Plan, and Academic Master Plan review and assessment.

### ***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 PACDEI, together with other College stakeholders and supported by the Office of Diversity, Equity and Inclusion, 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 PACDEI 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. The PACDEI 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.



## President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) 2024-29 Diversity, Equity and Inclusion Action Plan



### **Action Plan Timeline**

The execution of this 2024-29 DEI 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 DEI framework continues to evolve over the next five years. The Action Plan Time Frame is included in Chart 1.

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

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 PACDEI, and ensure that all activities are on track for completion.



**GOAL #1 – Sustaining and Expanding a Culture of Diversity, Equity and Inclusion Grounded in Best Practices Throughout the College.**

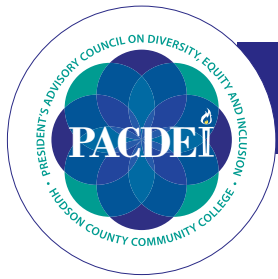
**Overview of Goal One:**

Goal One aims to prioritize DEI 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, and processes; DEI 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**

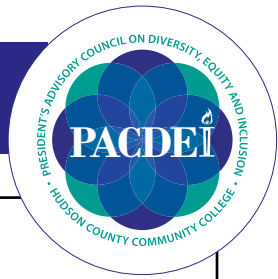
*Promote the continuous improvement of employee programs, supports, processes, and services through human resources/workforce practices, outcomes, and DEI best practices.*

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



**President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)  
2024-29 Diversity, Equity and Inclusion 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"> <li>▪ Observation</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Employee longevity of service</li> <li>▪ Exit survey feedback</li> <li>▪ Employee participation</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Offices of DEI, Faculty and Staff Development, Academic Affairs, and Student Affairs and Enrollment</p>	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"> <li>▪ Observation</li> <li>▪ Institutional data</li> <li>▪ Employee longevity of service</li> <li>▪ Exit survey feedback</li> <li>▪ Consultant reports and feedback</li> <li>▪ HR affinity group feedback</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Cabinet and Collective Bargaining Units</p>	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"> <li>▪ Observation</li> <li>▪ Institutional data</li> <li>▪ Exit survey feedback</li> <li>▪ Employee participation</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Offices of Academic Affairs and DEI; Collective Bargaining Units; All College Council; and Cabinet</p>	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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Exit survey feedback</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Office of DEI, Cabinet, and Collective Bargaining Units</p>	Year 1



**Chart 3: Goal One – Objective 2**

*Weave Diversity, Equity and Inclusion 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"> <li>▪ Focus groups</li> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> North Hudson Campus</p> <p><b>Secondary:</b> Offices of DEI, Human Resources, Faculty and Staff Development, Academic Affairs, Student Affairs and Enrollment, Accessibility Services, Student Life and Leadership, Cultural Affairs, Hudson Helps Resource Center, Veterans Affairs and International Student Services</p>	Year 2
Appoint a representative from each Office/School/ Center to promote DEI within their respective administrative units.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Offices of Human Resources, Faculty and Staff Development, Academic Affairs, Student Affairs and Enrollment, and Accessibility</p>	Year 2
Develop an action plan for the upcoming HCCC Athletics Program that promotes student success and DEI best practices.	<ul style="list-style-type: none"> <li>▪ Observation</li> </ul>	<p><b>Primary:</b> Office of Student Affairs and Enrollment, and Director of Athletics</p> <p><b>Secondary:</b> Offices of DEI, Human Resources, Academic Affairs, and External Affairs and Senior Counsel to the President</p>	Year 5
Promote greater collaboration between PACDEI and the All College Council.	<ul style="list-style-type: none"> <li>▪ Committee feedback</li> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Co-Chairs of PACDEI and Officers of the All College Council</p> <p><b>Secondary:</b> Cabinet</p>	Year 2
Increase awareness, support, and utilization of professional development opportunities by employees from traditionally underrepresented groups.	<ul style="list-style-type: none"> <li>▪ Focus groups</li> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Employee longevity of service</li> <li>▪ Exit survey feedback</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Office of DEI</p>	Year 2



**Chart 3: Goal One – Objective 3**

*Enhance the Academic Life of the College Through DEI Trainings and Forums Grounded in Best Practices.*

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Develop best practice forums within each School that celebrate institutional diversity.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Academic Affairs</p> <p><b>Secondary:</b> 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 DEI 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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Institutional data</li> <li>▪ Employee satisfaction survey</li> <li>▪ Sessions offered</li> </ul>	<p><b>Primary:</b> Center for Teaching, Learning and Innovation</p> <p><b>Secondary:</b> Offices of Academic Affairs, DEI, Finance, Faculty and Staff Development; All College Council; and Collective Bargaining Units</p>	Year 3

**GOAL #2 – Enhancing the College’s Efforts of Inclusion and its Culture of Care to Create an Environment that is Supportive and Inclusive for all Students, Faculty, Staff, and Community Members.**

**Overview of Goal Two:**

Goal Two aims to build on the College’s commitment to inclusivity 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 diversity within the representation of 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.

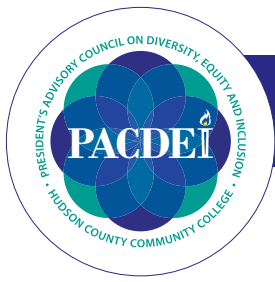




**Chart 4: Goal Two – Objective 1**

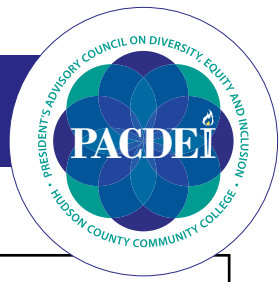
*Grow and develop accessibility services and resources for students, faculty, and staff.*

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Bring greater awareness, communication, support, and advocacy regarding accessibility services, environmental accessibility, and resources available to students, employees, and community members on campus.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI, Academic Affairs, Communications, Human Resources, Academic Support Services, and Student Life and Leadership</p>	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"> <li>▪ Observation</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI, Engineering and Operations, Safety and Security, Finance, and Academic Affairs</p>	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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Office of DEI and School of Continuing Education and Workforce Development</p>	Year 1
Create a support group for differently-abled students transitioning from high school to college.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI, Enrollment Services, Student Life and Leadership, and School of Continuing Education and Workforce Development</p>	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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Social media analytics</li> <li>▪ External website activity</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI, Communications, Student Life and Leadership, and Cultural Affairs</p>	Year 3



**President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)  
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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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Student satisfaction survey</li> <li>▪ Employee satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Hudson Helps Resource Center; Offices of DEI, Student Life and Leadership, Human Resources, and Advisement and Counseling</p>	Year 5
Offer accessibility training and informational sessions to the college community.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI; Student Life and Leadership; Faculty and Staff Development; and Center for Teaching, Learning and Innovation</p>	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"> <li>▪ Institutional Data</li> </ul>	<p><b>Primary:</b> Office of Accessibility Services</p> <p><b>Secondary:</b> Offices of DEI, Enrollment Services, Student Life and Leadership, and School of Continuing Education and Workforce Development</p>	Year 4



**Chart 5: Goal Two – Objective 2**

*Increase diverse engagement and representation within the College that reflects the student population and Hudson County.*

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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Latino Advisory Council, African-American Outreach Committee, Offices of Student Life and Leadership, and Cultural Affairs</p>	Year 2
Create a Community Advisory Council for Middle Eastern and Asian Communities.	<ul style="list-style-type: none"> <li>▪ Observation</li> </ul>	<p><b>Primary:</b> Office of External Affairs and Senior Counsel to the President</p> <p><b>Secondary:</b> Office of DEI</p>	Year 1
Increase the number of Veteran students enrolled at the College.	<ul style="list-style-type: none"> <li>▪ Institutional data</li> </ul>	<p><b>Primary:</b> Office of Veterans Affairs and International Student Services</p> <p><b>Secondary:</b> Offices of DEI, and Enrollment Services</p>	Year 2
Increase the number of engagement opportunities that celebrate and welcome Veterans to the College.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Veterans Affairs and International Student Services</p> <p><b>Secondary:</b> Offices of DEI, Enrollment Services, Student Life and Leadership, Human Resources, and Cultural Affairs</p>	Year 3
Create additional opportunities and platforms for open discussions among diverse groups.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Offices of Student Life and Leadership, Cultural Affairs, and Human Resources</p>	Year 3
Increase the number of international students enrolled at the College.	<ul style="list-style-type: none"> <li>▪ Institutional Data</li> </ul>	<p><b>Primary:</b> Office of Veterans Affairs and International Student Services</p> <p><b>Secondary:</b> Offices of DEI, and Enrollment Services</p>	Year 4



**President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)  
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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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Veterans Affairs and International Student Services</p> <p><b>Secondary:</b> Offices of DEI, Enrollment Services, Student Life and Leadership, and Cultural Affairs</p>	Year 2
Explore access to local housing for international students enrolled at HCCC.	<ul style="list-style-type: none"> <li>▪ Observation</li> </ul>	<p><b>Primary:</b> Office of Veterans Affairs and International Student Services</p> <p><b>Secondary:</b> Offices of DEI, Student Affairs and Enrollment, Academic Affairs, and External Affairs and Senior Counsel to the President</p>	Year 3

**Chart 6: 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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> 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 Center</p>	Year 3
Bring greater awareness about the implementation of the Flexible Work Arrangements Policy and Procedure.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ External website activity</li> <li>▪ Employee satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Offices of DEI and Communications</p>	Year 1



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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Offices of the President, Human Resources, Student Life and Leadership, Academic Affairs, Student Affairs and Enrollment, and Advancement and Communications</p>	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 making decisions and informed about important college 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 7: 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"> <li>▪ Observation</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> <li>▪ External website activity</li> </ul>	<p><b>Primary:</b> Office of Human Resources</p> <p><b>Secondary:</b> Offices of DEI and Communications</p>	Year 2
Bring greater awareness to college programs and resources on campus.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of Communications</p> <p><b>Secondary:</b> Offices of DEI, Academic Affairs, Student Affairs, Enrollment, and Communications</p>	Year 2



**President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)  
2024-29 Diversity, Equity and Inclusion Action Plan**

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Expand college communications to students, faculty, and staff about emergencies at the College.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<b>Primary:</b> Communications  <b>Secondary:</b> Offices of Safety and Security, DEI, Human Resources, and Academic Affairs	Year 2
Coordinate college communications to better engage students, faculty, and staff.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<b>Primary:</b> Office of Communications  <b>Secondary:</b> Cabinet	Year 1
Increase participation of students in PACDEI, DEI Student Passport Program, and PACDEI Student Action Group.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Student satisfaction survey</li> </ul>	<b>Primary:</b> Co-Chairs of PACDEI  <b>Secondary:</b> Offices of DEI, Student Life and Leadership, and Academic Affairs	Year 2

**Chart 7: 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"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Student satisfaction survey</li> <li>▪ Employee satisfaction survey</li> </ul>	<b>Primary:</b> Office of DEI  <b>Secondary:</b> Offices of Cultural Affairs, Student Life and Leadership, Human Resources, and Academic Affairs	Year 5
Appoint a PACDEI standing committee to assess safety and security concerns, and solicit recommendations.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> </ul>	<b>Primary:</b> PACDEI Co-Chairs  <b>Secondary:</b> Offices of Safety and Security, DEI, Human Resources, and Student Life and Leadership	Year 1
Create an annual crisis prevention series.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Employee satisfaction survey</li> <li>▪ Student satisfaction survey</li> </ul>	<b>Primary:</b> Office of Safety and Security  <b>Secondary:</b> Offices of DEI, Human Resources, and Student Life and Leadership	Year 4



**GOAL #4 – Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for Traditionally Underrepresented Students.**

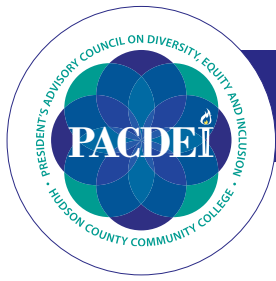
**Overview of Goal Four:**

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 traditionally underrepresented students. The College is active in the Hispanic Association of 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 Hudson Scholars data, surveys, and follow-up focus group interviews with Black and African American male 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 Black and African American students, Hispanic students, and other traditionally underrepresented students. These efforts will be centrally coordinated by the various stakeholders outlined below.

**Chart 10: Goal Four – Objective 1**

*Maximize the participation of traditionally underrepresented students in Hudson Scholars program activities.*

Activity	Instrument/ Measurement	Stakeholder(s)	Time Frame
Increase early awareness of Hudson Scholars and other support programs among traditionally underrepresented students.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> 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 that traditionally underrepresented students can be included in the Hudson Scholars model independently of the time of their registration.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Student enrollment</li> </ul>	<p><b>Primary:</b> Hudson Scholars Program</p> <p><b>Secondary:</b> Offices of DEI, Student Life and Leadership, and Student Affairs and Enrollment</p>	Year 2
Develop incentives for traditionally underrepresented students to participate in Hudson Scholars activities.	<ul style="list-style-type: none"> <li>▪ Observation</li> <li>▪ Event attendance</li> <li>▪ Documented behavioral patterns</li> <li>▪ Institutional data</li> <li>▪ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Hudson Scholars Program, Office of Enrollment Services, and Office of Student Life and Leadership</p>	Year 4



**Chart 11: Goal Four – Objective 2**

Expand engagement opportunities for Black/African American male students.

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





**Chart 12: Goal Four – Objective 3**

*Increase academic and career pathway awareness for traditionally underrepresented 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"> <li>■ Observation</li> <li>■ Student satisfaction survey</li> <li>■ Website activity</li> </ul>	<p><b>Primary:</b> Career and Transfer Pathways</p> <p><b>Secondary:</b> Offices of DEI, 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"> <li>■ Observation</li> <li>■ Student satisfaction survey</li> </ul>	<p><b>Primary:</b> Career and Transfer Pathways</p> <p><b>Secondary:</b> Offices of DEI, Advisement and Counseling, Academic Affairs, Communications, and Enrollment Services</p>	Year 5
Provide training for Hudson Scholars Counselors to better support traditionally underrepresented students in achieving their academic, transfer, and career goals.	<ul style="list-style-type: none"> <li>■ Observation</li> <li>■ Event attendance</li> <li>■ Documented behavioral patterns</li> <li>■ Hudson Scholars satisfaction survey</li> </ul>	<p><b>Primary:</b> Office of DEI</p> <p><b>Secondary:</b> Hudson Scholars Program; Office of Faculty and Staff Development; Center for Teaching, Learning and Innovation</p>	Year 3



## CONCLUSION

This Diversity, Equity and Inclusion 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 DEI 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 DEI Action Plan while striving to further elevate the student and employee experience through continuous improvement of a college culture that values, respects and celebrates diversity in all forms.



***We thank all members of the  
HCCC family for their engagement  
and support of Diversity, Equity  
and Inclusion in all forms.***

***Hudson is Home!***

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

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