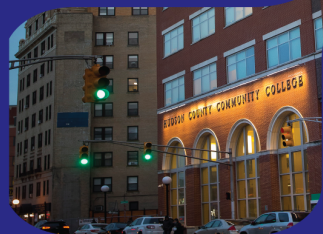


2024-2029 STRATEGIC PLAN

The Community's College: Embracing Our History, Shaping Our Future



Mission

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

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

Hudson County Community College is committed to these values:

Holistic Services

Understanding through Data

Diversity, Equity and Inclusion

Student Success

Open to All

National Distinction

Collaboration and Engagement

Academic Excellence

Responsible Stewardship of Resources

Ethical Behavior, Integrity, and Transparency

Support of Innovation and Leadership



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DEDICATION

The Community's College: Embracing Our History, Shaping Our Future
is dedicated to our students and the residents of Hudson County
– past, present and future.

Letter from President Reber



Dear Hudson County Community College Students, Faculty, Staff, Trustees, Alumni, Partners, and Friends,

The Greek philosopher Heraclitus once said that the only constant is change. As the College prepares to celebrate the 50th Anniversary of its first graduating class, we reflect on how much has changed over the past five decades.

Since opening its doors in 1974, and graduating its first students in 1976, the College has grown in its physical footprint, moving from a strategy of renting one building to constructing and owning myriad state-of-the-art facilities. The College has grown from a contract college to a comprehensive community college that offers more than 90 degree and certificate programs in addition to a wide array of continuing education and workforce development programs serving more than 20,000 credit and non-credit students annually. The College has further grown from 22 full-time faculty to more than 100 full-time and 300 part-time faculty, and nearly 600 full- and part-time staff.

One constant through all of this change has been the College's unwavering commitment to serving as the *community's college*. As our vision statement attests, we aspire to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County.

Since the launch of our 2021-24 College-wide Strategic Plan, *Hudson is Home!*, Hudson County Community College has been recognized for its best-practice and transformational work in many venues. In the past year alone, Hudson County Community College has been the recipient of multiple national awards, faculty and staff recognitions, and program accolades.

HCCC's 2024-29 Strategic Plan, *The Community's College: Embracing our History, Shaping Our Future*, builds on the success of *Hudson is Home!* and outlines the next chapter in the College's remarkable history. This plan is a blueprint for how HCCC continues to live its mission and realize its vision with excellence, inspired by best practices. Through the Strategic Initiatives detailed below, we carry the torch and continue the College's proud tradition of institutional excellence.

As I approach my eighth year as Hudson County Community College's President, I remain inspired every day by our students, faculty, staff, and trustees. The passion and dedication they bring to their work is transformative. I am honored to support our HCCC family so that future generations of students, faculty and staff will forever feel that *Hudson is Home!*

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris", written over a light blue horizontal line.

Christopher M. Reber, Ph.D.
President

Executive Summary

In the waning of the COVID-19 pandemic, Hudson County Community College published its 2021-24 Strategic Plan, *Hudson is Home!* Across five strategic directions and 18 initiatives, *Hudson is Home!* advanced the College's institutional priorities.

HCCC's 2024-29 Strategic Plan, *The Community's College: Embracing Our History, Shaping Our Future*, builds on the success of the 2021-24 plan as it writes the next chapter in the College's history. The 2024-29 plan shapes the College's future through the following six strategic directions:

1. Empowering Student Success: Nurturing Every Dimension of Student Growth through Personalized Support In and Beyond the Classroom
2. Unlocking Unlimited Student Potential: A High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation
3. Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally
4. Cultivating Individual and Institutional Excellence through Employee Development Best Practices: Fostering a Culture of Continuous Growth, Professional Development, and Employee Engagement
5. Expanding Our Footprint: Creating Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth
6. A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances to Address the Evolving Needs of Our Students and Community

This plan was developed through a collaborative, months-long process in which more than 300 members of the College community were engaged. Collectively, the six strategic directions contain 17 initiatives that align with the College's mission, vision, values, and strategic priorities. Each strategic initiative identifies a College office that is responsible for leading the work and includes an action plan with associated metrics for the purpose of assessment. Key internal and external stakeholders are listed for each initiative as well.

Importantly, each strategic direction and its related initiatives are aligned with, and bolstered by, initiatives, objectives, and strategies detailed in the following foundational planning documents: 2024-29 Academic Success Plan, 2024-29 Institutional Engagement and Excellence Action Plan, and 2024-29 Student Success Action Plan.

Through its 2024-29 Strategic Plan, the College remains steadfast in its support of helping all students begin and complete a credential that will have a transformative impact on their lives.

Introduction

In the landscape of higher education, community colleges are unique. With their open access mission, community colleges have a transformative impact on students' lives and the vibrancy of the community in which they reside. Community colleges provide an open door to postsecondary education and support students in attaining credentials and gainful employment. Community colleges represent the promise of upward social and economic mobility for students and a symbiotic relationship with the communities in which they are located.

As anchor institutions, community colleges influence, and are influenced by, the communities in which they reside. Community colleges interact with their communities in myriad ways. They serve as institutions of higher education, hubs of innovation, employers, and economic engines. They provide students with knowledge and skills to enter the workforce and participate in civic life. Community colleges of the 21st century further connect students with community services and resources, offer cultural programming, provide an avenue for lifelong learning through continuing education, and enhance community residents' skills through workforce development programs.

Each community college is specific to the community it serves, and, as such, Hudson County Community College is uniquely suited to Hudson County. Residing in the shadow of the Statue of Liberty, Hudson County has long been a gateway to new opportunities that hold the promise of a better life, a history and promise that is further amplified by Hudson County Community College's mission. HCCC's 2024-29 Strategic Plan, aptly titled *The Community's College: Embracing Our History, Shaping Our Future*, celebrates the College's engagement with its community by building on its mission to provide its diverse communities with inclusive, high-quality educational programs and services that promote student success and upward social and economic mobility while also looking forward to serving future generations of students.

The 2024-29 Strategic Plan positions Hudson County Community College as a transformative force in student success, an innovative leader in educational delivery, a vital community resource and partner, a model for comprehensive student support, and an institution committed to continuous improvement.

Core Themes

Across six strategic directions and 17 strategic initiatives, the 2024-29 Strategic Plan leverages the College's strong commitment to holistic student supports, data-informed decision making, innovation, community engagement, and professional development through the following themes.

Student-Centered Excellence, Accessibility, and Innovation

Since joining Achieving the Dream in 2019, Hudson County Community College (HCCC) has adopted a laser-like focus on student success. In the years since joining the Achieving the Dream network, HCCC has revised policies and procedures to remove barriers for students, used data and assessment to inform key institutional decisions, and developed a culture of care across campus. As a result, HCCC has seen a significant increase in its retention and completion metrics across student cohorts. HCCC remains committed to supporting students' success both inside and outside of the classroom. In service of that commitment, the College has developed a comprehensive support model as well as personalized learning pathways for students.

The College's comprehensive support model consists of personal support services, counseling services, and intensive academic advisement. In 2019, the College launched its Hudson Helps Resource Center, which serves as a cornerstone of wrap-around support services for students, faculty, and staff. It provides students, faculty, and staff with access to food pantries on both campuses, a career clothing closet, and connections to community resources. To date, more than 20,000 meals have been prepared by Culinary Arts students and faculty for distribution through the College's food pantries. Given students' robust need for mental health counseling and wellness services, HCCC is committed to providing professional development in this area and others. To date, more than 375 faculty and staff members have completed Mental Health First Aid Training and more than 250 faculty and staff have completed Question, Persuade, Refer (QPR) Suicide Prevention Training.

This commitment is affirmed in Strategic Initiative 1A (Create an awareness plan for integrated comprehensive wrap-around services beginning with the onboarding process, continuing throughout the college experience and eventually leading to baccalaureate and graduate institutions); Strategic Initiative 4B (Empower faculty and staff through comprehensive professional development in pedagogies, mental health support, accessibility services, and cultural competency to create a safe and responsive learning environment for all students); and all initiatives falling under Strategic Direction 5 (5A: Establish partnerships to provide affordable childcare services to support the retention and success of student, faculty and staff parents; 5B: Complete and operationalize the One-Stop Center for all student services; and, 5C: Explore and establish partnerships to provide housing for students in need, including student athletes, international students, and other special cohorts).

HCCC's award-winning Hudson Scholars Program is an exemplar of the College's dedication to providing comprehensive supports and fostering innovation. The Hudson Scholars Program is an intensive student support model that consists of four pillars: providing intensive and proactive advisement; offering financial stipends that are linked to high-impact practices; engaging students in key developmental tasks; and, leveraging faculty engagement through a progress report system and a mentorship program. The Hudson Scholars Program model has demonstrated improved retention and completion outcomes for students, particularly those from historically underrepresented groups. Strategic Direction 3 is dedicated to expanding the Hudson Scholars Program to reach all credential seeking students (Strategic Initiative 3A) and establishing a structured mentoring program to connect students with dedicated faculty and administrators for enhanced guidance (Strategic Initiative 3B).

Helping all students earn a credential is a guiding light for HCCC, and the College provides students with personalized academic support in service of that principle. Consistent with its values, HCCC utilizes data to inform the development of personalized pathways. Flexible learning modalities, varying term lengths, and

technology-enhanced instruction all aid students in meeting their academic and professional goals (Strategic Initiatives 2A and 2B). Further, HCCC offers academic and workforce programs that are cutting-edge, align with labor-market demand and industry standards, and reflect student interest. Of particular note is the extent to which the 2024-29 Strategic Plan considers the impact of artificial intelligence on the future of education and the workforce. Strategic Initiative 2C focuses on preparing students for the evolving workforce by integrating Artificial Intelligence (AI) literacy across academic programs, and developing accessible, industry-aligned credentials.

Advancing a culture of student-centered excellence also requires advancing a culture of access. Like most community colleges, HCCC is an open access institution. Our students choose us; we do not choose our students.

Following the COVID-19 pandemic, HCCC expanded resources that include maintaining a Chromebook loaner program, implementing virtual desktop infrastructure, and installing immersive telepresence video systems in classrooms and offices across both campuses. These innovations yielded a more connected experience across the College, promoted a greater sense of belonging, and supported more streamlined operations.

Strategic Initiatives 2A and 2B leverage those advancements and innovations. As described above, educational access means providing students with multiple learning modalities and timeframes, zero-to-low-cost educational materials, and technology solutions as well as revising policies and procedures to remove barriers and provide support for all learning needs (Strategic Initiatives 2A and 2B).

Support Systems and Infrastructure

Support systems and infrastructure are inextricably linked in the form of supporting students' basic needs through resources, partnerships, and facilities. According to data collected from the College's 2024 Climate Survey, approximately 30% of HCCC students are parenting, and according to data collected by The Hope Center at Temple University in 2019 and 2020, nearly two-thirds of HCCC's students experienced food insecurity, housing insecurity and/or homelessness within the past year. HCCC students experienced basic needs insecurity at rates greater than state and national averages.

Strategic Direction 5 is dedicated to creating sustainable spaces and facilities for future-ready learning and institutional growth. Strategic Initiative 5A (Establish partnerships to provide affordable childcare services to support the retention and success of student, faculty and staff parents) and Strategic Initiative 5C (Explore and establish partnerships to provide housing for students in need, student athletes, international students, and other special cohorts) aim to address the myriad challenges outside of the classroom that HCCC students encounter by leveraging support systems, partnerships, and infrastructure.

In addition to supporting students' basic needs, HCCC is also committed to providing the necessary infrastructure for student success. HCCC is currently constructing its 11-story, \$100 million Center for Student Success, which is anticipated to open in fall 2026. The Center for Student Success will include key physical spaces that promote student-centered excellence, accessibility, and innovation. In addition to classrooms and offices, the Center will provide students with a robust service experience through the One-Stop Center. Rather than students having to visit multiple offices and speak with multiple staff to complete various tasks, the One-Stop Center facilitates student success by removing barriers to students receiving services and providing them with access

to key functions such as advisement, financial aid, and registration in a comprehensive, streamlined format. Strategic Initiative 5B details the creation of the College's One-Stop Center.

Notably, the Center for Student Success will include the College's first athletic facilities. With the creation of its collegiate and intramural athletics program, HCCC seeks to support student growth (Strategic Initiative 1B: Launch a comprehensive athletics program that drives student recruitment and retention, promotes academic excellence, and enhances campus engagement). Students who are interested in playing a sport at the collegiate level will be able to do so while receiving a high-quality education. By offering athletics, the College aims to provide an on-ramp to postsecondary education for students who may not have otherwise considered it.

Professional Excellence and Growth

Facilitating employees' professional growth amplifies students' success. Professional development is an indispensable part of HCCC's mission. All full-time employees have access to annual funding for the purpose of professional development. In Academic Year 2023-24 alone, full-time faculty and staff utilized more than \$500,000 in support of their approved professional development plans. While some employees use the funding to continue their education and earn advanced degrees, others use it for conference attendance and additional forms of professional learning.

HCCC remains steadfast in its support of all employees' professional growth. As part of its 2024-29 Strategic Plan, HCCC seeks to provide comprehensive professional development pathways that include stackable credentials, enhance training opportunities, and expand job opportunities for full-time and part-time employees and students (Strategic Initiative 4A).

By way of the Center for Teaching, Learning, and Innovation and the Office of Faculty and Staff Development, HCCC promotes a culture of continuous improvement through professional learning. In collaboration with other functional areas of the College, these offices offer a plethora of workshops and programs for HCCC employees. In alignment with the College's commitment to student-centered excellence, Strategic Initiative 4B seeks to empower faculty and staff through comprehensive professional development in pedagogies, mental health support, accessibility services, and cultural competency in order to create a safe and responsive learning environment for all students.

Through the practice of assessment and the principle of continuous improvement, HCCC maintains its vision to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County. Assessment is crucial to the presentation and perpetuation of institutional excellence. The inherent value of assessment lies in our ability to uphold the promise of maintaining rigorous standards for our work inside and outside the classroom, and offering a high-quality educational experience. In preparation for its 2027-28 site visit by its institutional accreditor, the Middle States Commission on Higher Education (MSCHE), HCCC will soon engage in its next cycle of self-study. Strategic Initiative 1C details this process to advance institutional excellence through data-informed assessment, program accreditation, and continuous improvement.

In addition to the 2027-28 site visit by MSCHE, the College will also celebrate the 50th Anniversary of its first graduating students within the timeframe of this plan. The 50th Anniversary reflects the College's growth over the past five decades, a celebration of the College's achievements, and a moment to look forward to sustaining its culture of institutional excellence through continuous improvement. Throughout 2025-26, HCCC will

launch a transformative 50th Anniversary celebration honoring Hudson County Community College's legacy while engaging students, employees, alumni, and community partners in strategic advancement initiatives that strengthen institutional resources and create sustainable funding streams for future academic excellence and innovation. We will plan and launch the College's first comprehensive campaign beginning in 2026-27 (Strategic Initiative 6D).

Community Engagement

At its core, HCCC is the community's college. 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. This vision is realized through partnerships with industry, engaging the community through cultural programming, and leveraging relationships to provide access to services.

The College's engagement with local communities is the result of ongoing dialogue with various groups. Of note are the College's African American Outreach Committee (AAOC) and Latino Advisory Council (LAC). The College enjoys a collaborative and mutually beneficial relationship with members of the AAOC and LAC. They promote the College's programs and services in local communities that may otherwise be unaware of all HCCC has to offer, and, in turn, the College becomes attuned to the needs and wants of its local communities. To continue nurturing its relationships with local community members, HCCC aspires to organize open-to-the-public events on campus for community members, build community relationships, and foster interest in future enrollment (Strategic Initiative 6C).

Partnerships are most potent when they magnify the College's commitment to helping more students complete an academic or workforce credential. In this vein, maintaining and expanding partnerships is crucial to providing students with high-impact experiential learning and leadership development opportunities. In the 2024-29 plan, HCCC seeks to strengthen and expand strategic partnerships with industry leaders, community organizations, and educational institutions to enhance career readiness and create transformative career pathways and leadership development opportunities for students in high-demand sectors (Strategic Initiative 6A); and expand comprehensive experiential learning opportunities across all academic and workforce programs through integrated internships, externships, apprenticeships, competitions, study abroad opportunities, and community engagement activities to foster professional growth and student independence (Strategic Initiative 6B). Partnerships provide students with transformational opportunities that lead to upward social and economic mobility.

Strategic Planning Process

Hudson County Community College (HCCC) believes that its Strategic Plan should be a living document that informs, and is informed by, all aspects of our work as a college community. To that end, HCCC's strategic planning process is guided by principles of engagement and participation.

In May 2024, upon approval by the Board of Trustees, HCCC retained Dr. James Davy of the Center for Applied Appreciative Inquiry at Rutgers University–Newark to facilitate the development process. Appreciative inquiry and the Strengths, Opportunities, Aspirations, Results (SOAR) framework utilized by Dr. Davy aligned with the College's strategic planning vision and values. A Core Planning Team consisting of more than 70 internal and external stakeholders was formed, and through various fora, more than 300 members of the internal and external College community were engaged in the development of the 2024-29 Strategic Plan.

Timeline of Strategic Plan Development

| | |
|--------------------|--|
| May 14, 2024 | Dr. James Davy approved by HCCC Board of Trustees as consultant for the development of HCCC's 2024-29 Strategic Plan |
| August 5, 2024 | Kickoff Meeting with President Reber and Members of the Cabinet |
| August 30, 2024 | Core Planning Team Meeting #1 |
| September 5, 2024 | SOAR Forum #1 |
| September 6, 2024 | SOAR Forum #2 |
| September 9, 2024 | SOAR Forum #3 |
| September 17, 2024 | SOAR Forum for Trustees |
| September 26, 2024 | Core Planning Team Meeting #2 (Part 1) |
| October 7, 2024 | Core Planning Team Meeting #2 (Part 2) |
| November 6, 2024 | Strategic Planning Summit |
| November 7, 2024 | Core Planning Team Meeting #3 |
| November 11, 2024 | Final Editing Session with Cabinet |
| November 15, 2024 | Draft of the 2024-29 Strategic Directions and Initiatives shared with HCCC Trustees in President Reber's weekly Green Memo |
| January 15, 2025 | 2024-29 Strategic Plan shared with the Board of Trustees Academic and Student Affairs Committee for recommendation of advancement to the Board of Trustees |
| January 21, 2025 | 2024-29 Strategic Plan adopted and approved by HCCC Board of Trustees |

Members of the Core Planning Team

| Area Represented/Functional Area | Representative | Title |
|----------------------------------|----------------------------|---|
| Academic Affairs | Dr. Pamela Bandyopadhyay | Associate Dean of Academic Affairs |
| Academic Affairs | Dr. Alison Wakefield | Dean, School of Humanities and Social Sciences |
| Academic Affairs | Dr. Ara Karakashian | Dean, School of Business, Culinary Arts, and Hospitality Management |
| Academic Affairs | Dr. Burl Yearwood | Dean, School of Science, Technology, Engineering, and Mathematics (STEM) |
| Academic Affairs | Dr. Catherine Sirangelo | Dean, School of Nursing and Health Professions |
| Achieving the Dream | Dr. Mary Fifield | Leadership Coach |
| Achieving the Dream | Dr. Rene Garcia | Data Coach |
| Admissions/Enrollment | Matthew Fessler | Dean of Enrollment |
| Advisement | Dr. Gretchen Schulthes | Associate Dean of Advisement and Hudson Scholars Co-Lead |
| Advisement | Nicholas Mangal | Senior Assistant Director of Program Operations and Development for Advisement and Counseling |
| All College Council | Anita Belle | Chair, Development Standing Committee |
| Alumni Representative | Nydia James | Alumna |
| Alumni Representative | Kristofer Fontanez | Alumnus |
| Alumni Representative | Omega Dickerson | Alumna |
| Alumni Representative | Hannah Allen | Alumna |
| Business and Finance | Geoffrey Sims | Controller |
| Cabinet Member | Nicole Bouknight Johnson | Vice President for Advancement and Communications |
| Cabinet Member | Dr. Nicholas Chiaravalloti | Vice President for External Affairs, Strategic Initiatives, and Senior Counsel to the President |

| Area Represented/Functional Area | Representative | Title |
|--|------------------------|---|
| Cabinet Member | Patricia Clay | Associate Vice President and Chief Information Officer |
| Cabinet Member | Dr. Heather DeVries | Associate Vice President for Academic Affairs and Assessment Accreditation Liaison Officer |
| Cabinet Member | Dr. Lisa Dougherty | Senior Vice President for Student Affairs and Enrollment |
| Cabinet Member | Dr. Darryl Jones | Vice President for Academic Affairs |
| Cabinet Member | Anna Krupitskiy | Vice President for Human Resources |
| Cabinet Member | Lori Margolin | Associate Vice President, School of Continuing Education and Workforce Development |
| Cabinet Member | Alexa Riano | Senior Executive Assistant to the President and Board of Trustees |
| Cabinet Member | Dr. Yeurys Pujols | Vice President for Institutional Engagement and Excellence |
| Cabinet Member | John Urgola | Associate Vice President for Institutional Research and Planning and Hudson Scholars Co-Lead |
| Cabinet Member | Veronica Zeichner | Vice President for Business and Finance and Chief Financial Officer |
| Career and Transfer Pathways | Jennifer Valcarcel | Associate Dean of Career and Transfer Pathways |
| Center for Online Learning (COL) | Matthew LaBrake | Executive Director, Center for Online Learning (COL) |
| Center for Teaching, Learning, and Innovation (CTLI) | Dr. Paula Roberson | Director, Center for Teaching, Learning, and Innovation (CTLI) |
| Collective Bargaining Unit – Academic Administrators Association | Dr. Christopher Conzen | Vice President, Academic Administrators Association; Executive Director, Secaucus Center and Early College Programs |

| Area Represented/Functional Area | Representative | Title |
|--|------------------------------------|---|
| Collective Bargaining Unit – Adjunct Faculty Federation | Qamar Raza | Vice President, Adjunct Faculty Federation; Adjunct Instructor, STEM |
| Collective Bargaining Unit – Faculty Professional Association | Dr. Sirhan Abdullah | Vice President, Faculty Professional Association; Associate Professor, Medical Assisting |
| Collective Bargaining Unit – Support Staff Federation | Tess Wiggins | Treasurer, Support Staff Federation; Administrative Assistant, School of Nursing and Health Professions |
| College Libraries | Lisa Bogart | Director, North Hudson Campus Library |
| Communications | Jennifer Christopher | Assistant Vice President for Communications |
| Continuing Education and Workforce Development (CEWD) | Anita Belle | Assistant Vice President for Workforce Development |
| Continuing Education and Workforce Development (CEWD) | Chastity Farrell | Assistant Vice President for Continuing Education |
| Continuing Education and Workforce Development (CEWD) | Alexis Muniz | Coordinator of Evening, Weekend, and Offsite Programs |
| Early College | Cristhian Altamirano | Associate Director of Early College Programs |
| Educational Opportunity Fund (EOF) | Dr. Jose Lowe | Director, Educational Opportunity Fund |
| Engineering and Operations | Ilya Ashmyan | Executive Director, Engineering and Operations |
| External Partner (K-12) – Hudson County Schools of Technology | Steven Ricciardi | Director of Curriculum and Instruction, Hudson County Schools of Technology |
| External Partner (K-12) – Jersey City Board of Education Faculty | Jaime Morales Laurie Riccadonna | Director of Secondary Division, Jersey City Board of Education Professor, Studio Arts |
| Faculty | Marissa Lontoc | Instructor, Table Service |

| Area Represented/Functional Area | Representative | Title |
|---|----------------------|--|
| Faculty | Denise Knapp | Associate Professor, Human Services |
| Financial Aid | Ana Moran | Financial Aid Advisor |
| Grants and Sponsored Programs | R.M. Stineman | Director of Grants and Sponsored Programs |
| Hudson Helps Resource Center | Ariana Calle | Associate Director, Hudson Helps Resource Center |
| Human Resources | Amaalah Obgurn | Director of Faculty and Staff Development |
| Human Resources | Josainne Payoute | Director of Benefits and Compensation |
| Information Technology Services | Kenneth Melewski | Help Desk Manager |
| Information Technology Services | Diana Perez | Academic Lab Manager |
| Institutional Engagement and Excellence | Richard Walker | Associate Director of Institutional Engagement and Excellence Training |
| Mental Health Counseling | Doreen Pontius-Molos | Director of Mental Health Counseling and Wellness |
| North Hudson Campus | Joseph Caniglia | Executive Director, North Hudson Campus |
| President | Dr. Chris Reber | President |
| President's Advisory Council on Institutional Engagement and Excellence | Diana Galvez | Co-Chair, President's Advisory Council on Institutional Engagement and Excellence; Associate Director, North Hudson Campus |
| Public Safety and Security | Jack Quigley | Executive Director, Public Safety and Security |
| Student Affairs | Dr. David Clark | Dean of Student Affairs |
| Student Life and Leadership | Veronica Gerosimo | Assistant Dean of Student Life and Leadership |
| Student Life and Leadership | Angela Tuzzo | Associate Director of Student Life and Leadership |
| Student Representative | Shanice Acevedo | HCCC Student |

| Area Represented/Functional Area | Representative | Title |
|--|---------------------|--|
| Student Representative | Neivi Nunez | HCCC Student |
| Student Representative | Makayla Sandomenico | HCCC Student |
| Student Representative | Sonny Tungala | HCCC Student |
| Student Success | Dr. Bernadette So | Dean of Student Success |
| Testing and Assessment | Darlery Franco | Assistant Dean for Testing and Assessment and Coordinator of Multiple Measures |
| Tutorial and Academic Support Services | Kenny Fabara | Director of Academic Affairs |

HUDSON COUNTY COMMUNITY COLLEGE

2024-29 STRATEGIC DIRECTIONS

Strategic Direction #1:

Empowering Student Success: Nurturing Every Dimension of Student Growth through Personalized Support In and Beyond the Classroom

Vision Statement:

Hudson County Community College cultivates a vibrant learning environment where every student thrives. By seamlessly integrating academic excellence with comprehensive support for personal growth, social connection, and emotional well-being, the college creates a transformative college experience. The college's innovative Hudson Helps Resource Center and wrap-around programs and services are tailored to each student's unique needs, extending beyond the classroom to nurture holistic development. Through this personalized approach and commitment to access, we empower our students to achieve their full potential and shape successful futures.

Strategic Direction #2:

Unlocking Unlimited Student Potential: A High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation

Vision Statement:

Hudson County Community College cultivates a learning environment where every student's journey is valued and supported. By seamlessly blending leading-edge technology, flexible and adaptable learning modalities and approaches, low- and zero-cost educational materials, and comprehensive support services, the college creates personalized pathways to student success. Our commitment to accessibility and flexibility empowers learners to pursue their aspirations on their own terms. At HCCC, we unlock the unlimited potential within each student, fostering a community of lifelong learners who are prepared to thrive in an ever-changing world.

Strategic Direction #3:

Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally

Vision Statement:

Hudson County Community College transforms lives by scaling the innovative Hudson Scholars model and its foundational pillars across the entire institution. The college cultivates a success-centered environment where every student's unique journey is nurtured through intentional relationships, strategic supports, and immersive learning experiences. By expanding this proven approach to all students, the college creates a campus-wide culture of empowerment, engaging faculty and staff as mentors and champions of student achievement. Our comprehensive support network equips all students with the tools, resources, and confidence to excel academically, grow personally, and thrive professionally, leaving a lasting impact on their lives and our community.

Strategic Direction #4:

Cultivating Individual and Institutional Excellence through Employee Development Best Practices: Fostering a Culture of Continuous Growth, Professional Development, and Employee Engagement

Vision Statement:

Hudson County Community College fosters a vibrant institutional environment of continuous growth where faculty and staff thrive as lifelong learners and innovators, igniting curiosity, fostering intellectual exploration, and empowering employees to pursue cutting-edge professional development pathways. The college champions a culture that celebrates evolving expertise through pioneering credentialing systems while cultivating collaboration and knowledge-sharing across all levels, interweaving personal growth with institutional advancement. This dynamic community of practice advances individual careers and the college's mission. The college's unwavering commitment to continuous learning and innovation ensures that it remains a beacon of educational excellence, nimbly adapting to the ever-evolving needs of our students and community.

Strategic Direction #5:

Expanding Our Footprint: Creating Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth

Vision Statement:

Hudson County Community College provides state-of-the-art, sustainable, and energy-efficient facilities that integrate athletics; a one-stop center for student services; baccalaureate programs through university partnerships; accessible transportation options; and support for student parents, returning adults, and workforce development, all creating a comprehensive and supportive learning environment. By leveraging technology and securing increased grants and funding, the college employs innovative enrollment management strategies that enhance student success. The College fosters a future-focused institution that meets the evolving needs of our community.

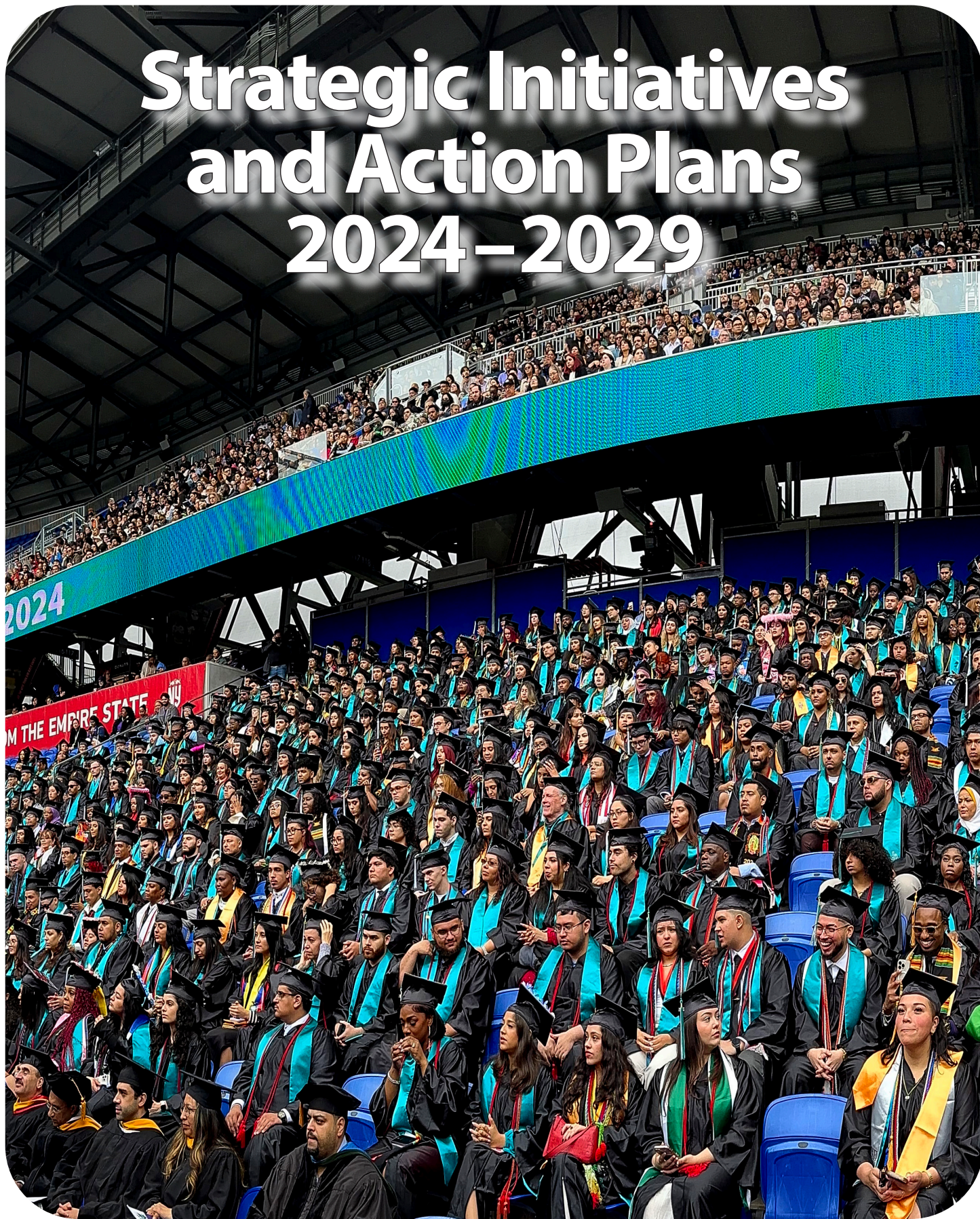
Strategic Direction #6:

A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances to Address the Evolving Needs of Our Students and Community

Vision Statement:

United by a shared vision, Hudson County Community College is a dynamic, adaptive institution thriving on internal collaborations and strategic external partnerships that include financial and other investments in the college's people and mission. The college cultivates a powerful network of internal and external support that nurtures leadership, empowers our growing alumni community, offers transformative workforce development programs and credentials, and convenes stakeholders to drive transformative change. By equipping students and community members with the confidence and skills to excel in their academic and professional journeys, lasting connections are forged that catalyze enduring success and positive impact, creating a ripple effect of advancement throughout our community and beyond.

Strategic Initiatives and Action Plans 2024–2029





Strategic Direction #1:

Empowering Student Success: Nurturing Every Dimension of Student Growth through Personalized Support In and Beyond the Classroom

Vision Statement:

Hudson County Community College cultivates a vibrant learning environment where every student thrives. By seamlessly integrating academic excellence with comprehensive support for personal growth, social connection, and emotional well-being, the college creates a transformative college experience. The college's innovative Hudson Helps Resource Center and wrap-around programs and services are tailored to each student's unique needs, extending beyond the classroom to nurture holistic development. Through this personalized approach and commitment to access, we empower our students to achieve their full potential and shape successful futures.

Strategic Initiative 1A

Create an awareness plan for integrated comprehensive wrap-around services beginning with the onboarding process, continuing throughout the college experience, and eventually leading to baccalaureate and graduate institutions.

Purpose of the Strategic Initiative

This strategic initiative aims to enhance student awareness and utilization of comprehensive wrap-around support services, including but not limited to mental health, wellness, and other resources through strategic communication and engagement from initial onboarding through program completion, including transfer to other colleges and universities. Through targeted outreach campaigns, personalized communications, and proactive intervention strategies, Hudson County Community College will ensure students are informed of – and connected to – available resources at critical points in their academic journey, creating a supportive environment that equips them with the tools and confidence needed to achieve their educational goals.

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| <ul style="list-style-type: none"> • Abigail Douglas-Johnson Academic Support Services • CARE Team • Center for Online Learning • College Libraries • Educational Opportunity Fund (EOF) Program • Hudson Helps Resource Center • Office of Academic Affairs • Office of Accessibility Services • Office of Advisement • Office of Career and Transfer Pathways • Office of Communications • Office of Financial Aid • Office of Human Resources • Office of Information Technology Services • Office of Institutional Engagement and Excellence | <ul style="list-style-type: none"> • Office of Mental Health Counseling and Wellness • Office of Public Safety and Security • Office of Student Affairs and Enrollment • Office of Student Life and Leadership • Office of Veterans Affairs and International Student Services • School of Business, Culinary Arts, and Hospitality Management • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|---|---|

Partnering External Agencies/Organizations

- | | |
|---|--|
| <ul style="list-style-type: none"> • Achieving the Dream • Active Minds Organization • All Transfer Institutions (CONNECT Model) • Bridgeway Crisis Center • College and University Partners • Hoboken Family Planning • Hudson County Department of Family Services and Reintegration • Hudson County Housing Resource Center • Hudson Pride Center • Hudson SPEAKS • Jersey City Department of Health and Human Services | <ul style="list-style-type: none"> • Jersey City Housing Authority • Mental Health Organizations • New Jersey Council of County Colleges • New Jersey Division of Disability Services • Northeastern New Jersey Legal Services • North Hudson Community Action Corporation • Puertorriquenos Asociados for Community Organizing • Support Team for Addiction and Recovery • The Jed Campus Foundation • The Waterfront Project • Women Rising |
|---|--|

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|--|
| 1. Launch a Multi-Stakeholder Advisory Committee to develop integrated awareness strategies, establish communication protocols, and coordinate campus-wide mental health initiatives. | Underway | Ongoing | <ul style="list-style-type: none"> Percentage of new students demonstrating engagement with support services through documented touchpoints (orientation attendance, advisor meetings, resource utilization) within their first semester, and percentage reporting awareness of available services in first-semester surveys. |
| 2. Implement a proactive outreach system that utilizes predictive analytics and early alert indicators to connect students with specific wrap-around services based on their individual needs, academic progress, and engagement patterns. | Underway | Ongoing | <ul style="list-style-type: none"> Response rate to early alert interventions with percentage of identified at-risk students successfully connecting to recommended support services, resulting in improvement in retention rates for students receiving proactive outreach. |
| 3. Coordinate career planning, transfer guidance, and alumni transition services through personalized communication pathways and structured support interventions during students' final semesters. | Underway | Ongoing | <ul style="list-style-type: none"> Percentage of graduating students completing targeted milestones (career planning session, transfer application submission, or alumni network registration); percentage reporting satisfaction with transition support services in exit surveys. |



Strategic Initiative 1B

Launch a comprehensive athletics program that drives student recruitment and retention, promotes academic excellence, and enhances campus engagement through competitive sports opportunities and student-athlete support services.

Purpose of the Strategic Initiative

This strategic initiative aims to establish a dynamic intercollegiate athletics program that strengthens student recruitment, retention, and overall campus vitality. Through structured athletic programs, academic support services, and leadership development opportunities, student-athletes will develop discipline, teamwork, and time management skills that contribute to their academic and personal success. This initiative will create a more vibrant campus community while providing pathways for student-athletes to excel both in their chosen sport(s) and in their academic pursuits.

Organizational Unit Responsible for Implementation

- Office of Intercollegiate Athletics

Partnering Organizational Units/Parties for Implementation

- | | |
|--|--|
| • Abigail Douglas-Johnson Academic Support Services | • Office of Communications |
| • College Libraries | • Office of Engineering and Operations |
| • Hudson County Community College Alumni Association | • Office of Financial Aid |
| • Hudson County Community College Bookstore | • Office of Institutional Engagement and Excellence |
| • Hudson Helps Resource Center | • Office of Institutional Research and Planning |
| • Legal Counsel | • Office of Mental Health Counseling and Wellness |
| • Office of Academic Affairs | • Office of Procurement and Contracts |
| • Office of Accessibility Services | • Office of Public Safety and Security |
| • Office of Admissions | • Office of Student Affairs and Enrollment |
| • Office of Advisement | • Office of Student Life and Leadership |
| • Office of Business and Finance | • Office of Testing, Assessment, and Multiple Measures |
| • Office of Career and Transfer Pathways | • Office of Web Services |

Partnering External Agencies/Organizations

- | | |
|--|--|
| • College and University Partners | • Local and State Organizations |
| • Compliance and Certification Organizations | • Marketing Partnerships and Sponsorships |
| • County Athletic Facilities | • National Junior College Athletic Association Region 19 |
| • External Media | • Rehabilitation Center |
| • Healthcare Providers | • Transportation Vendors |
| • Insurance Providers | |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|--|
| 1. Develop comprehensive athletics infrastructure by establishing staffing structure, securing equipment, and implementing NJCAA compliance and recruitment protocols. | Spring 2025 | Fall 2026 | <ul style="list-style-type: none"> • Successful NJCAA certification and compliance approval for initial sports programs. |
| 2. Launch competitive men's and women's basketball programs as flagship sports, creating detailed implementation timeline for phased introduction of additional athletic programs. | Fall 2026 | Fall 2029 | <ul style="list-style-type: none"> • Men's and women's teams complete their first full competitive season with full rosters. • Increase in student enrollment relative to student athletes. • Increase in student retention relative to student athletes. |
| 3. Create a vibrant campus recreation program by implementing club sports, intramural leagues, and wellness activities for students, faculty, and staff engagement. | Spring 2027 | Fall 2029 | <ul style="list-style-type: none"> • Percentage of students participating in intramural or club sports activities. • Increase in student enrollment. • Increase in student retention. |

Strategic Initiative 1C

Advancing Institutional Excellence Through Data-Informed Assessment, Program Accreditation, and Continuous Improvement.

Purpose of the Strategic Initiative

This strategic initiative advances a comprehensive, data-informed framework for institutional excellence that strengthens academic programs and organizational effectiveness through systematic assessment, evidence-based decision-making, and alignment with accreditation standards. By enhancing data collection and analysis practices, promoting professional development in assessment methodologies, and creating sustainable processes for program and institutional evaluation, Hudson County Community College will continue to foster and strengthen a culture of data-informed excellence. This ensures that the College's programs and services remain current, effective, and responsive to student, workforce, and community needs while maintaining the highest standards of educational quality, specialized program accreditation, and institutional performance.

Organizational Unit Responsible for Implementation

- Office of Academic Affairs (Accreditation Liaison Officer)

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • Hudson County Community College Board of Trustees | • Office of the President |
| • Hudson County Community College Foundation Board of Directors | • Office of Student Affairs and Enrollment |
| • Office of Advancement and Communications | • School of Business, Culinary Arts, and Hospitality Management |
| • Office of Business and Finance | • School of Continuing Education and Workforce Development |
| • Office of External Affairs | • School of Humanities and Social Sciences |
| • Office of Human Resources | • School of Nursing and Health Professions |
| • Office of Information Technology Services | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Institutional Engagement and Excellence | |
| • Office of Institutional Research and Planning | |

Partnering External Agencies/Organizations

- Accreditation Commission for Education in Nursing (ACEN)
- American Culinary Federation Education Foundation (ACFEF)
- Commission on Accreditation of Allied Health Education Programs (CAAHEP)
- Joint Review Committee on Education in Radiology Technology (JRCERT)
- Medical Assisting Education Review Board (MAERB)
- Middle States Commission on Higher Education (MSCHE)



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|---|
| 1. Establish Comprehensive Data-Informed Assessment Framework | Fall 2024 | Summer 2025 | <ul style="list-style-type: none"> • Implement integrated assessment management system with data analytics dashboard across participation of academic programs and administrative areas. |
| 2. Strengthen Program and Institutional Accreditation | Spring 2025 | Fall 2027 | <ul style="list-style-type: none"> • Achievement and maintenance of specialized accreditation for all eligible academic programs. • Achievement of all Middle States standards with documented evidence. • Assessment plans completed for all academic and administrative units aligned with accreditation requirements. |
| 3. Implement Sustainable Continuous Improvement Processes | Spring 2025 | Fall 2027 | <ul style="list-style-type: none"> • Completion of data-informed program and unit reviews. • Documented improvements with clear connection to strategic planning and resource allocation. • Evidence of data utilization in all major academic and institutional decisions through standardized protocols. |

Strategic Direction #2:

Unlocking Unlimited Student Potential: A High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation

Vision Statement

Hudson County Community College cultivates a learning environment where every student's journey is valued and supported. By seamlessly blending leading-edge technology, flexible and adaptable learning modalities and approaches, low- and zero-cost educational materials, and comprehensive support services, the college creates personalized pathways to student success. Our commitment to accessibility and flexibility empowers learners to pursue their aspirations on their own terms. At HCCC, we unlock the unlimited potential within each student, fostering a community of lifelong learners who are prepared to thrive in an ever-changing world.

Strategic Initiative 2A

Design and implement data-driven, personalized learning pathways that integrate flexible learning options, affordable resources, and comprehensive support systems to expand educational access and promote lifelong student success.

Purpose of the Strategic Initiative

This strategic initiative aims to transform the student educational experience through an innovative framework that combines flexible learning options, zero-to-low-cost materials, and enhanced financial support systems for all students, including justice-involved students. Hudson County Community College will also maintain and grow workforce credentials and stackable certificates aligned with reentry employment needs and labor market demand. Through the strategic integration of data analytics, evidence-based practices, and technology-enabled solutions, personalized learning pathways will be created that accommodate student circumstances while systematically eliminating traditional barriers to academic progress. This comprehensive approach ensures that every student can access high-quality education aligned with their individual needs, fostering lifelong learning habits while maintaining academic excellence and affordability.

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • Abigail Douglas-Johnson Academic Support Services | • Office of Information Technology Services |
| • Center for Online Learning | • Office of Institutional Research and Planning |
| • Center for Teaching, Learning, and Innovation | • Office of Open Educational Resources |
| • College Libraries | • Office of the Registrar |
| • Educational Opportunity Fund (EOF) Program | • Office of Student Affairs |
| • Hudson County Community College Bookstore | • School of Business, Culinary Arts, and Hospitality Management |
| • Hudson Helps Resource Center | • School of Continuing Education and Workforce Development |
| • Office of Accessibility Services | • School of Humanities and Social Sciences |
| • Office of Advisement | • School of Nursing and Health Professions |
| • Office of Career and Transfer Pathways | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Faculty and Staff Development | |
| • Office of Financial Aid | |
| • Office of Grants and Sponsored Programs | |

Partnering External Agencies/Organizations

- Achieving the Dream (ATD)
- Association of College and University Educators (ACUE)
- College and University Partners
- Hudson County Libraries
- Hudson County Department of Corrections
- Hudson County Department of Family Services and Reintegration
- Internet Providers (NJ Edge)
- Microsoft
- National Applied Artificial Intelligence Consortium
- New Jersey Board of Probation and Parole
- New Jersey Department of Corrections
- New Jersey Reentry Corporation (NJRC)
- Online Learning Commission
- OpenAI
- Technology Partners (e.g., Ellucian, Aspire, EAB, Coursedog)

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 1. Analyze comprehensive student success metrics across instructional modalities, course lengths, and program designs to identify key factors driving academic achievement and retention. | Spring 2025 | Fall 2025 | <ul style="list-style-type: none"> • Creation of data-driven success factor report identifying top predictors of student achievement. |
| 2. Design personalized learning pathways that integrate identified success factors with flexible scheduling options, affordable resources, and targeted support services for all students, including those who are justice-involved. | Spring 2026 | Summer 2026 | <ul style="list-style-type: none"> • Increase in course completion rates for students in redesigned pathways. |
| 3. Implement data-driven assessment protocols to evaluate program effectiveness, measure student outcomes, and refine learning pathways based on performance analytics. | Fall 2026 | Spring 2027 | <ul style="list-style-type: none"> • Establishment of operational dashboard tracking key performance indicators with standard review cycles. |

Strategic Initiative 2B

Expand course delivery options through personalized learning, different semester timeframes, accelerated formats, and innovative modalities while ensuring comprehensive technology access to accommodate students' complex lives and learning preferences.

Purpose of the Strategic Initiative

This strategic initiative aims to enhance educational accessibility by implementing flexible academic schedules and innovative delivery formats that adapt to student needs. Through targeted grant funding and technology support, including device lending programs and mobile hotspots, all students will have reliable access to essential digital tools and internet connectivity. This comprehensive approach to flexible scheduling and technology access will create adaptable learning pathways that accommodate the complex lives of non-traditional and working students while supporting their individual learning preferences and circumstances.

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

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|---|---|
| • Abigail Douglas-Johnson Academic Support Services | • Office of Information Technology Services |
| • Center for Online Learning | • Office of Institutional Research and Planning |
| • Center for Teaching, Learning, and Innovation | • Office of Open Educational Resources |
| • College Libraries | • Office of the Registrar |
| • Educational Opportunity Fund (EOF) Program | • Office of Student Affairs |
| • Hudson County Community College Bookstore | • School of Business, Culinary Arts, and Hospitality Management |
| • Hudson Helps Resource Center | • School of Continuing Education and Workforce Development |
| • Office of Accessibility Services | • School of Humanities and Social Sciences |
| • Office of Advisement | • School of Nursing and Health Professions |
| • Office of Career and Transfer Pathways | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Faculty and Staff Development | |
| • Office of Financial Aid | |
| • Office of Grants and Sponsored Programs | |

Partnering External Agencies/Organizations

- | | |
|--|--|
| • Achieving the Dream (ATD) | • National Applied Artificial Intelligence Consortium |
| • Association of College and University Educators (ACUE) | • Online Learning Commission |
| • College and University Partners | • OpenAI |
| • Hudson County Libraries | • Technology Partners (e.g., Ellucian, Aspire, EAB, Coursedog) |
| • Internet Providers (NJ Edge) | |
| • Microsoft | |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|--|
| 1. Analyze institutional data to identify optimal semester timeframes and course schedules that align with student populations' needs and success patterns. | Winter 2025 | Winter 2026 | <ul style="list-style-type: none"> • Completion of comprehensive schedule optimization report with clear recommendations based on student success patterns. |
| 2. Evaluate student performance across different learning modalities to determine most effective delivery methods for specific courses and programs. | Winter 2025 | Winter 2026 | <ul style="list-style-type: none"> • Reduction in course success rate variance across modalities. |
| 3. Develop a comprehensive technology access plan that maps required digital resources by program and establishes sustainable funding streams for student device support. | Winter 2025 | Fall 2026 | <ul style="list-style-type: none"> • Percentage of students reporting reliable access to required technology for their programs. |
| 4. Implement sustainable technology infrastructure through grant funding, partnerships, and budget allocation to ensure student access to digital learning tools. | Winter 2025 | Ongoing | <ul style="list-style-type: none"> • Secure multi-year funding streams for identified student technology needs. |

Strategic Initiative 2C

Prepare students for the evolving workforce by integrating Artificial Intelligence (AI) literacy across academic programs, and developing accessible, industry-aligned credentials.

Purpose of the Strategic Initiative

This strategic initiative will ensure that students are equipped with essential Artificial Intelligence (AI) literacy and skills to thrive in a rapidly changing job market. By integrating AI concepts and applications into academic programs, all students, regardless of their field of study, will be provided with a foundational understanding of AI's impact on their disciplines and future career paths. Additionally, the creation of industry-aligned credentials in specialized AI areas will provide accessible, targeted pathways for individuals seeking to upskill or reskill for immediate employment opportunities.

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

- | | |
|---|--|
| <ul style="list-style-type: none"> • Abegail Douglas-Johnson Academic Support Services • Center for Online Learning • Center for Teaching, Learning, and Innovation • College Libraries • Educational Opportunity Fund (EOF) Program • Hudson County Community College Bookstore • Hudson Helps Resource Center • Office of Accessibility Services • Office of Advisement • Office of Career and Transfer Pathways • Office of Faculty and Staff Development • Office of Financial Aid • Office of Grants and Sponsored Programs | <ul style="list-style-type: none"> • Office of Information Technology Services • Office of Institutional Research and Planning • Office of Open Educational Resources • Office of the Registrar • Office of Student Affairs • School of Business, Culinary Arts, and Hospitality Management • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|---|--|

Partnering External Agencies/Organizations

- | | |
|--|---|
| <ul style="list-style-type: none"> • Achieving the Dream (ATD) • Association of College and University Educators (ACUE) • College and University Partners • Hudson County Libraries • Internet Providers (NJ Edge) • Microsoft | <ul style="list-style-type: none"> • National Applied Artificial Intelligence Consortium • Online Learning Commission • OpenAI • Technology Partners (e.g., Ellucian, Aspire, EAB, Coursera) |
|--|---|



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|---|
| 1. Identify and support professional development opportunities for faculty and staff. | Spring 2025 | Ongoing | <ul style="list-style-type: none"> Number of unique AI-focused professional development opportunities identified and funded for faculty and staff participation. |
| 2. Identify and invest in necessary infrastructure and technology. | Fall 2025 | Ongoing | <ul style="list-style-type: none"> Percentage of identified AI infrastructure and technology requirements successfully procured and implemented. |
| 3. Develop guidelines, policy and procedures for the governance and use of Artificial Intelligence by faculty, staff and students. | Spring 2025 | Winter 2026 | <ul style="list-style-type: none"> Number of comprehensive AI policies and procedures completed and approved by governance bodies. |
| 4. Embed Artificial Intelligence literacy across courses and programs | Fall 2025 | Ongoing | <ul style="list-style-type: none"> Percentage of courses that have integrated AI literacy components into their course learning outcomes. |
| 5. Develop new academic programs and certificates in Artificial Intelligence. | Spring 2025 | Fall 2026 | <ul style="list-style-type: none"> Number of AI-focused academic programs and certificates developed. |
| 6. Launch short-term credentials in various areas of Artificial Intelligence geared towards individuals wanting to upskill for employment purposes. | Spring 2025 | Summer 2025 | <ul style="list-style-type: none"> Number of AI-focused short-term credentials successfully launched by Summer 2025. |

Strategic Direction #3:**Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally****Vision Statement:**

Hudson County Community College transforms lives by scaling the innovative Hudson Scholars model and its foundational pillars across the entire institution. The college cultivates a success-centered environment where every student's unique journey is nurtured through intentional relationships, strategic supports, and immersive learning experiences. By expanding this proven approach to all students, the college creates a campus-wide culture of empowerment, engaging faculty and staff as mentors and champions of student achievement. Our comprehensive support network equips all students with the tools, resources, and confidence to excel academically, grow personally, and thrive professionally, leaving a lasting impact on their lives and our community.

Strategic Initiative 3A

Expand the award-winning Hudson Scholars Program by broadening its reach to all credential-seeking students.

Purpose of the Strategic Initiative

This strategic initiative will expand the proven Hudson Scholars Program beyond first-time, full-time students to serve our entire student population, ensuring that all credential-seeking students can access the comprehensive support systems and resources that have demonstrated success in enhancing student retention and academic achievement. Through this expanded access, we will create more pathways to success that acknowledge and support the varied needs of our entire student community.

Organizational Unit Responsible for Implementation

- Office of Advisement

Partnering Organizational Units/Parties for Implementation

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|---|---|
| • Center for Student Success | • School of Continuing Education and Workforce Development |
| • Office of Institutional Engagement and Excellence | • School of Humanities and Social Sciences |
| • Office of Institutional Research and Planning | • School of Nursing and Health Professions |
| • Office of Student Affairs and Enrollment | • School of Science, Technology, Engineering, and Mathematics |
| • School of Business, Culinary Arts, and Hospitality Management | |

Partnering External Agencies/Organizations

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|--|--|
| • Achieving the Dream (ATD) | • Potential Funding Partners |
| • Burning Glass Institute | • The City University of New York's Accelerated Study in Associate Programs (ASAP) |
| • Business Higher Education Forum (BHEF) | |
| • City Colleges of Chicago One Million Degrees Program | |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 1. Create an expanded academic counselor staffing framework that incorporates bachelor-level positions to increase hiring capacity and enhance student support capabilities. | Spring 2025 | Fall 2025 | <ul style="list-style-type: none"> New positions filled with qualified candidates within the first year. |
| 2. Scale Hudson Scholars advisor caseload structure to optimize student-to-counselor ratios and ensure quality support delivery for growing program enrollment. | Spring 2025 | Summer 2029 | <ul style="list-style-type: none"> Achieve targeted ratio of students per advisor (150:1). |
| 3. Execute phased program expansion strategy to systematically extend Hudson Scholars support services across all eligible student populations. | Underway | Ongoing | <ul style="list-style-type: none"> Increase in number of students served by Hudson Scholars annually. |

Strategic Initiative 3B

Establish a structured mentoring program to connect students with dedicated faculty and administrators for enhanced guidance.

Purpose of the Strategic Initiative

This initiative will establish a comprehensive mentoring program that pairs students with dedicated faculty, staff, and administrators. Through structured guidance and support relationships, students will receive personalized assistance while developing stronger connections to the college community.

Organizational Unit Responsible for Implementation

- Office of Faculty and Staff Development

Partnering Organizational Units/Parties for Implementation

- Abigail Douglas-Johnson Academic Support Services
- Center for Teaching, Learning, and Innovation
- Educational Opportunity Fund (EOF) Program
- Honor Societies
- Hudson Helps Resource Center
- Hudson Scholars Program
- Office of Academic Affairs
- Office of Career and Transfer Pathways
- Office of Institutional Engagement and Excellence
- Office of Student Affairs and Enrollment
- Office of Student Life and Leadership
- Student Clubs and Organizations
- School of Business, Culinary Arts, and Hospitality Management
- School of Continuing Education and Workforce Development
- School of Humanities and Social Sciences
- School of Nursing and Health Professions
- School of Science, Technology, Engineering, and Mathematics

Partnering External Agencies/Organizations

- Big Brothers and Sisters
- Hudson Pride
- Other Community Partners (TBD)
- Women Rising





| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|---|
| 1. Establish multi-stakeholder mentorship task force to design program framework, develop implementation strategies, and create mentor-mentee matching protocols. | Fall 2026 | Ongoing | • Creation and approval of a comprehensive mentoring program framework. |
| 2. Develop and implement a comprehensive mentoring program structure that facilitates opportunities for students to connect with faculty and staff. | Fall 2026 | Ongoing | • Increased sense of belongingness for students in mentoring programs. |
| 3. Launch mentor recruitment and training initiative to build a pool of faculty and staff mentors equipped with effective mentoring strategies. | Fall 2026 | Ongoing | • Recruit and train qualified mentors. |

Strategic Direction #4:**Cultivating Individual and Institutional Excellence through Employee Development Best Practices: Fostering a Culture of Continuous Growth, Professional Development, and Employee Engagement****Vision Statement:**

Hudson County Community College fosters a vibrant institutional environment of continuous growth where faculty and staff thrive as lifelong learners and innovators, igniting curiosity, fostering intellectual exploration, and empowering employees to pursue cutting-edge professional development pathways. The college champions a culture that celebrates evolving expertise through pioneering credentialing systems while cultivating collaboration and knowledge-sharing across all levels, interweaving personal growth with institutional advancement. This dynamic community of practice advances individual careers and the college's mission. The college's unwavering commitment to continuous learning and innovation ensures that it remains a beacon of educational excellence, nimbly adapting to the ever-evolving needs of our students and community.

Strategic Initiative 4A

Create comprehensive professional development pathways that provide stackable credentials, enhance training opportunities, and expand job opportunities for full-time and part-time employees and students.

Purpose of the Strategic Initiative

This initiative will create comprehensive professional development pathways with stackable credentials and expanded job opportunities for full-time and part-time employees and students. Through enhanced training programs, computer literacy certification, and professional development funding, the college will build a more skilled workforce while attracting and retaining talented team members.

Organizational Unit Responsible for Implementation

- Office of Human Resources

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • Center for Teaching, Learning, and Innovation | • School of Continuing Education and Workforce Development |
| • Office of Career and Transfer Pathways | • School of Humanities and Social Sciences |
| • Office of Faculty and Staff Development | • School of Nursing and Health Professions |
| • Office of Financial Aid | • School of Science, Technology, Engineering, and Mathematics |
| • School of Business, Culinary Arts, and Hospitality Management | |

Partnering External Agencies/Organizations

- | | |
|---|---|
| • American Association of Community Colleges (AACC) | • EDUCAUSE |
| • Association of Community College Trustees (ACCT) | • Hispanic Association of Colleges and Universities (HACU) |
| • Achieving the Dream (ATD) | • National Institute for Staff and Organizational Development (NISOD) |
| • Association of College and University Educators (ACUE) | |
| • Business Higher Education Forum (BHEF) | |
| • College and University Professional Association for Human Resources (CUPA-HR) | |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|--|
| 1. Conduct comprehensive employee skills assessment to identify high-demand professional development needs, desired certifications, and career advancement opportunities across all employee categories. | Spring 2025 | Spring 2025 | <ul style="list-style-type: none"> Employee participation in skills assessment and career planning. |
| 2. Design targeted professional development pathways that integrate internal expertise and external partnerships to create stackable credentials aligned with institutional needs and employee career goals. | Summer 2025 | Fall 2025 | <ul style="list-style-type: none"> Creation of stackable credential pathways aligned with institutional needs. |
| 3. Launch a structured professional development program that incorporates flexible delivery systems, protected learning time, and outcomes-based assessments to measure skill acquisition and career advancement. | Fall 2025 | Spring 2026 | <ul style="list-style-type: none"> Percentage of employees completing professional development pathways annually. |

Strategic Initiative 4B

Empower faculty and staff through comprehensive professional development in pedagogies, mental health supports, accessibility services, and cultural competencies to create a safe and responsive learning environment for all students.

Purpose of the Strategic Initiative

This strategic initiative aims to strengthen institutional capacity for supporting student needs through targeted professional development and certification programs. Through an integrated approach combining mental health awareness, accessibility support strategies, cultural competency, and contemplative practices, we will enhance faculty and staff abilities to create learning environments that value and empower all students. This comprehensive training framework will ensure every campus interaction contributes to student success while fostering a culturally responsive atmosphere where students feel supported in their academic, emotional, and personal growth.

Organizational Unit Responsible for Implementation

- Office of Human Resources

Partnering Organizational Units/Parties for Implementation

- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Office of Academic Affairs
- Office of Accessibility Services
- Office of Human Resources
- Office of Institutional Engagement and Excellence
- Office of Mental Health Counseling and Wellness
- Office of Student Affairs and Enrollment
- Office of Veterans Affairs and International Student Services

Partnering External Agencies/Organizations

- Achieving the Dream (ATD)
- Association of College and University Educators (ACUE)
- Mental Health First Aid Training
- The Jed Foundation





| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|---|
| 1. Design comprehensive professional development framework that integrates Achieving the Dream capacity-building initiatives with institutional mental health and accessibility priorities. | Fall 2024 | Spring 2025 | <ul style="list-style-type: none"> • Framework approved with alignment to ATD and institutional priorities. |
| 2. Develop a systematic implementation plan that outlines training, certification pathways, and assessment protocols for faculty and staff professional growth. | Spring 2025 | Summer 2025 | <ul style="list-style-type: none"> • Creation of clear certification pathways for all required competencies. |
| 3. Implement multi-tiered training program that includes Mental Health First Aid; Question, Persuade, Refer (QPR) Suicide Prevention Training certification; accessibility support strategies; and cultural competency development with tracked completion metrics. | Fall 2025 | Ongoing | <ul style="list-style-type: none"> • Faculty and staff completing core mental health and accessibility certifications. |

Strategic Direction #5:

Expanding Our Footprint: Creating Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth

Vision Statement:

Hudson County Community College provides state-of-the-art, sustainable, and energy-efficient facilities that integrate athletics; a one-stop center for student services; baccalaureate programs through university partnerships; accessible transportation options; and support for student parents, returning adults, and workforce development, all creating a comprehensive and supportive learning environment. By leveraging technology and securing increased grants and funding, the college employs innovative enrollment management strategies that enhance student success. The college fosters a future-focused institution that meets the evolving needs of our community.

Strategic Initiative 5A

Establish partnerships to provide affordable childcare services to support the retention and success of student, faculty and staff parents.

Purpose of the Strategic Initiative

By leveraging partnerships, this initiative will provide access to affordable childcare services that support the needs of Hudson County Community College’s students, faculty, and staff. Through grant funding and subsidies, the program will remove a significant barrier to education and employment while enhancing the retention of students and employees.

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • Hudson Helps Resource Center | • Office of Public Safety and Security |
| • Office of Academic Affairs | • School of Business, Culinary Arts, and Hospitality Management |
| • Office of Advisement | • School of Continuing Education and Workforce Development |
| • Office of Business and Finance | • School of Humanities and Social Sciences |
| • Office of Engineering and Operations | • School of Nursing and Health Professions |
| • Office of Financial Aid | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Grants and Sponsored Programs | |
| • Office of Human Resources | |
| • Office of Mental Health Counseling and Wellness | |

Partnering External Agencies/Organizations

- | | |
|---|------------------|
| • Generation Hope | • State Agencies |
| • Hudson County Childcare Providers (Various) | • Urban League |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 1. Establish a multi-stakeholder Childcare Advisory Committee to assess existing child care resources, identify service gaps, and develop strategic partnerships with Hudson County providers. | Fall 2025 | Ongoing | <ul style="list-style-type: none"> • Committee produces an actionable recommendations report. |
| 2. Implement comprehensive needs assessment to gather data on childcare requirements, preferred service models, and affordability parameters across student and employee populations. | Spring 2026 | Fall 2026 | <ul style="list-style-type: none"> • Empirical data to support the childcare needs of the College community. • Student and employee parents' completion of needs assessment survey. |
| 3. Develop a sustainable funding strategy through grant applications, partnerships, and subsidies to create accessible, affordable childcare solutions. | Fall 2026 | Ongoing | <ul style="list-style-type: none"> • Development of blended funding streams. |

Strategic Initiative 5B

Complete and operationalize the One-Stop Center for all student services.

Purpose of the Strategic Initiative

This initiative will establish and operationalize a comprehensive One-Stop Center that integrates all student services including enrollment, registration, financial aid, student accounts, and continuing education and workforce development. By centralizing these critical services in one location, and crosstraining all One-Stop staff, access will be streamlined to better meet students' holistic needs.

Organizational Unit Responsible for Implementation

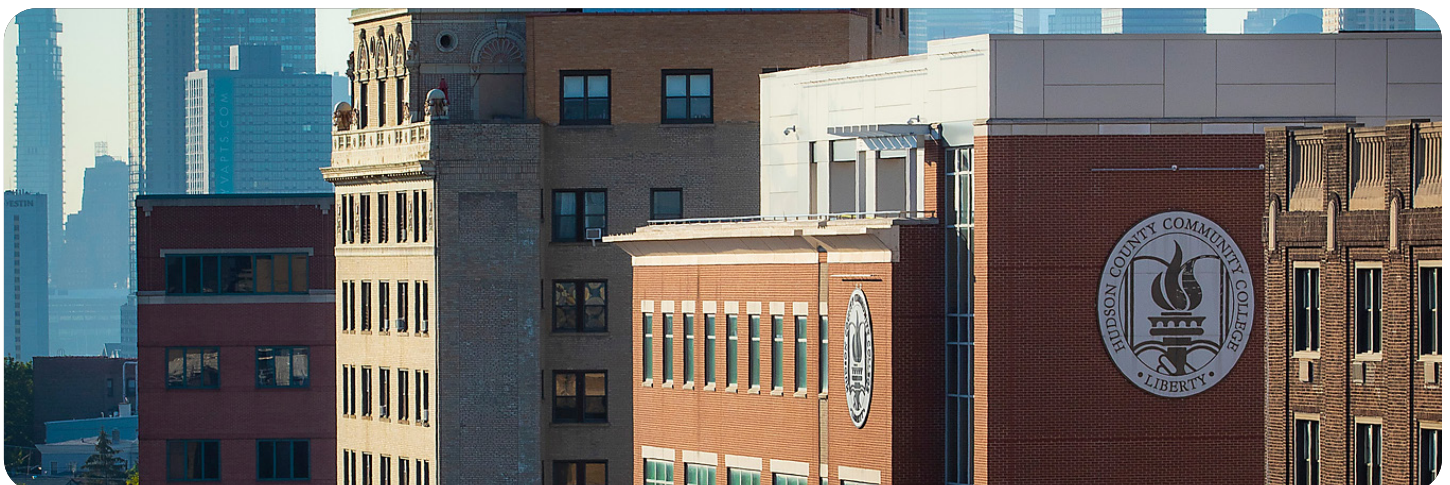
- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- Educational Opportunity Fund (EOF) Program
- Office of Admissions and Enrollment
- Office of Advisement
- Office of the Bursar
- Office of Early College Programs
- Office of Financial Aid
- Office of the Registrar
- Office of Testing, Assessment, and Multiple Measures
- Office of Veterans Affairs and International Student Services
- School of Business, Culinary Arts, and Hospitality Management
- School of Continuing Education and Workforce Development
- School of Humanities and Social Sciences
- School of Nursing and Health Professions
- School of Science, Technology, Engineering, and Mathematics

Partnering External Agencies/Organizations

- Bergen Community College
- Generation Hope
- Institute for Student Services Professionals
- Middlesex College (NJ)
- Montgomery County Community College (PA)





| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|--|
| 1. Establish organizational structure and leadership framework by hiring Director and defining staff roles within integrated One-Stop Center model. | Fall 2024 | Spring 2025 | <ul style="list-style-type: none"> • One-Stop Director hired and staff positions filled with cross-trained personnel. |
| 2. Develop and execute a training plan. | Spring 2025 | Ongoing | <ul style="list-style-type: none"> • Creation of training plan. • 100% of staff trained and certified in all functional areas. |
| 3. Launch fully operational One-Stop Center with integrated student services, streamlined processes, and coordinated support systems. | Fall 2026 | Winter 2026 | <ul style="list-style-type: none"> • Students reporting satisfaction with streamlined service delivery in a first-year survey. |

Strategic Initiative 5C

Explore and establish partnerships to provide housing for students in need, student athletes, international students, and other special cohorts.

Purpose of the Strategic Initiative

This initiative focuses on offering housing solutions for students in need, student athletes, international students, and other special cohorts.

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- | | |
|--|---|
| <ul style="list-style-type: none"> • Hudson Helps Resource Center • Office of Accessibility Services • Office of Advisement • Office of Financial Aid • Office of Grants and Sponsored Programs | <ul style="list-style-type: none"> • Office of Institutional Engagement and Excellence • Office of Mental Health Counseling and Wellness • Office of Procurement and Contracts • Office of Public Safety and Security • Office of Student Affairs and Enrollment |
|--|---|

Partnering External Agencies/Organizations

- | | |
|--|--|
| <ul style="list-style-type: none"> • College and University Partners • Hudson County Agencies (Various) • Hudson County Department of Family Services and Reintegration | <ul style="list-style-type: none"> • Hudson Pride • State Agencies (Various) • Women Rising |
|--|--|





| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|---|---------------|-------------------------|--|
| 1. Establish a multi-stakeholder Basic Needs Assessment Committee to identify available housing resources, community partnerships, and create emergency response protocols as part of a Housing Plan. | Fall 2025 | Ongoing | <ul style="list-style-type: none"> • Creation of a comprehensive resource map with active housing partnerships. |
| 2. Implement a streamlined housing assistance process that coordinates rapid response services, support resources, and placement procedures for eligible students. | Spring 2026 | Ongoing | <ul style="list-style-type: none"> • Development and communication of a housing assistance plan. |
| 3. Develop a sustainable funding strategy through grants, partnerships, and institutional resources to create a long-term emergency housing support system. | Fall 2026 | Ongoing | <ul style="list-style-type: none"> • Secure dedicated funding to support housing placements. |

Strategic Direction #6:**A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances to Address the Evolving Needs of Our Students and Community****Vision Statement:**

United by a shared vision, Hudson County Community College is a dynamic, adaptive institution thriving on internal collaborations and strategic external partnerships that include financial and other investments in the college's people and mission. The college cultivates a powerful network of internal and external support that nurtures leadership, empowers our growing alumni community, offers transformative workforce development programs and credentials, and convenes stakeholders to drive transformative change. By equipping students and community members with the confidence and skills to excel in their academic and professional journeys, lasting connections are forged that catalyze enduring success and positive impact, creating a ripple effect of advancement throughout our community and beyond.

Strategic Initiative 6A

Strengthen and expand strategic partnerships with industry leaders, community organizations, and educational institutions to enhance career readiness and create transformative career pathways and leadership development opportunities for students in high-demand sectors.

Purpose of the Strategic Initiative

This strategic initiative aims to forge dynamic collaborations between academic programs, workforce development partners, and industry leaders to build an integrated system of career preparation and professional growth. Through enhanced experiential learning opportunities, leadership development programs, and industry-informed curriculum design, Hudson County Community College will equip students with the real-world skills and professional connections needed for success in growth industries. These strategic partnerships will simultaneously strengthen our academic programs, expand employment pathways, and elevate both student outcomes and regional workforce development, creating lasting positive impacts for our students and community.

Organizational Unit Responsible for Implementation

- School of Continuing Education and Workforce Development

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • African American Outreach Committee | • Office of Student Life and Leadership |
| • Hudson Helps Resource Center | • Office of Veterans Affairs and International Student Services |
| • Latino Advisory Council | • School of Business, Culinary Arts, and Hospitality Management |
| • Office of Academic Affairs | • School of Continuing Education and Workforce Development |
| • Office of Advancement and Communications | • School of Humanities and Social Sciences |
| • Office of Business and Finance | • School of Nursing and Health Professions |
| • Office of Career and Transfer Pathways | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Financial Aid | |
| • Office of Grants and Sponsored Programs | |
| • Office of Institutional Engagement and Excellence | |

Partnering External Agencies/Organizations

- African American Chamber of Commerce of New Jersey
- College and University Partners
- External Workforce Partners
- Hudson County Community College Foundation Board
- Hudson County Economic Development Corporation
- Hudson County Latin American Chamber of Commerce
- Hudson County Office of Veterans Affairs
- Hudson County Workforce Development Board
- Hudson Helps Partner Agencies
- New Jersey Council of County Colleges Consortium for Workforce and Economic Development
- Statewide Hispanic Chamber of Commerce of New Jersey
- Year Up New York New Jersey

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 1. Establish a multi-stakeholder working group to coordinate internal resources and develop comprehensive external partnership strategy. | Spring 2025 | Ongoing | <ul style="list-style-type: none"> • Creation of a centralized partnership database with employers. |
| 2. Implement a centralized management system that tracks stakeholder engagement and experiential learning opportunities, coordinates initiatives, and maintains collaborative relationships. | Spring 2026 | Ongoing | <ul style="list-style-type: none"> • Partnerships actively providing student opportunities. |
| 3. Develop industry-specific multi-stakeholder advisory boards to guide curriculum alignment, create experiential learning opportunities, and strengthen workforce partnerships. | Spring 2026 | Summer 2026 | <ul style="list-style-type: none"> • Establishment of industry advisory boards with documented impact on curriculum and student opportunities. |

Strategic Initiative 6B

Expand comprehensive experiential learning opportunities across all academic and workforce programs through integrated internships, externships, apprenticeships, competitions, study abroad opportunities, and community engagement activities to foster professional growth and student independence.

Purpose of the Strategic Initiative

This strategic initiative aims to embed meaningful real-world experiences throughout students' academic journeys by creating pathways for practical skill development and industry engagement. Through immersive out-of-classroom experiences including internships, externships, field trips, competitions, study abroad opportunities, and volunteer experiences, students will develop essential professional competencies while building valuable industry connections and civic awareness. These structured experiential learning opportunities will empower students to bridge theory and practice, building confidence and independence as they prepare for successful careers.

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • Hudson Helps Resource Center | • School of Business, Culinary Arts, and Hospitality Management |
| • Office of Advancement and Communications | • School of Continuing Education and Workforce Development |
| • Office of Career and Transfer Pathways | • School of Humanities and Social Sciences |
| • Office of Financial Aid | • School of Nursing and Health Professions |
| • Office of Grants and Sponsored Programs | • School of Science, Technology, Engineering, and Mathematics |
| • Office of Institutional Engagement and Excellence | |
| • Office of Student Life and Leadership | |
| • Office of Veterans Affairs and International Student Services | |

Partnering External Agencies/Organizations

- | | |
|--|---|
| • African American Chamber of Commerce of New Jersey | • Hudson County Workforce Development Board |
| • College and University Partners | • Hudson Helps Partner Agencies |
| • External Workforce Partners | • New Jersey Council of County Colleges Consortium for Workforce and Economic Development |
| • Hudson County Community College Foundation Board | • Statewide Hispanic Chamber of Commerce of New Jersey |
| • Hudson County Economic Development Corporation | • Year Up New York New Jersey |
| • Hudson County Latin American Chamber of Commerce | |
| • Hudson County Office of Veterans Affairs | |

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|--|
| 1. Develop and maintain program-specific multi-stakeholder advisory boards to guide curriculum alignment, create experiential learning opportunities, and strengthen workforce partnerships. | Spring 2025 | Summer 2026 | <ul style="list-style-type: none"> Establishment of program advisory boards with documented impact on curriculum and student opportunities. |
| 2. Create and implement standardized experiential learning framework that defines program components, establishes guidelines, and integrates career readiness competencies across academic, and continuing education and workforce development programs. | Spring 2025 | Summer 2026 | <ul style="list-style-type: none"> Academic programs having documented experiential learning components. Students completing at least one experiential learning opportunity before graduation. |
| 3. Integrate career readiness competencies and experiential learning opportunities into curriculum design and program pathways through systematic mapping of industry-aligned skills. | Spring 2025 | Summer 2026 | <ul style="list-style-type: none"> Increased programs with documented industry-aligned experiential components. |
| 4. Create collaborative partnership networks by coordinating internal resources and external industry partners to expand experiential learning opportunities across all disciplines. | Spring 2025 | Ongoing | <ul style="list-style-type: none"> Establishment of active industry partnerships providing experiential learning opportunities. |

Strategic Initiative 6C

Organize open-to-the-public events on campus to attract community members, build community relationships, and foster interest in future enrollment.

Purpose of the Strategic Initiative

This initiative will create engaging public events and programming that welcome community members to experience Hudson County Community College's campus environment firsthand. By fostering these community connections through accessible events, we aim to build relationships that lead to increased enrollment and deeper community engagement.

Organizational Unit Responsible for Implementation

- Office of Institutional Engagement and Excellence

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| • African American Outreach Committee | • Office of Student Affairs and Enrollment |
| • Center for Teaching, Learning, and Innovation | • Office of Student Life and Leadership |
| • College Libraries | • School of Business, Culinary Arts, and Hospitality Management |
| • Latino Advisory Council | • School of Continuing Education and Workforce Development |
| • Office of Academic Affairs | • School of Humanities and Social Sciences |
| • Office of Admissions and Enrollment | • School of Nursing and Health Professions |
| • Office of Cultural Affairs | • School of Science, Technology, Engineering, and Mathematics |
| • Office of External Affairs | |
| • Office of the President | |

Partnering External Agencies/Organizations

- | | |
|--------------------------------|-----------------------------|
| • City of East Newark | • Township of Guttenberg |
| • City of Jersey City | • Township of Harrison |
| • City of Union City | • Township of Hoboken |
| • County of Hudson | • Township of Kearny |
| • Hudson County Municipalities | • Township of North Bergen |
| • Hudson Pride | • Township of Secaucus |
| • Local Libraries | • Township of Weehawken |
| • Local NAACP Offices | • Township of West New York |
| • Township of Bayonne | |



| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|--|
| 1. Implement comprehensive marketing strategy that amplifies existing cultural programs, campus events, and community engagement opportunities through targeted outreach and multi-channel promotion. | Spring 2025 | Fall 2025 | <ul style="list-style-type: none"> • Increase community attendance at college events. |
| 2. Develop distinguished speaker series that showcases local leaders, entrepreneurs, and community changemakers while building meaningful connections between the College and Hudson County residents. | Fall 2026 | Ongoing | <ul style="list-style-type: none"> • Host high-profile community leaders annually. |
| 3. Launch annual Heritage Summit that celebrates local culture, highlights community achievements, and strengthens relationships between the College and Hudson County communities. | Spring 2027 | Fall 2027 | <ul style="list-style-type: none"> • Community members who attend the inaugural summit. |

Strategic Initiative 6D

Launch a transformative 50th Anniversary celebration honoring Hudson County Community College's legacy while engaging students, employees, alumni, and community partners in strategic advancement initiatives that strengthen institutional resources and create sustainable funding streams for future academic excellence and innovation. Plan and launch the College's first comprehensive campaign beginning in 2026-27.

Purpose of the Strategic Initiative

This strategic initiative aims to leverage the College's 50th Anniversary as a catalyst for deepening institutional connections and launching comprehensive advancement efforts that celebrate our past while securing resources for our future. Through a strategic combination of community engagement events and targeted fundraising campaigns, we will showcase the College's transformative impact while building a robust foundation of philanthropic support and strategic partnerships. This milestone celebration will mobilize alumni engagement, stimulate major giving, strengthen corporate partnerships, and establish new endowment opportunities, ensuring Hudson County Community College has the resources needed to maintain excellence and drive institutional advancement for the next 50 years of transforming students' lives.

Organizational Unit Responsible for Implementation

- Office of Advancement and Communications

Partnering Organizational Units/Parties for Implementation

- | | |
|--|--|
| <ul style="list-style-type: none"> • Hudson County Community College Board of Trustees • Hudson County Community College Foundation Board of Directors • Office of Academic Affairs • Office of Business and Finance • Office of External Affairs • Office of Human Resources • Office of Information Technology Services • Office of Institutional Engagement and Excellence • Office of Institutional Research and Planning | <ul style="list-style-type: none"> • Office of the President • Office of Student Affairs and Enrollment • School of Business, Culinary Arts, and Hospitality Management • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics • 50th Anniversary Planning Committee |
|--|--|

Partnering External Agencies/Organizations

- | | |
|---|---|
| <ul style="list-style-type: none"> • Business and Industry Organizations • Community-based Nonprofit Organizations • Community Cultural Organizations • County of Hudson • Educational Organizations | <ul style="list-style-type: none"> • Hudson County Commissioners • Hudson County Community College Alumni • Hudson County Municipalities • Office of the County Executive |
|---|---|

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 1. Establish 50th Anniversary Planning Committee to develop a comprehensive celebration framework that integrates advancement goals, alumni engagement, and community outreach through coordinated year-long programming. | Fall 2024 | Fall 2026 | <ul style="list-style-type: none"> • Creation of the Multi-Stakeholder Planning and Steering Committees. • Development of a multi-direction action plan encompassing programming, advancement goals, alumni engagement, and community outreach. |
| 2. Create multi-channel campaigns that showcase HCCC's institutional impact through compelling storytelling, historical retrospectives, and future-focused initiatives across digital platforms, publications, and events. | Fall 2024 | Fall 2026 | <ul style="list-style-type: none"> • Development of alumni/student success stories that are published across multiple media platforms. |
| 3. Implement signature event series including alumni engagement opportunities, community celebrations, and donor recognition programs that highlight institutional achievements and generate philanthropic support. | Fall 2025 | Fall 2026 | <ul style="list-style-type: none"> • Increased alumni engagement. |
| 4. Launch targeted advancement strategy that includes major gift cultivation, corporate partnership development, and the growth of endowment giving. | Spring 2027 | Ongoing | <ul style="list-style-type: none"> • Implemented advancement strategy. |

| Action Step | Date To Begin | Deadline For Completion | Metrics Of Success |
|--|---------------|-------------------------|---|
| 5. Develop lasting legacy initiatives that transform 50th Anniversary momentum into sustainable advancement programs through establishment of alumni networks, giving societies, and corporate partnership frameworks. | Spring 2027 | Ongoing | <ul style="list-style-type: none">• Increase in annual giving and affinity participation. |



APPENDICES

Appendix A: Alignment of Plans

Strategic Direction 1:

Empowering Student Success: Nurturing Every Dimension of Student Growth through Personalized Support In and Beyond the Classroom

| Strategic Direction 1 Alignment | | |
|---|--|---|
| 2024-29 Academic Success Plan | Strategic Direction A – <i>All Initiatives</i> | Advancing a Culture of Care through a Strong Focus on Excellence |
| | Strategic Direction B – <i>All Initiatives</i> | Advancing a Culture of Innovation through Academic Programs and Partnerships |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal #2 – <i>All Objectives</i> | Enhancing the College's Efforts of Inclusivity and Its Culture of Care to Create an Environment that is Supportive for All Students, Faculty, Staff, and Community Members. |
| | 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. |
| | | Objective 1 Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services. |
| 2024-29 Student Success Action Plan | Holistic Student Success Goal – <i>All Strategies</i> | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. |

Strategic Direction 2:**Unlocking Unlimited Student Potential: A High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation**

| Strategic Direction 2 Alignment | | | |
|---|---|---|--|
| 2024-29 Academic Success Plan | Strategic Direction A - <i>All Initiatives</i> | Advancing a Culture of Care through a Strong Focus on Excellence | |
| | Strategic Direction B | Advancing a Culture of Innovation through Academic Programs and Partnerships | |
| | | Initiative 6 | Expand Academic Service Learning, Internships, Apprenticeships, and Partnerships |
| | | Initiative 7 | Develop New Academic Programs |
| | | Initiative 9 | Generate Pathways to Academic Credit Programs and Certificates |
| | | Initiative 11 | Deepen the Library's Impact |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal #2 – All Objectives | Enhancing the College's Efforts of Inclusivity and Its Culture of Care to Create an Environment that is Supportive for All Students, Faculty, Staff, and Community Members. | |
| | 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. | |
| | | Objective 1 | Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services. |
| | Goal #4 | Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for Students at HCCC. | |
| | | Objective 3 | Increase academic and career pathway awareness for all HCCC students. |

| | | |
|-------------------------------------|--|---|
| 2024-29 Student Success Action Plan | Holistic Student Success Goal – <i>All Strategies</i> | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. |
|-------------------------------------|--|---|

Strategic Direction 3:

Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally

| Strategic Direction 3 Alignment | | | |
|---|-----------------------------------|---|---|
| 2024-29 Academic Success Plan | Strategic Direction B | Advancing a Culture of Innovation through Academic Programs and Partnerships | |
| | | Initiative 6 | Expand Academic Service Learning, Internships, Apprenticeships, and Partnerships |
| | | Initiative 10 | Explore the World Beyond HCCC |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal 4 – <i>All Objectives</i> | Applying the Hudson Scholars Program Model to Enhance Retention and Eliminate Completion Gaps for Students at HCCC. | |
| 2024-29 Student Success Action Plan | Holistic Student Success Goal | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. | |
| | | Strategy 1 | Utilize the four pillars of the Hudson Scholars program to inform the scaling of intensive student supports to all credential-seeking students. |

Strategic Direction 4:**Cultivating Individual and Institutional Excellence through Employee Development
Best Practices: Fostering a Culture of Continuous Growth, Professional Development,
and Employee Engagement**

| Strategic Direction 4 Alignment | | | |
|---|--|---|--|
| 2024-29 Academic Success Plan | Strategic Direction A – <i>All Initiatives</i> | Advancing a Culture of Care through a Strong Focus on Excellence | |
| 2024-29 Academic Success Plan | Strategic Direction C | Advancing a Culture of Inquiry through Professional Development | |
| | | Initiative 12 | Cultivate Teaching Excellence |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal #1 – All Objectives | Sustaining and Expanding a Culture of Institutional Excellence Grounded in Best Practices Throughout the College. | |
| | Goal #2 – All Objectives | Enhancing the College's Efforts of Inclusivity and Its Culture of Care to Create an Environment that is Supportive for All Students, Faculty, Staff, and Community Members. | |
| | 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. | |
| | | Objective 1 | Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services. |
| 2024-29 Student Success Action Plan | Holistic Student Success Goal – <i>All Strategies</i> | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. | |

Strategic Direction 5:

Expanding Our Footprint: Creating Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth

| Strategic Direction 5 Alignment | | | |
|---|---|---|--|
| 2024-29 Academic Success Plan | Strategic Direction A | Advancing a Culture of Care through a Strong Focus on Excellence | |
| | | Initiative 2 | Ensure Accessibility in Resources, Services, and Curricula |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal #2 – All Objectives | Enhancing the College's Efforts of Inclusivity and Its Culture of Care to Create an Environment that is Supportive for All Students, Faculty, Staff, and Community Members. | |
| | Goal #3 – All Objectives | Emphasizing the College's Culture of Transparency, Guided by Institutional Commitment to Safety, Security, and Belonging for All Students, Faculty, Staff, and Community Members. | |
| 2024-29 Student Success Action Plan | Holistic Student Success Goal – All Strategies | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. | |



Strategic Direction 6:

A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances to Address the Evolving Needs of Our Students and Community

| Strategic Direction 6 Alignment | | |
|---|---|---|
| 2024-29 Academic Success Plan | Strategic Direction B – All Initiatives | Advancing a Culture of Innovation through Academic Programs and Partnerships |
| 2024-29 Institutional Engagement and Excellence Action Plan | Goal #2 – All Objectives | Enhancing the College's Efforts of Inclusivity and Its Culture of Care to Create an Environment that is Supportive for All Students, Faculty, Staff, and Community Members. |
| 2024-29 Student Success Action Plan | Holistic Student Success Goal – All Strategies | By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%. |





Appendix B: Summary of Strategic Directions and Initiatives

Strategic Direction 1:

Empowering Student Success: Nurturing Every Dimension of Student Growth Through Personalized Support In and Beyond the Classroom

Strategic Initiatives 1A – 1C

- Create an awareness plan for integrated comprehensive wrap-around services beginning with the onboarding process, continuing throughout the college experience, and eventually leading to baccalaureate and graduate institutions.
- Launch a comprehensive athletics program that drives student recruitment and retention, promotes academic excellence, and enhances campus engagement through competitive sports opportunities and student-athlete support services.
- Advance Institutional Excellence Through Data-Informed Assessment, Program Accreditation, and Continuous Improvement.

Strategic Direction 2:

Unlocking Unlimited Student Potential: A High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation

Strategic Initiatives 2A – 2C

- Design and implement data-driven, personalized learning pathways that integrate flexible learning options, affordable resources, and comprehensive support systems to expand educational access and promote lifelong student success.
- Expand course delivery options through personalized learning options, different semester timeframes, accelerated formats, and innovative modalities while ensuring comprehensive technology access to accommodate students' complex lives and learning preferences.
- Prepare students for the evolving workforce by integrating Artificial Intelligence (AI) literacy across academic programs, and developing accessible, industry-aligned credentials.

Strategic Direction 3:

Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally

Strategic Initiatives 3A and 3B

- Expand the award-winning Hudson Scholars Program by broadening its reach to all credential-seeking students.
- Establish a structured mentoring program to connect students with dedicated faculty and administrators for enhanced guidance.

Strategic Direction 4:

Cultivating Individual and Institutional Excellence through Employee Development Best Practices: Fostering a Culture of Continuous Growth, Professional Development, and Employee Engagement

Strategic Initiatives 4A and 4B

- Create comprehensive professional development pathways that provide stackable credentials, enhance training opportunities, and expand job opportunities for full-time and part-time employees and students.
- Empower faculty and staff through comprehensive professional development in pedagogies, mental health support, accessibility services, and cultural competency to create a safe and responsive learning environment for all students.

Strategic Direction 5:

Expanding Our Footprint: Creating Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth

Strategic Initiatives 5A – 5C

- Establish partnerships to provide affordable childcare services to support the retention and success of student, faculty and staff parents.
- Complete and operationalize the One-Stop Center for all student services.
- Explore and establish partnerships to provide housing for students in need, including student athletes, international students, and other special cohorts.

Strategic Direction 6:

A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances to Address the Evolving Needs of Our Students and Community

Strategic Initiatives 6A – 6D

- Strengthen and expand strategic partnerships with industry leaders, community organizations, and educational institutions to enhance career readiness and create transformative career pathways and leadership development opportunities for students in high-demand sectors.
- Expand comprehensive experiential learning opportunities across all academic and workforce programs through integrated internships, externships, apprenticeships, competitions, study abroad opportunities, and community engagement activities to foster professional growth and student independence.
- Organize open-to-the-public events on campus to attract community members, build community relationships, and foster interest in future enrollment.
- Launch a transformative 50th Anniversary celebration honoring Hudson County Community College's legacy while engaging students, employees, alumni, and community partners in strategic advancement initiatives that strengthen institutional resources and create sustainable funding streams for future academic excellence and innovation. Plan and launch the College's first comprehensive campaign beginning in 2026-27.

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