

2022-23 Annual Report to the Board of Trustees



College Goals and Outcomes Under My Leadership

Christopher M. Reber, President
Hudson County Community College
August 1, 2023



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



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Dear Hudson County Community College Trustees,

The 2022-23 academic year was one of phenomenal achievement at Hudson County Community College. Every member of our HCCC family contributed to substantive outcomes focused on our overarching priorities of student success; and diversity, equity and inclusion.

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

As President of Hudson County Community College, I have led and supported *college-wide* initiatives for continuous improvement with a specific focus on 2022-23 Hudson County Community College Board of Trustee Goals and Initiatives. My 2022-23 Presidential Goals therefore cascade from these Board Goals.

In turn, the work and priorities of College leaders, faculty, staff and students representing divisions, offices, councils, task forces and teams have supported the achievement of Presidential Goals. We celebrate a collective vision and shared values across the College that have helped us achieve outcomes greater than the sum of their parts.

Hellen Keller wisely stated, “Alone we can do so little, together we can do so much.”

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

Thank you, Hudson County Community College Trustees, for your leadership, advocacy, and support that make possible these achievements and outcomes. Moreover, thank you for entrusting me with the honor and privilege of serving as President of this inspirational College that transforms lives.

With sincere gratitude,

Christopher M. Reber
President

2022-23 Annual Report to the Hudson County Community College Board of Trustees

College Goals and Outcomes Under My Leadership

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August 1, 2023

As President of Hudson County Community College during the 2022-23 academic year, I have led and supported college-wide initiatives for continuous improvement with a specific focus on HCCC Board Goals and Initiatives. My 2022-23 Presidential Goals are organized below under each of the approved Board Goals and Initiatives. A summary of College outcomes under my leadership is presented below for each Presidential Goal.

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

Presidential Goals:

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

Outcomes

- **Supported the continued engagement of the College community in efforts to advance progress in meeting and exceeding student success goals and objectives with a focus on the College's Student Success Action Plan. Supported the HCCC *Dream Team*, chaired by Dr. Heather DeVries, Dean of Academic Affairs and Assessment. Supported over 100 faculty, staff, and students participating on College-wide Implementation Teams charged with addressing specific elements of each Student Success Action Plan strategy.**
- **Led and supported processes and outcomes resulting in HCCC's designation by *Achieving the Dream* as an ATD Leader College in spring 2023. Significant data points included an increase in the four-year student completion rate from 18.4% to 21.9%; a narrowing of equity gaps for Hispanic and Black or African American students by**

almost 6%; a doubling of the completion rate for African American men; and 8.6% completion rate improvements in Foundations Math and English courses.

- Led and supported Director of Advisement, Dr. Gretchen Schulthes, and Director of Institutional Research, John Urgola in their work as co-chairs of the award-winning Hudson Scholars Program; and colleagues throughout the College who have developed and continued to expand and refine the program. Hudson Scholars has had an unprecedented impact on the retention of all students, and, particularly, on students from traditionally underrepresented groups. Participation in Hudson Scholars contributed to a 73% reduction in variance across racial and ethnic groups among first-time, full-time cohorts. Fall-to-fall retention of Hudson Scholars Latino students was 46% greater than the retention rate of HCCC Latino students historically, and African American student retention was 83% greater. More students were provided more equitable opportunities for success as a result of Hudson Scholars, and the scale-up of this program continues.
- Led and supported HCCC's selection to participate in the second cohort of the Racial Equity Leadership Academy (RELA 2.0), a joint initiative of the University of Southern California (USC) and Achieving the Dream (ATD). HCCC's focus in this work is on increasing the retention and completion rates of African American and Black male students.



- Supported implementation and positive outcomes of HCCC's \$3 million, five-year Title V Grant, "La Puerta Dorada/The Golden Door." Outcomes have included significant ESL curriculum revisions and improvements, Summer Bridge programs, Skills for Success courses, hiring of ESL Academic Coaches, creation of the ESL Resource Center, and ongoing ESL Resource Center workshops, among others.

- Supported development of Pre-Nursing and Nursing Pathways, an area of focus in HCCC's Student Success Action Plan, with the guidance of ATD Coaches Dr. Mary Fifield and Dr. Rene Garcia. Dr. Fifield and Dr. Garcia visited HCCC four times in 2022-23; half of their visits focused on pre-nursing and nursing goals and outcomes.
- Supported the review and refinement of the College Student Success (CSS) course curriculum, including extension of the course length from 10 to 15 weeks, and changing the course evaluation from pass/no pass to a letter grade. Supported the development and expansion of courses specific to pre-nursing students.



- Supported a late registration pilot program during 2022-23. At the request of faculty, the All-College Council and others evaluated student performance data of those who register on or after the first class meeting date. The data were sufficiently compelling to support changing our late registration procedure so that students are required to register at least one day

prior to the first class meeting unless they have faculty permission to register later. We are now assessing the impact of this change.

- Supported Center for Online Learning Executive Director, Matthew LaBrake; members of the ATD Accessibility Implementation Team; and others in the development of an action plan to systematically review and improve accessibility in online courses. To date, 104 (71%) of 145 online and hybrid master shells have an accessibility score of 90% or higher, and our goal is to bring all courses to an accessibility score of 95% or higher during 2023-24.
- Supported Associate Dean of Financial Aid Sylvia Mendoza and her team in their continued and growing efforts to help students apply for and receive a wide array of financial aid resources. During 2022-23, the Office of Financial Aid hosted 20 FAFSA workshops and offered comprehensive assistance to students in many forms. The Office received 9,913 unduplicated Institutional Student Information Records (ISIRs) from the United States Department of Education, authorizing 5,322 aid offers to eligible HCCC students. Further, 137 HCCC students participated in the Federal Work Study program, receiving a collective \$352,543 in work-study salaries. This program

benefits students with income and opportunities to gain experience while supporting HCCC offices with staffing. We are committed to continued growth of this program.

- Supported the awarding of \$524,250 in financial stipends to 953 Hudson Scholar students during 2022-23.
- Supported administration of the Ruffalo Noel Levitz (RNL) Satisfaction-Priorities Survey to Continuing Education and Workforce Development students. This survey is the national standard for benchmarking student satisfaction in higher education. According to the 2022 National Student Satisfaction and Priorities Report, the percentage of students who are satisfied or very satisfied at community colleges is 68%. In 2022-23, 89% of HCCC students reported this level of satisfaction.
- Supported and celebrated 1,505 HCCC graduates at Red Bull Arena in May 2023. This is a record number of graduates in the history of the College.



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

Outcomes

- Supported Dean of Academic Affairs and Assessment, Dr. Heather DeVries, and colleagues and students on the ATD *Dream Team* in their work to advance and achieve

the goals of the HCCC Student Success Action Plan and beyond. Supported Dr. DeVries and Associate Vice President for Institutional Research and Planning, John Scanlon, in their successful *Achieving the Dream* Leader College application, and their preliminary work on similar upcoming applications for ATD Leader College of Distinction and Leah Meyer Austin awards.



- Supported the participation of 24 HCCC colleagues, including four students, in *Achieving the Dream's* annual convening, *DREAM 2023*, in Chicago, IL. Participated in a conference plenary session titled “Advancing Equity in Opportunity and Outcomes: Centering the Cultural Assets of Racially Minoritized Students,” and presented, with

Director of Advisement Dr. Gretchen Schulthes and Director of Institutional Research and Planning John Urgola, a concurrent session titled “Hudson Scholars: A Student Support Model that is Innovative, Transformational, and Fiscally Sustainable.” Celebrated HCCC student Birva Pinto’s Harvey Lincoln Student Scholarship. Birva was one of two students nationally to be so honored. Also at the conference, HCCC was recognized as a Leader College, and as a selected participant in the 2023-24 University of Southern California (USC)/ATD Racial Equity Leadership Academy (RELA).

- Supported Executive Director of Center for Online Learning (COL) Matthew LaBrake in many continuous improvement processes and initiatives. These included data-driven decision making; a new online course quality review rubric aligned with national best practices; application of student success data to inform course revisions; and significant improvement of accessibility in 71% of online courses, among others.
 - The COL has overhauled its “Online Course Quality Review Rubric” to further incorporate research-based best practices and national standards in order to improve quality and effectiveness in online course design. In addition to an increased focus on diversity, equity, inclusion, and accessibility, the rubric contains updated criteria to ensure that courses meet



federal regulations related to “Regular and Substantive Faculty to Student Interactions” (RSI).

- Supported the HCCC Office of Transfer Pathways to expand and improve services and outreach to HCCC students anticipating transfer to four-year and graduate programs. Supported Director of Transfer Pathways Jennifer Valcarcel and her colleagues in their hosting of 82 four-year institution visits to HCCC in 2022-23. In turn, seventy-one HCCC students visited NJCU, Rutgers Newark, Kean University, Felician University, Stockton University, and Montclair State University during the past year. Supported and participated in two articulation agreement signings at HCCC with LIM College and Felician University, and the completion of the year-long Aspen/AASCU Transfer Intensive project resulting in the creation of the HCCC | NJCU CONNECT Program.



- Supported the Office of Financial Aid in growing outreach to students regarding financial literacy and student loans, leading to a decrease in the number of HCCC students requesting loans. These efforts and initiatives to increase financial literacy have helped students make informed decisions about attending college and managing their finances, reducing the number of HCCC graduates with outstanding student loans to just 12.16%.



- Supported HCCC’s invitation to participate as a pioneering college in New Jersey’s Pay It Forward Fund (PIFF). The PIFF’s mission is to close equity gaps by providing students from low-income backgrounds with opportunities to enroll in academic and training programs that lead to gainful employment. The PIFF offers no-fee, no-interest loans to eligible students.

These loans help address gaps students may experience in covering the cost of the program while providing a living stipend to help cover students' expenses outside of the classroom. HCCC's Office of Financial Aid certified 46 nursing students to receive funding through the PIFF, and 19 participating nursing students graduated in May 2023.



- Supported Director of EOF Dr. Jose Lowe and his team in their expansion of the highly successful Educational Opportunity Fund (EOF) Program to the North Hudson Campus. Supported the participation of 263 EOF students in 2022-23, a 23% increase.

- Supported continuous improvement in HCCC's accessibility and accommodation services for students and employees in need. Supported growing, proactive engagement and outreach of the College's Accessibility team.
 - Supported Karine Davis, Interim Director of the Office of Accessibility Services, and colleagues across the college in providing accommodations to 482 students to advance their goals and promote their success during 2022-23. Services to students included alternative textbooks for those who are visually impaired, weekly audio files, readers, etc.; testing accommodations, including readers, scribes, and/or proctors for remote and on-ground courses; note-takers for students in over 180 remote and on-ground courses; captioning services for deaf/hard-of-hearing students; and accommodation support for a multitude of projects and events such as Commencement, Open Houses, Care Team, and many others. Services were provided to students in remote, hybrid, and in-person modalities. Going forward, we strive to serve at least 20% of HCCC students, a national benchmark provided by our accessibility consultant, Salome Heyward and Associates.

- Supported Associate Vice President for Continuing Education and Workforce Development (CEWD) Lori Margolin and her team in their use of Salesforce as the CEWD customer relationship management platform. This best-practice platform is used to create dashboards and manage data to improve student success outcomes. The



platform was implemented through CEWD's "Gateway to Innovation" project funded by JPMorgan Chase and others, and has now been expanded to other programs in HCCC's growing CEWD offerings. It is also used for marketing campaigns and business development.

- Supported Vice President for External Affairs Dr. Nicholas Chiaravalloti and his colleagues in their distribution of \$300,000 in County Government supported scholarships during 2022-23. These scholarships fully cover tuition and fees for student recipients for six consecutive semesters.
- Led and supported HCCC members of the ATD/USC Racial Equity Leadership Academy (RELA) core team and expanded campus team. Supported John Scanlon and John Urgola in their data analysis in support of the College's focus on reducing outcome gaps for Black/African American male students.



- Supported John Scanlon in his extensive data analysis for the Pre-Nursing and Nursing ATD working group. The focus of this work is threefold: 1) understanding the pre-nursing student population, including demographics and enrollment patterns; 2) analyzing the nursing admissions process with specific attention to equity issues; and, 3) understanding students' progress through the nursing program, such as course and assessment milestones, and how that progress is related to NCLEX outcomes.
 - Supported the Center for Online Learning and Office of Institutional Research in their joint creation of a data visualization tool. This tool provides an in-depth look at "average course grade" across instructional modalities, and facilitates further disaggregation of data by participation, demographics, semester/year, time of registration, semester sequence, and more. The COL is using this new tool to employ a data-informed approach to course revisions.
- See additional Outcomes below.
3. Lead and support the continuing growth and development of the Hudson Scholars program. Oversee efforts to sustain the progress of the current program and gradually

scale it to serve all HCCC students. Develop specific goals, outcome metrics, and financial plans to continue to grow the program and achieve related increases in student retention, completion, transfer, and gainful employment.

Outcomes

- See Outcomes above.
- Led and supported the continued development and scale-up of the Hudson Scholars Program, which won the national Bellwether Award in spring 2023. Supported Hudson Scholars co-leaders, Dr. Gretchen Schulthes and John Urgola, in their oversight, management, and assessment of the program that has had a positive impact on student retention and graduation rates college wide. During 2022-23, more than 11,000 student progress reports were submitted by faculty to Hudson Scholars counselors, providing important feedback and targeted suggestions for supporting students in the program. Over \$524,000 in financial stipends was distributed to 953 students who met academic milestones during this second year of the program. Best practices from the Hudson Scholars Program have been adopted by a range of HCCC offices, including the Early College Program.



- Supported John Urgola, the Office of Institutional Research and Planning, Dr. Gretchen Schulthes, and others in their research and sharing of deep and innovative analytics to support the Hudson Scholars program and operations. John Urgola’s work has been singled out in various venues – by our ATD coaches, by audiences at DREAM 2023, and by the Bellwether Consortium, among others – for his ability to convey the structure, impact, and success of the program through data and visualizations.
- Collaborated with Vice Presidents Nicholas Chiaravalloti and Lisa Dougherty, and their colleagues, in the submission of a \$1 million federal direct funding application to the Offices of Senators Cory Booker and Robert Menendez in support of the Hudson Scholars Program.

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



Outcomes

- **Supported Director of Advisement Dr. Gretchen Schulthes and colleagues across HCCC in the college-wide implementation of the new EAB Navigate student success platform. This best-practice platform offers a myriad of capabilities to engage students through timely communication and analysis of needs and supports to promote individualized success.**
- **Supported the development and implementation of the new HCCC Transitional Program, which includes the Summer Bridge Program, Winter Mathematics Enrichment Program, and Summer Mathematics Enrichment Program. These interventions offered by the School of STEM, in collaboration with the Abigail Douglas Johnson Academic Support Services Center, assist current and new students in moving from developmental classes to college-level classes faster, helping them graduate on time. All 12 students who participated in either Basic Math or Basic Algebra during the Winter Enhancement Program exited their respective levels of developmental instruction.**
- **Supported Head Academic Mentor Rose Dalton and her colleagues in the Abigail Douglas Johnson Academic Support Services Center in their efforts to increase the engagement of academic coaches who assist students in classes. Academic coaches were assigned to 312 classes during 2022-23, including the HCCC Enrichment Program; Bridge Program; Learning Community; and English, Humanities, Social Science, STEM, Health Science, Business, and Immersive Telepresence Video (ITV) classes. Coaches attended each class session and collaborated with faculty to support students. Training was provided for 53 Academic Coaches in 2022-23.**

- Supported the placement of Academic Coaches in Career and Technical Education classes during 2022-23. Coaches participated in 17 fall courses and 20 spring courses. In addition to working with students during class, coaches conducted one-hour tutoring sessions for students outside of class each week. The Academic Coaches play an important role in student success because they help the students increase their subject knowledge, become independent learners, improve their grades, and complete their degree programs.



- Supported efforts that led to a significant increase in advisement appointments – on-ground at the Journal Square and North Hudson campuses – and virtually/online. 19,612 advisement appointments were held during 2022-23, a 33% increase over the previous year.
- Supported Associate Vice President for Continuing Education and Workforce Development Lori Margolin and her team in their promotion of the New Jersey Prior Learning Assessment Network (NJPLAN) and scholarship opportunities for portfolio assessment. These opportunities offer students the potential to receive credit for prior learning.
- Supported Lori Margolin in her leadership of HCCC’s participation in the national Noncredit and Credit Alignment Lab. HCCC is one of only fourteen colleges nationwide that were selected to participate in this best practice program funded by the Association of Community College Trustees (ACCT) and Education Strategy Group (ESG).
- Supported Associate Registrar Irma Williams and colleagues in the Offices of Academic Affairs, Information Technology Services, and Ellucian, in their implementation of *Coursedog*, a best-practice academic operations platform for continuous improvement in scheduling, curriculum and catalogue management, and student pathways.
- Supported Associate Vice President for Institutional Research and Planning John Scanlon and his colleagues in their engagement in HCCC’s “Some College, No Degree” project in collaboration with the NJ Office of the Secretary of Higher Education (OSHE)

and ReUp Education. John has created regular data feeds between HCCC and ReUp that allow for ongoing tracking and elevation of this multi-pronged effort to engage with, and re-enroll, adult students who have previously attended the College but never received a degree. To date, over 300 students identified in HCCC's ReUp cohort have reenrolled at HCCC.

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

Outcomes

- **Led and supported college-wide efforts to develop new programs, grow and develop fully on-line programs, the continued expansion of Early College programs, growth of non-traditional student enrollment including Continuing Education and Workforce Development, strategic marketing, enhanced customer service, and a focus on continuous improvement in student success outcomes such as retention, degree completion, successful transfer pathways, and gainful employment.**
- **Supported Dean of Enrollment Services Matthew Fessler and colleagues across the college in the work of the HCCC Enrollment Management Council (EMC). Now in its sixth year, the EMC is organized into committees working on updated marketing materials; scheduling; returning adult students; international/Veteran students; and tuition modeling. For the last two years, we have engaged with MDRC, an education and social policy research organization, to advance continuous improvement in the recruitment of students.**
 - **During the past year, a New Student Onboarding Think Tank group met regularly and brought together campus partners to streamline the new student experience, remove barriers, and improve communication.**



- **An Application Update Team continues to make improvements to the HCCC admissions application process. To date, this group has removed the application fee, developed auto-communications related to student support and special services, updated the gender/sex application question to be more inclusive, identified questions more appropriate for the EAB Navigate intake survey, and expanded race options to include Middle Eastern and North African populations. Additional improvements are in process.**
- **Led and supported college-wide initiatives to continue an upward trend of enrollment growth through recruitment and retention best practices. Enrollment in credit programs increased by 1% in 2022-23; continuing education and workforce development enrollment increased by 38%; and total unduplicated headcount enrollment increased by 6.71% during 2022-23. HCCC served 10,148 credit students and 9,640 continuing education/workforce development students, bringing total 2022-23 student enrollment to 19,788 students. New student credit enrollment increased by 18% over the past year, and Early College enrollment increased by 37%. Total applications received increased by 32% over 2021-22.**

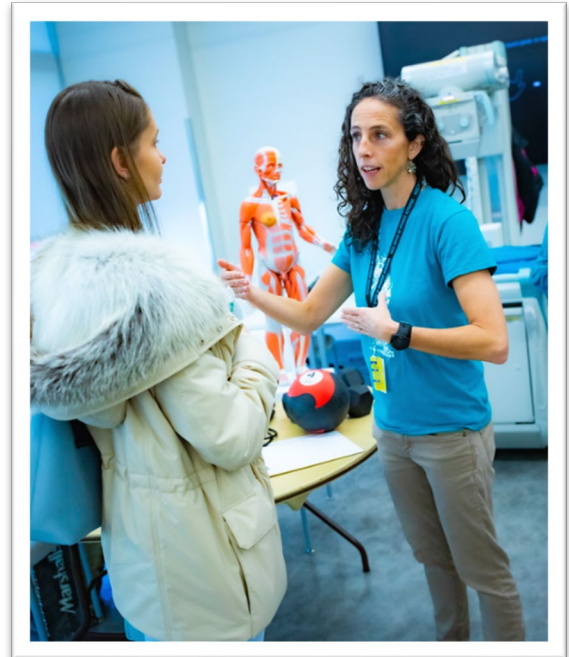


- **Supported North Hudson Campus Executive Director Joseph Caniglia, Vice Presidents Lisa Dougherty and Darryl Jones, and their colleagues in the organization and construction of a Student Self-Service Center at the North Hudson Campus.**

Opened in January 2023, the Center has created a more seamless registration process for students.

- **Supported Associate Vice President for Continuing Education and Workforce Development Lori Margolin and her team in their leadership for double-digit enrollment growth in 2022-23. Under Lori's leadership, Continuing Education and Workforce Development (CEWD) continues to flourish. CEWD also achieved continued growth in the number and scope of programs and partners that provide transformational opportunities for students.**

- Supported Lori Margolin and her team in their successful efforts to achieve Registered Apprenticeship Sponsor status with the U.S. Department of Labor. This strategic step positioned HCCC to add employers to a Registered Apprenticeship Program more easily, streamlined the reporting process for employers, and better positioned the College to apply for state and federal apprenticeship grants. Last year, Eastern Millwork and Skopos Hospitality were added as apprenticeship employers, and we anticipate adding more advanced manufacturing and supply change/logistics employers next year.



- Supported Dean of Enrollment Services Matthew Fessler and Dean of Student Success Dr. Bernadette So in their leadership of HCCC’s “Some College, No Degree” initiative sponsored and funded by the NJ Office of the Secretary of Higher Education.
- Supported the Enrollment Management Council’s Late Registration Working Group, which recommended a policy restricting students from registering for a course section on or after the first course meeting date. The recommendation was supported by data showing that late registrants perform less well than on-time registrants, and by sector-wide best practices. The Working Group continues to monitor the outcomes of this policy implementation to identify any unintended negative consequences, and, if necessary, will refine the policy and associated process.

- Supported HCCC’s successful efforts that led to acceptance into the *Achieving the Dream/Jobs for the Future* “Improving Economic Mobility for Adult Learners” project in partnership with the New Jersey Council of County Colleges (NJCCC), Atlantic Cape Community College, and Union College of Union County. HCCC will receive \$50,000 in grant funding through this project.



- Supported Continuing Education and Workforce Development staff in their continued leverage of funding from the U.S. Department of Labor’s “Scaling Apprenticeship Grant.” HCCC’s funding through this grant program has been

extended to a fifth year. During 2022-23, the program enrolled 20 students from the New Jersey Reentry Corporation's welding program as pre-apprentices, and supported the recruitment and selection of four new Holz Technik apprentices who began the Eastern Millwork apprenticeship program in July 2023. The grant-funded program has been expanded to serve out-of-state millwork employers going forward.

- The Scaling Apprenticeship Grant also supports health care employers and students. During 2022-23, HCCC secured eight agreements with health care employers for apprenticeships and clinical placements. Programs funded include Enhanced Certified Nursing Aide (CNA), Fast Track Patient Care Technician (PCT), Pharmacy Technician, and Certified Phlebotomy Technician (CPT). The grant served 98 participants during 2022-23, and 35 apprentices have earned credentials.
- NJ Healthworks partnered with the New Jersey Reentry Corporation (NJRC) to create the first-of-its-kind Certified Phlebotomy Technician Program for court-involved individuals in New Jersey. Offered on-site at the Governor's Reentry Training and Employment Center in Kearny, the first cohort of eight students began their training in January 2023 and began their externships in April 2023.
- Supported Continuing Education and Workforce Development staff in their leadership for the second year of HCCC's partnership with International Union of Operating Engineers (IUOE) Local 825. Supported with grant funds from the NJ PLACE 2.0 Program, HCCC is delivering a dual education program – combining the apprenticeship and associate degree – leading to the awarding of an HCCC Associate in Technical Studies degree with a Concentration in Construction Management. HCCC is the only community college in New Jersey to award union apprentices credit in a dual education program. Student tuition is fully paid through the grant and IUOE Local 825, each covering half of all costs. The Operating Engineers also fund all student books.



- This cutting-edge initiative allows students to earn both a degree and pursue a trade. HCCC's Student Success Coach communicates regularly with students to provide support and resources in order to ensure successful outcomes. Twenty-five students completed the first two semesters of this program and are on track to graduate in spring 2024.
- Led and supported Dr. Heather DeVries and Lori Margolin in their leadership for HCCC's growing programs that serve incarcerated, reentry, and court-involved individuals. These programs are offered in partnership with the New Jersey Reentry Corporation, Hudson County Department of Housing and Community Reintegration,



and others throughout the College and community.

- HCCC's nationally distinctive program for incarcerated students in the Hudson County Correctional Facility continued to grow in 2022-23. To date, more than 169 students have participated in the associate degree and workforce

development courses offered in the correctional facility. The students pursuing an associate degree have earned a collective GPA of 3.3 in the six semesters since the program's inception. Two currently incarcerated students graduated with an associate degree and participated virtually in HCCC's May 2023 Commencement. We are told these are the first two individuals in the United States to earn a degree while incarcerated. Twenty of the students who began their programs while incarcerated have now been released into the community, and six are currently enrolled at HCCC.

- Similarly, HCCC's partnership with the New Jersey Reentry Corporation has continued to grow since its inception in 2021. To date, more than 94 reentry students have enrolled in HCCC programs including the Hot Foods Proficiency Certificate, Certified Welding, Certified Phlebotomy Technician, and Computer Basics courses/programs. HCCC was one of ten community colleges throughout the nation to receive a \$100,000

grant from the American Association of Community Colleges (AACC) and the Metallica Band's "All Within My Hands" Foundation. An additional \$50,000 has been awarded to HCCC for 2023-24. This funding supports student tuition for the certified welding program.



- HCCC is also participating in a new NJRC Summer Institute, offering Certified Phlebotomy Technician and Computer Basics training at the Journal Square Campus. In addition, HCCC is the administrator of a nearly \$400,000 New Jersey Pathways grant to provide construction, solar, Cisco, Emergency Medical Responder, Peer Recovery Specialist, and culinary training for court-involved young adults between the ages of 18 and 25.
- Supported Lori Margolin, her team, and community and business leaders who collaborated to offer the HCCC Gateway to Innovation (GTI) program. The program's components include basic support for students through enhanced access to benefits and one-on-one financial counseling; recession-resistant employment and continuous learning opportunities for HCCC alumni; expanded access to recession-resistant short-term healthcare credentials for dislocated low-wage workers from retail, service, and hospitality sectors, and low-wage essential workers among communities of color; and deepened engagement with employers in finance, insurance, IT, and healthcare sectors to create and develop finance and Information Technology (IT) career pathways for HCCC students.

Single Stop™
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- CHILD AND ELDER CARE SERVICES:** Identifying and utilizing available services and providers
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- HEALTHCARE SERVICES:** Insurance, vaccines, prevention, screening, and treatment
- EMPLOYMENT ASSISTANCE:** Temporary employment, financial literacy, and public assistance
- FINANCIAL COUNSELING**
- TAX SERVICES**
- MENTAL HEALTH COUNSELING:** On-campus and community-based services
- LEGAL AID:** Free consultations
- FOOD ASSISTANCE:** On-campus food pantries, connections to community pantries and other food assistance programs
- HOUSING ASSISTANCE:** Temporary housing, utilities, weatherization, and relocation
- EMERGENCY ASSISTANCE:** Relief and recovery, and start-up help
- OTHER SUPPORT SERVICES**

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○ Nearly 80% of students enrolled in GTI training completed the training. Of those students completing the program, 73% continued on to earn credentials, and 83% have been placed into employment. To date, 354 individuals have participated in GTI credential, certification, or licensure programs in health care, finance, and technology.

○ Since the inception of the GTI program, 2,296 people have screened for benefits through “Single Stop;” 110 students have participated in the new Financial Counseling Passport Program; 694 HCCC alumni have been served; 214 students have enrolled in

healthcare training programs; and 68 new employers have been engaged to bring total involvement to 169 employers.

- Through the GTI program, Finance and Technology certification training programs have been developed and offered to meet the needs of industry. Four new industry recognized credential programs were launched in October 2022: Google IT Help Desk, Google Data Analyst, Intuit Bookkeeping, and Salesforce Sales Representative. Students can enroll on a rolling basis every two weeks, and student stipends are awarded for completion of key milestones. To date, the program has enrolled 140 students.
- The program is funded through a \$1,000,000 grant from the JPMorgan Chase Foundation, an additional \$1,000,000 in federal stimulus funding, and \$253,000 in New Jersey grant funding, in addition to employer scholarships.





- Supported successful efforts leading to acceptance into *Generation Hope's* national "FamilyU Cohort," a two-year project focused on use of data, best practices, and professional development in support of student parents. Hudson Helps Resource Center Director Katherine Morales will lead our HCCC FamilyU cohort team. With support from Generation Hope, we will apply for the "Child Care Access Means Parents in School" (CAMPIS) grant-funded program in the coming year.

- Supported Executive Director of Early College Programs Dr. Christopher Conzen and colleagues across the College in the continued growth and development of high school in college enrollment. During 2022-23, HCCC's partnership with Jersey City Public Schools (JCPS)

was renewed, and three Jersey City Public Schools established partnerships to offer pathways for their high school students to complete HCCC associate degrees upon high school graduation. These include associate degrees in Business Administration, Criminal Justice, Early Childhood Education, and Science and Mathematics. HCCC culinary programs in Essex County high schools were expanded to include students enrolled in Marion P. Thomas Charter School, Newark Vocational High School, Orange High School, and West Orange High School.

- Supported Dr. Christopher Conzen and his team in their award of over \$53,000 from the Office of the Secretary of Higher Education's "College Readiness Now IX" project. The grant will provide Jersey City Public Schools (JCPS) ninth through twelfth graders opportunities to take

gatekeeper courses in English Composition I and College Algebra, with the costs of tuition and all course materials covered. The grant will further support students taking a STEM meta course.



- Supported collaborations of Continuing Education and Workforce Development, Career Services, Hudson Helps Resource Center, and other staff in their leadership for continuous improvement in promoting student success. These initiatives included the incorporation of “Single Stop” technology in College Student Success courses and at the Hudson Helps Resource Center; development of an alumni platform within the existing student success tool, “Simplicity,” to create a seamless pathway for students who become HCCC alumni; the addition of a Career and Academic Advisor; launch of a new finance and technology credential training program; and development of wraparound supports for students including enhanced career and academic advising, financial counseling, student stipends, soft skills instruction, professional development workshops, and experiential learning.
- Supported CEWD partners and School of STEM in their partnership to offer stackable credentials in Construction Management. Courses can be taken for credit or noncredit and stack to an academic proficiency certificate, academic certificate, and an associate degree program. The eight stackable credentials are Engineering Structures; Surveying and Site Planning; Construction Codes and Compliance; Construction Project Management; Construction Procedures, Materials, and Testing; Basic Engineering Calculations; Construction Project Planning and Control; and Construction Cost Estimation (Quality Surveying). CEWD also offers National Institute for Certification in Engineering Technologies (NICET) certification courses, levels 1 and 2, which enrolled 64 students during 2022-23.



- Supported Dean of Business, Culinary Arts, and Hospitality Management (BCH) Dr. Ara Karakashian; and Associate Vice President for Continuing Education and Workforce Development (CEWD) Lori Margolin, in their leadership for the successful development of cannabis studies credentials and pathways. Ara, Lori, and their colleagues have partnered to offer two noncredit cannabis courses that articulate for credit – Cannabis Health and Safety, and Cannabis Compliance. These courses stack to

an academic proficiency certificate, academic certificate, and associate degree program.

- During 2022-23, CEWD also launched robust cannabis programming to support the College's goal of providing access and opportunities in this emerging industry for traditionally underrepresented and marginalized citizens. They include an NJ Cannabis Licensing 101 Workshop and six online, self-paced courses including medical cannabis, retail dispensary operations, social justice in the cannabis industry, and others.
- HCCC has executed six agreements with cannabis dispensaries to provide opportunities for internships and employment for our students, scholarships, and workshops. CEWD and the School of BCH also cohost student information sessions regarding cannabis programs and attend frequent tabling events. These include career fairs and many other activities. The College hosted two cannabis events with over 500 attendees each during 2022-23.
- Supported HCCC's engagement in the New Jersey Pathways Initiative. A collaboration of the New Jersey Council of County Colleges and the New Jersey Business and Industry Association, this project is designed to address the rapidly changing needs of employers while providing students and workers with the career pathways they need to be successful. HCCC is the administrative lead college for the Construction Center and the Supply Chain and Logistics Center. HCCC has partnered with Rowan College of South Jersey for the Construction Center collaborative project, and with Rowan College at Burlington County, Salem Community College, and Union College of Union County for the Supply Chain and Logistics Center project.



- Supported Lori Margolin in her leadership of the Supply Chain and Logistics Center for Workforce Innovation, and Dr. Burl Yearwood for his leadership of the Construction Center.

- Supported the development of HCCC's Center for Adult Transition following approval of a new state statute in January 2022 that requires all county colleges in New Jersey to operate centers for the transition of individuals with intellectual and

developmental disabilities. These centers, including ours at HCCC, will provide individuals up to the age of 24, who have intellectual and developmental disabilities, with supports and resources to experience more successful transitions from secondary

school to postsecondary education, adult employment, and independent living opportunities and skills.

- Programming will engage newly developed resources that include career assessment and advisement for credit and noncredit pathways, peer mentoring, a new pre-college pathway program, on-ramps to skills training and degree programs, and other services. An Advisory Council will offer advice and coordination. HCCC was awarded \$270,000 for next year's activities.
- Supported Director of Cultural Affairs Michelle Vitale and her colleagues in their collaborations with Jersey City Public Schools to develop arts-related programs. Students and teachers in the Jersey City K-12 system visit the Benjamin J. Dineen III and Dennis C. Hull Gallery every semester. HCCC's off-site partnership, *Weaving the Community*, resulted in a two-month exhibition now on view at Liberty State Park and showcasing over 40 projects reaching thousands of Jersey City Public School students, families, community members, and visitors.



6. Lead and support college-wide professional development opportunities related to student success best practices, and ensure that employee search processes include experience and a commitment to student success in the review of candidate portfolios.

Outcomes

- Supported Vice President for Human Resources Anna Krupitskiy, Vice President for Academic Affairs Dr. Darryl Jones, and their colleagues in their leadership, coordination, and support of myriad professional development activities during 2022-23. These included the 8th Annual Adjunct Faculty Conference in July 2022; College Service Day (CSD) in fall 2022; All-College Adjunct Faculty Orientation in fall 2022; Convocation in fall 2022; College Service Day in spring 2023; Professional Development Day in March 2023; and the creation and implementation of the Professional Development Calendar that features professional development programs and workshops conducted by our own employees throughout the year. Topics addressed through these activities included online teaching and learning; engaging students in the learning process in remote environments; use of WebEx and ITV; activities of the Center for Teaching, Learning, and Innovation; wellness; mindfulness; CPR; Care Team, mental health, and counseling; equity; student success; compassionate leadership; engaging students inside and outside of the classroom, and many others.
- Led and supported expanded funding for employee professional development. This included the allocation of \$9,000 for each full-time employee's professional development as approved by their supervisor. Eligible use of these funds was expanded from advanced credential coursework to now also include conference and other approved professional development participation and engagement. The total number of employees using this professional development funding increased to over 70 during 2022-23, a 42% increase. Of these employees, 46 are pursuing advanced academic degrees including 19 employees who are pursuing doctorates.



- Supported college-wide training related to Title IX; eCornell Diversity and Inclusion Certificate training available to all HCCC community members, and other opportunities funded in part by a grant from the Office of the



Secretary of Higher Education (OSHE). Going forward, HCCC employees will have the opportunity to explore additional areas of professional development through eCornell including marketing, data science and analytics, environmental interests, governance, leadership, technology, project management, human resources, business and finance, hospitality, food and plant science, real estate, health care, engineering, law, nutrition, and others.



- Supported Vice President Anna Krupitskiy, the All College Council, offices, and schools in the offering of an Employee Wellness Fair in October 2022 at the Journal Square and North Hudson campuses. Nearly 125 HCCC employees and vendors participated.

- Led and supported presentations about HCCC best practices in national venues including conferences of the American Association of Community Colleges (AACC), Association of Community College Trustees (ACCT), Achieving the Dream (ATD), Hispanic Association of

Colleges and Universities (HACU), National Institute for Staff and Organizational Development (NISOD), Middle States Commission on Higher Education (MSCHE), Bellwether College Consortium, National Conference on Race & Ethnicity in Higher Education (NCORE), and others.



- Supported Vice President Anna Krupitskiy and her colleagues in the expansion of the Employee Development and Performance Improvement Process to now include all full-time staff. This transition became effective July 1, 2023. The new process includes professional development and goal setting, self-evaluation of competencies, and supervisor assessment and review. All employees affiliated with the Support Staff Federation and Academic Administrative Association are now using this process in place of previous outdated employee review processes. The new process has been underway for Confidential, non-represented employees since July 1, 2022, and has been considered helpful and successful by the college community.
- Supported the Center for Online Learning in their offering of multiple sessions of an “Introduction to Online Learning for Students” workshop at the start of every term, in addition to specialty workshops such as “Accessibility” and “Ally.”
- Supported Center for Online Learning team members Matthew LaBrake, Callie Martin, Zakia Hmamou, Cecily McKeown, Bob Kahn, and Victor Moruzzi in their hosting of 87 workshops for HCCC faculty, with 235 registrations, during 2022-23. A rotating workshop series was offered that is focused on Canvas and other technologies available to support online instruction, student engagement, accessibility, and academic integrity.
- Supported Center for Online Learning staff in the hosting of a series of guest speaker events focused on emerging technologies and best practices in online teaching and learning. Over 200 faculty attended six highly visible professional development events.

- Supported the Human Resources team and colleagues across the college in the selection and implementation of a new Employee Applicant Tracking System. A database and dashboard are in development. The system will greatly facilitate data-driven decision making and the assessment and continuous improvement of college-wide recruitment, screening, and hiring processes.



- Supported the Office of Human Resources and all academic schools in the organization of an Adjunct Faculty and Instructor Virtual Job Fair, a component of our efforts to expand HCCC's pool of qualified adjunct faculty. Through this effort, over 130 resumes were submitted by candidates for future adjunct teaching assignments.

- Supported accessibility-specific presentations and professional development training opportunities including a faculty update series for faculty to learn more about accessibility services; presentations to Academic Support Services staff, Hudson Scholars academic counselors, Center for Online Learning staff, and others.
- Supported the continuous improvement of employee morale, satisfaction, happiness, and engagement. Led and supported processes and activities to ensure the HCCC workplace environment is respectful, caring, inclusive, and celebrates the contributions of everyone. During 2023, annual employee turnover was estimated at just 0.7%, and HCCC was named a "Great College to Work For" as a result of a spring 2023 national survey of our workforce.



- Celebrated the national recognition of Associate Vice President for Continuing Education and Workforce Development, Lori Margolin, and her HCCC Gateway to Innovation (GTI) team; and Associate Director of Diversity, Equity and Inclusion, Natalia Vazquez-Bodkin, who received National Alliance for Partnerships in Equity (NAPE) awards. Lori and her team were presented NAPE’s Teamwork Award, which recognizes “an educational team that succeeds in promoting DEI in Career and Technical Education (CTE) or Science, Technology, Engineering, and Math (STEM).” Natalia was presented the NAPE Heart and Hope Award, which recognizes “a person who has managed significant projects or programs with hope, works intentionally with heart, and has made a considerable impact by ensuring diversity, equity, and inclusion in education leading to high-wage, high-skill, in-demand programs of study and careers.”



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

Outcomes

- Supported the continued growth and development of the award-winning Hudson Scholars Program that has been a significant point of pride for HCCC. Led and supported the addition of an innovative Hudson Scholars Faculty Mentor initiative to further scale the program’s capacity for strong engagement of academic coaches/mentors with a growing number of HCCC students.



- The Hudson Scholars Program received the 2023 Bellwether College Consortium’s national best-practice award in the Instructional Programs and Services category. Faculty and staff have presented the Hudson Scholars model at multiple national conferences. As a result of this exposure, many colleges throughout the nation have contacted HCCC for

guidance in launching similar programs.

- Supported staff and students in the Office of Student Life and Leadership, and throughout the College, in the remarkable growth of – and attendance at – student events during 2022-23. A record 332 events were held with a collective duplicated attendance of 26,777, a 7% increase over last year’s record.
- Supported the growth and development of student organizations. The Student Government Association is one of the largest and most active student leader boards in recent HCCC history. The College’s student organizations presented approximately 240 meetings and events during 2022-23. A new chapter of “It’s On Us” was created to educate the community about Title IX and protections against sexual assault.
- Supported the growth of HCCC’s Chapter of the National Society of Leadership and Success. Membership rose to approximately 400 students in 2022-23, one of the largest in the ten-year history of this organization. The membership induction rate increased by 10% over 2021-22.
- Supported Executive Director of the North Hudson Campus Joseph Caniglia and his colleagues in their offering of an “Aspiring Student Leadership Conference” for HCCC and local high school students at the North Hudson Campus in fall 2022. Attended by over 175 students, the full-day leadership conference included leadership workshops and a keynote speaker.



- **Attended and participated with three HCCC students and several faculty and staff in the fall 2022 Hispanic Association of Colleges and Universities (HACU) annual conference in San Diego, CA.**
- **Supported Lecturer in Business Sharon Daughtry and colleagues across the college in their leadership and mentoring of eight HCCC student teams that competed in the second annual Mission 50 Pitch Competition in Hoboken, NJ.**
- **Supported Dr. Clive Li and two of his research students who were selected as one of only 12 finalist teams in the nation to compete in the Community College Innovation Challenge (CCIC) sponsored by the American Association of Community Colleges (AACC) and the National Science Foundation (NSF).**
- **Supported the School of Business, Culinary Arts, and Hospitality Management in hosting four Accepted Students Day events preceding the fall 2022 and spring 2023 semesters. These events helped students become acclimated to the uniforms, standards, processes, and procedures of this unique program. More than 60 students attended the sessions.**
- **Supported Assistant Professor of English Eric Adamson and his colleagues in the offering of a new HCCC Poetry and Language Collective translation project, which encouraged students to create written works in languages other than English, or translate their peers' compositions.**
- **Supported Professors of Fine Arts Jeremiah Teipen and Laurie Riccadonna, and Assistant Dean of Student Life and Leadership Veronica Gerosimo, in their organization and offering of trips for students to major art venues. These included the Storm King Art Center, Dia Beacon, Chelsea Galleries, Museum of Modern Art, and Museum of Art and Design.**



- Supported Assistant Professor of Education, Dr. Angela Pack and her colleagues in the growth and development of the President’s Advisory Council on Diversity, Equity, and Inclusion (PACDEI) Student Action Group, through which students identify their own areas of interest and focus before developing interventions to address them. In fall 2022, the PACDEI Student Action Group secured over 1,200 signatures from students, faculty, and staff to request that the College officially recognize the observance of the Muslim holiday, Eid Ul Fitr, and the Hindu holiday, Diwali. The addition of these holidays into the academic calendar were approved by the Board of Trustees in February 2023.



- Supported Vice Presidents Dr. Yeurys Pujols and Anna Krupitskiy in their leadership to formalize a process for students and employees to seek accommodations for observing holidays not included on the College’s academic calendar. The process has been implemented and is supported through the Office of Diversity, Equity and Inclusion.
- Supported student participation in the 25th annual HCCC Foundation Holiday Gala in December 2022. More than 80 HCCC students and 25 alumni participated in this spectacular event that raised over \$600,000 for endowments, student scholarships, and other student support.



- Supported Associate Professor of ESL Dr. Linda Miller and her colleagues – and participated in – the second annual School of Humanities and Social Sciences “From ESL to Graduation: A Celebration!” event in May 2023. Honored 225 ESL students earning degrees or certificates.
- Supported PACDEI and Office of Diversity, Equity and Inclusion colleagues in their offering of student participation in the DEI Student Passport Program (DEISPP) through various modalities. During 2022-23, 29 students participated in the on-ground DEISPP cohort with a 59% completion rate; 13 students were engaged in the program in a hybrid format with a 46% completion rate; and 16 students participated in the online asynchronous format with a 69% completion rate. The online offering proved to be more engaging and yielded a higher completion rate, and this program modality will be expanded going forward.



- Led and supported plans to create a Student Café at the North Hudson Campus, informed by the great success of Libby’s Home Kitchen in the Journal Square Campus Student Center. The renovation is well underway, and the new Café is expected to open at the start of the fall 2023 semester. Supported North Hudson Campus Executive Director Joseph Caniglia in his leadership of this and other successful projects engaging students at the North Hudson Campus.



- Engaged with hundreds of students at “Pizza with the President” events, both on-ground and virtual, during the past year. Met and spoke with thousands of students in on ground and virtual events, programs, celebrations, cultural activities, Town Hall Meetings, and other activities in the life of the College.
- Supported Communications and ITS staff efforts to highlight important student stories and improvements on the College website.

8. Lead and support the continued development of a college-wide *Culture of Care*. Support the continuing development of all components of the *Hudson Helps Resource Center*, including response and support for individuals in distress, and support for individuals with special needs, abilities and concerns. Support platforms for personal engagement, community building, and educational attainment for all members of the college community.

Outcomes

- **Supported the HCCC Care Team, which met weekly or bi-weekly throughout the year to review submitted Care and Concern forms and develop plans to address reported concerns. With the launching of EAB Navigate, our new student success platform, we will be positioned to use this resource for further enhancement of processes related to supporting students.**
- **Supported Hudson Helps Resource Center staff, colleagues and students throughout the College in the offering of student-centered programming. Social Service Days were coordinated on both campuses to promote benefits offered by the Hudson County Department of Family Services and other organizations. Tabling events were offered through the HCCC Food Pantries featuring topics such as period poverty, food insecurity, and food drives for the pantries.**
 - **The Hudson Helps Resource Center partnered with TD Bank and Provident Bank to promote food drives, and with Rutgers University to promote SNAP benefits and facilitate enrollment in SNAP. Hudson Helps further collaborated with the Hudson County Department of Family Services to connect qualified students to state benefits such as SNAP, Medicaid, Medicare, WIC, TANF, and more. Family Services further supports students who need housing assistance including back rent, forward rent, security deposits, and other related services.**
 - **Additional Hudson Helps Resource Center partnerships include community agencies that provide health screenings and dental services at little to no cost for students; collaborations with Saint Peter’s University and NJCU; and with Hoboken Family Planning, STAR Program, Hudson County Department of Health and Human Services, Hudson Pride, Bridgeway, and others.**



- Supported the continued growth and development of the HCCC Food Pantries, which are points of pride for the College. Both pantries are now equipped with refrigerators and freezers, allowing for the distribution of perishable goods to those in need. Supported and celebrated Culinary students and faculty in



their continuing preparation of nutritious, high-quality meals for the Hudson Helps Resource Center food pantries. To date, over 15,000 meals have been prepared and donated to HCCC family members in need. During 2022-23, over 3,300 HCCC family members visited the HCCC food pantries.

- Supported the growth and development of the Hudson Helps Resource Center Career Closet. Staff, faculty, and college partners continue to donate generously to sustain this service, with special recognition to Lord Abbett, Lilisa Williams, and Janelle Hobson for their donations and support. More than 550 clothing items were provided to more than 110 students during the past year. This service provides students with appropriate attire for job interviews, internships, and other uses, shifting their trajectory toward greater upward social mobility.

- Supported the growing use of “Single Stop,” a computerized student support system that provides a one-stop off-ramp out of poverty by supporting families in identifying



resources to meet their basic needs. During 2022-23, 1,087 students completed the screener and received staff or intern follow-up support. Graduate-level social work interns assisted students in navigating the resources for which they qualify at the Hudson Helps Resource Center.

- Supported a successful grant initiative in partnership with the Rutgers School of Environmental and Biological Sciences, and Mason Gross School for the Arts. Funded by the Robert Wood Johnson Foundation, the project was advanced by faculty, staff and students of the Hudson Helps Resource Center, Dineen Hull Art Gallery, and HCCC Department of Studio Arts. This ambitious project included an artwork design project by HCCC art and design students. The “Food Fuels Minds” project utilized words and art about food, hunger, struggle, and success. The project culminated with art displays on the windows of the Gabert Library and the third-floor art wall at the North Hudson Campus.



- Supported Director of Mental Health Counseling and Wellness Doreen Pontius and her team, including 12 MSW interns, to support students individually, in groups, and through programming. Supported the addition of two full-time social workers, one at each campus, to support students. Panic buttons were installed this year in all spaces where colleagues meet one-on-one with students in order to promote safety.
- Supported the Office of DEI, Care Team, and Office of Counseling and Wellness in their offering of “Care and Concern Conversations” to address angst and concern in the community in response to tragic events. For example, a session was offered in July 2022 in response to the Supreme Court’s decision to overturn the landmark ruling of Roe v. Wade.
- Led and collaborated with Dr. Yeurys Pujols, Dr. David Clark, Veronica Gerosimo, Doreen Pontius, and colleagues across the college in supporting loved ones affected by – and victims of – deadly earthquakes that devastated the countries of Turkey and Syria in 2022. Donations were collected at the College and transported to the Turkish Consulate in New York for shipping to victims. The effort concluded with a vigil entitled “In Your Honor,” where HCCC family members were able to share thoughts and offer support to those affected.



- Supported Culinary Arts Institute colleagues in successful efforts to remove barriers to student success. Outcomes included expanding purchases of knife kits and textbooks loaned to students experiencing financial difficulties; funding of Uber rides for students experiencing transportation challenges; and other supports funded through the Carl D. Perkins Career and Technical Education Grant.



- Supported Culinary Club students who provided hot soup on 12 Wednesdays during the academic year, free of charge for all members of the HCCC family.

- Supported Dean of College Libraries John Hernandez and staff at both HCCC campuses in their hosting of breaks for students while preparing for and taking final exams. Library staff provided board games, puzzles, coloring sheets, modeling clay, Legos, and other items to help students step away from their work and recharge. Health snack foods and beverages were also provided free of charge for 160 participating students.

- Supported efforts to promote good health of HCCC community members, including COVID vaccine incentives. During 2022-23, the Office of Financial Aid awarded \$199,400 to 1,335 students who provided proof of vaccination and/or booster shots. Since the incentive program's inception during the pandemic, over \$1.1 million was awarded to 8,769 HCCC students who received vaccinations and boosters.



- Supported Director of Mental Health Counseling and Wellness Doreen Pontius and her colleagues in the offering of employee and student training campus-wide that was focused on mental health, including Mental Health First Aid; Question, Persuade, Refer (QPR) Suicide Prevention Training; Opioid Addiction

Prevention for Mental Health Providers; and Improving Cultural Competence for Behavioral Health Professionals.



- Led and supported Doreen Pontius and her colleagues in the addition of two full-time social workers in the Office of Mental Health Counseling and Wellness. Supported the Mental Health Counseling and Wellness team in their offering of over 2,500 individual and group counseling sessions during 2022-23. The average number of appointments per student was 7.86 sessions.
- Supported Director of Mental Health Counseling and Wellness Doreen Pontius and her colleagues in HCCC's engagement with JED Campus. A nationwide initiative of the JED Foundation, this grant-funded partnership is designed to guide schools through a collaborative process of comprehensive systems, program and policy development with customized support to build on existing student mental health, substance abuse, and suicide prevention.
 - Outcomes to date have included an improved staff member to student ratio; addition of crisis information on all Student ID cards; development of a mental health leave policy; inclusion of a mental health statement on course syllabi; engagement with student clubs and the coordination of a new Active Minds Club; promotion of enhanced understanding of drug use and recovery; additional community partnerships, and others. Supported training provided by HCCC staff Doreen Pontius, Deliana Acosta, and June Barriere, who are now certified to teach Mental Health First Aid; CARE training for staff; Narcan training, and many other training programs and initiatives.
- Supported the Hudson Helps Resource Center in their spring 2023 award of a \$100,000 Hunger-Free Campus Grant from the Office of the NJ Secretary of Higher Education (OSHE). These funds will be used to launch HCCC's new "Swipe Out Hunger" partnership, create an on-campus meal plan at *Libby's Home Kitchen* in the HCCC Student Center, increase stock in our two food pantries, and provide additional promotional items for eradicating and addressing food insecurity.
- Supported Doreen Pontius and her team in the Office of Mental Health Counseling and Wellness in their award of \$306,565 from the "Mental Health in Higher Education:



Community Provider Partnerships and Professional Development Innovation Grant.”
This grant funding will be used to support HCCC mental health community partners and provide professional development opportunities for HCCC family members.

- Supported the awarding of emergency financial aid grants to students in need. The Office of Financial Aid successfully processed and disbursed \$24,759,720 in Emergency Financial Aid Grants to 9,254 individual student recipients under the HEERF I, HEERF II, and HEERF III emergency fund programs. These grants were provided through CARES, CRRSSA, and ARP programs. These grant funds provided significant assistance to students during the challenging times of the pandemic.
- With the depletion of CARES funding, we are refining our processes for continuing to award emergency funding for students in need. These processes will be coordinated by the Hudson Helps Resource Center so that students’ full and comprehensive needs can continue to be assessed and addressed. The College’s commitment to this funding demonstrates our commitment to supporting the whole student.
- Supported Dean of Enrollment Services Matthew Fessler and his team in their collaboration with MDRC that resulted in an award of \$10,000 from the Bill and Melinda Gates Foundation. This funding will be used to support student recruitment and retention. We will have an opportunity to apply for additional funding going forward.



- Supported Director of Career Services Tatiana Gaona Zuniga and her team in a “Career Accelerator and Internship Program Grant (CAIPG)” of nearly \$14,000 awarded to HCCC by the Office of the Secretary of Higher Education (OSHE). The funding will be used to cover the costs of two HCCC job fairs.
- Supported Vice President Anna Krupitskiy and her colleagues in their development and offering of services that promote a culture of care and an inclusive work environment characterized by appreciation, recognition, fair and equitable treatment of all employees, open communication, personal accountability, trust, and mutual respect.

- Supported solutions to workplace issues that optimize college goals and sustain an environment in which employees continue to rank HCCC as a best place to work.
 - Supported continued and growing partnerships and collaborations of the HCCC Office of Accessibility Services and various HCCC offices and external organizations and agencies. These include the Commission for the Blind and Visually Impaired (CBVI); Division of Vocational Rehabilitation Services (DVRS); Workforce Recruitment Program (WRP); Heightened Independence and Progress (HIP); and HCCC Center for Adult Transition, among others.
 - Supported Dean of Academic Affairs and Assessment, Dr. Heather DeVries; and Vice President for Diversity, Equity and Inclusion, Dr. Yeury Pujols, in their successful application for HCCC's selection and participation in the nationwide Racial Equity Leadership Academy (RELA) that is sponsored by Achieving the Dream (ATD) and the University of Southern California's (USC) Race and Equity Center. The one-year program includes various planning meetings; conceptualization of a logic model; and a road map of interventions to address a Racial Equity Change Effort identified by the College. HCCC's Racial Equity Change Effort in this project focuses on increasing the retention and completion of Black and African American male students. Supported Dr. Pujols in his leadership of our RELA core team and deliverables.
9. Support the achievement of student organization goals, outcomes, and engagement, including the Student Government Association, the HCCC Chapter of Phi Theta Kappa International Honor Society, and other student organizations.

Outcomes

- Supported Assistant Dean of Student Life and Leadership Veronica Gerosimo, Associate Director Angela Tuzzo, and many other colleagues in their efforts to promote the growth and development of Student Government Association members, and excellence in their program and service initiatives. SGA worked continuously to bring the student voice onto committees and in campus-wide activities and opportunities during the past year. HCCC's SGA continued to facilitate efforts to bring together student leaders from all 18 community colleges to share best practices, collaborate, and develop community and networking opportunities during the 2022-23 academic year.





- Supported Phi Theta Kappa Chapter Advisor, Professor of Mathematics Theodore Lai; student PTK officers; and others in the induction of 229 students into the HCCC Chapter of Phi Theta Kappa International Honor Society during 2022-23.

- Supported HCCC student organization leaders and members, who hosted approximately 240 events and meetings during 2022-23 representing a large increase

over last year's total of 175 events and meetings. These included chapter meetings, community service, movie nights, guest speakers, off-campus trips, and other social and organizational events.

- Supported Associate Director of Student Life and Leadership Angela Tuzzo and Executive Director of the North Hudson Campus Joseph Caniglia in their coordination and offering of a new Aspiring Leadership Conference at the North Hudson Campus. The full-day conference was attended by more than 200 HCCC and area high school students.
- Supported the Office of Student Life and Leadership in their offering of a "Certified Student Leader/Communication for Changemakers" online leadership program. More than 25 students participated in spring 2023.
- Supported the HCCC Student Government Association, which had one of the largest and most active student leader boards during 2022-23. Members participated on campus-wide committees; held monthly Town Hall Meetings; invited campus leaders to share college updates to students, and many other initiatives. The HCCC SGA continued to host meetings with student governments across the state to share best practices, collaborate, and provide community. HCCC student leaders



served as panelists and participants in the annual New Jersey Council of County Colleges (NJCCC) Student and Alumni Convening held at Middlesex College in spring 2023.

- Supported student attendance and participation in regional and national conferences. These included the Hispanic Association of Colleges and Universities (HACU), ACCT National Legislative Summit, ATD Dream Conference, Phi Theta Kappa (PTK) Middle States Region Conference, PTK National Catalyst Convention, National Model United Nations, NJ League for Nursing, NJ Nursing Society Convention, Inclusive Leadership Conference, Bellwether Futures Assembly, and others.
- Supported the Office of Transfer Pathways in their hosting of a week of transfer seminars in collaboration with Phi Theta Kappa International Honor Society and offices across campus. Workshop topics included an HCCC Alumni Panel, Transfer Pathways and Advisement, Financial Aid and Scholarships, Letters of Recommendation/Essays, Resume Building, and others.
- Supported faculty advisers Dr. Raffaella Pernice and Raffi Manjikian in their formation of a new HCCC student chapter of the American Chemical Society, the premier national student organization for chemists.
- Supported Professor of Mathematics Dr. Ted Lai, Director of Academic Affairs Kenny Fabara, and Phi Theta Kappa student officers and members in multiple outcomes of excellence during the 2022-23 academic year. These included the HCCC PTK Chapter's recognition as a Five-Star Chapter, the highest level of recognition in the PTK International Honor Society; recognition of HCCC students with Leadership Excellence Awards and Service Excellence Awards; Chapter President Recognition; Chapter Member Hall of



Honor; Chapter Officer Hall of Honor; and Middle States Hero Hall of Fame, among others. Six HCCC members of PTK were named Jack Kent Cooke Undergraduate Transfer Scholarship semifinalists, a College record.

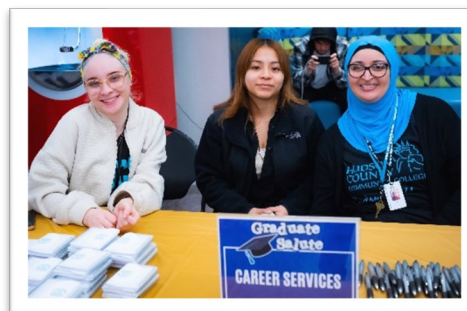
- Supported Instructor of English Heather Connors in her advisement of HCCC's Chapter of Sigma Kappa Delta (SKD), the national honor society for English. SKD's recently graduated president, Marlenne Andalia, was awarded the Dr. William C. Johnson Transfer Scholarship; 34 new student members were inducted into SKD in spring 2023; and 15 SKD members graduated in May 2023.
- Supported Psi Beta (national Psychology honor society) faculty advisor Sal Cuellar in



his mentorship of HCCC psychology students and Psi Beta members. The HCCC Chapter of Psi Beta held multiple events during the 2022-23 academic year; hosted a panel discussion with therapists entitled, "How to Become a Therapist;" sponsored the attendance of 14 students at the New York City Albert Ellis Institute's "Friday Night Live!" event; and coordinated activities for the annual Psychology Week national celebration, among others. Professor Cuellar accompanied two HCCC students at the regional Eastern Psychological Association Conference in Boston, MA.

- Supported HCCC Model UN Advisor Joseph Caniglia and eight students who attended the February 2023 Harvard Model United Nations Conference. HCCC students interacted with over 1,500 students from across the world to discuss and debate global issues.

- Supported the HCCC Business and Accounting Club, Office of Student Life and Leadership, Office of Financial Aid, and School of Continuing Education and Workforce Development in the offering of "Career Talks." The event provided opportunities for student networking with small businesses and employers, a tax tips presentation with Professor Lester McRae, a keynote address from UBS Financial Services, and an alumni panel.



- Supported the Business and Accounting Club, under the direction of Professor Lester McRae and Lecturer Sharon Daughtry, who led student travel to numerous business venues including the NJ Franchise Show, Wall Street, and Bloomberg offices.
 - Supported the HCCC Culinary Club that offered the 10th Annual Friends and Family event at the Culinary Conference Center in spring 2023. Students showcased their knowledge and skills to the community at the event attended by more than 100 people.
10. Lead and support aspirations for achieving and maintaining excellence in all areas of HCCC's academic mission, including continuous improvement in institutional effectiveness, program outcomes, student learning outcomes, disciplinary accreditation, and faculty and staff professional development and recognition.



Outcomes

- Supported the creation of an “auto-graduation” process. The Office of the Registrar evaluates all students enrolled to identify students who have achieved the requirements for earning a credential, and opportunities to apply that credential to other stackable certificates and degrees.
- Supported the Office of Institutional Research and Planning (IRP) in the transition of the Student Evaluation of Instruction process to IRP. This process was previously shared by the Office of Faculty and Staff development (for in-person and remote courses) and the Center for Online Learning (for online courses). The work this year included consolidating the survey instrument, consolidating the surveys on a single platform, and expanding the scope of evaluations so that every credit section offered on campus during the academic year was subject to a student evaluation. Assistant Director



Aycha Edwards led the initiative in collaboration with the Center for Online Learning, providing support to faculty members and deans, and managing the complex logistics of evaluation administration.

- Supported continuous improvement in assisting students to maintain/achieve Satisfactory Academic Progress (SAP). Supported Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and colleagues in the Office of the Registrar in their review of all student records twice annually in order to ensure students are not erroneously suspended or dismissed. Staff in the Office of the Registrar support and participate on the Student Academic Progress Committee by providing reports and transcripts to evaluate students' progress. The Committee reviews all elements of each student's record, including notes of advisors and deans. In January 2023, 6,312 student records were evaluated by the student system, resulting in 91 dismissals and 392 suspensions. Following the Student Academic Progress Committee's holistic review of the records, the numbers were reduced to 64 dismissals and 251 suspensions. Students were then invited to appeal the decisions. Thirty-three students appealed and more than half were approved to continue their studies.



- Supported efforts of Vice President Nicholas Chiaravalloti, Congressman Albio Sires, and U.S. Senators Bob Menendez and Corey Booker that resulted in a \$980,000 Federal Earmark Grant for the North Hudson Campus. Funding was used to convert seven classrooms with Immersive Telepresence Video (ITV) synchronous state-of-the-art technology. This project has provided more course and full program offerings in a wider array of academic programs for students at the North Hudson Campus in Union City.

- Supported Director of the Center for Teaching, Learning, and Innovation, Dr. Paula Roberson, in her leadership for the continued growth and development of the Center's activities including professional development opportunities for HCCC faculty, staff, and students. The Center continues to enjoy robust participation of internal and external stakeholders.



- Supported Dean of Libraries John Hernandez and his team in the acquisition of new databases and reference e-books, including two new databases to enhance access to research material relevant to diversity and inclusion; databases allowing users to analyze and visualize data across a wide range of social indicators as far back as 1790; new resources to explore and research developments and history related to the fast-growing cannabis industry; and the enhancement of the online collection in support of student learning.

- Supported Dean of Academic Affairs and Assessment Dr. Heather DeVries and School of STEM faculty and staff in their development of a new, one-year academic certificate in Construction Management. This new credential enables students to enter the construction field quickly while earning credits toward the Associate of Applied Science in Construction Management degree. Further supported the development of new proficiency certificates in Construction Technology and Construction Administration.



• Supported School of STEM and School of Continuing Education and Workforce Development colleagues in their creation of four industry-approved preparatory courses for the field of Construction and Construction Management. Students completing these new courses are prepared to take National Institute of Certified Engineers and Technicians (NICET) Levels I and II examinations for Highway Construction Inspection, Soil Technology, Asphalt Technology, and Concrete Technology.

- Supported School of STEM and School of Continuing Education and Workforce Development in their creation and offering of new certificate courses in Engineering Structures, Construction Project Management, Construction Cost Estimation, and Construction Surveying and Site Planning. These courses transfer for credit into the A.A.S. in Construction Management degree program.
- Supported faculty and staff in the School of STEM in their development of five new courses: Introduction to Data Science, Python Programming II, Data Visualization, Data

Modeling, and R Programming; and the additional area of Specialization in Construction in the Associate of Applied Science in Technical Studies degree program.

- **Supported faculty and staff in the School of Business, Culinary Arts, and Hospitality Management in their development and launch of a new cannabis studies curriculum that began in fall 2022. The School offers an A.A.S. degree in Business Administration-Cannabis Studies (60 credits), a Cannabis Business Management Certificate (33 credits), and a Cannabis Business Agent Proficiency Certificate (12 credits). Courses were launched in the on-ground modality and are now concurrently offered fully online.**
- **Supported the development of the A.S. degree in Supply Chain as an offering of the Lead College for the New Jersey Council of County Colleges/NJBIA Center for Workforce Innovation for Supply Chain Logistics. This program will be shared with community colleges throughout New Jersey, helping to reduce the disparity between curricular offerings and industry needs.**
- **Supported Lecturer of Criminal Justice Richard Walker in his development of a new Option, and a new Proficiency Certificate, in Social Justice Advocacy.**
- **Supported Dean Catherine Sirangelo, faculty, and staff in the School of Nursing and Health Professions in their development of a new Proficiency Certificate in Health Sciences, and a Proficiency Certificate in Community Healthcare Navigator. A new Academic Certificate in Pharmacy Technician is currently in development.**
- **Supported the School of Nursing and Health Professions in their continued expansion of clinical sites. New and/or expanded clinical sites include RWJ/Barnabas-Cooperman Site, Englewood Medical Group, New Era HemOnc Chemo Center, Optima Health, New Jersey Imaging Network (multiple locations), and Fit Foundry. Additional expansion of HCCC's clinical site inventory will be pursued in 2023-24.**
- **Supported and participated in multiple events to thank and recognize employees. These included a college-wide "Special Thanks and Recognition (STAR)" program in April 2023 celebrating employee milestones from five years of service to 30 years of service, and honoring 2022 and 2023 employee retirees; and a "Hudson is Home"**



Recognition Program in December 2022 recognizing employees and teams, including adjunct faculty, for exemplary leadership and service.

- **Supported Vice President for Human Resources Anna Krupitskiy and her colleagues in multiple technology improvements, including payment processing, employee onboarding and offboarding, and benefits enrollment processes. Supported the use of Ellucian Colleague’s Communication Management System that allows daily and regular college-wide communication to multiple college constituencies.**
11. **Oversee and support the growth and continuous improvement of HCCC’s Center for Online Learning, including the ongoing development of additional fully online programs, growth in online enrollments through new market penetration, the continuing development and improvement of services to support students and faculty participating in online and remote programs, and the success of students enrolled in online courses and programs. Support initiatives to enhance the quality of online teaching and learning including the maintenance of quality standards, the improvement of online program accessibility and equity, and the effective assessment of online, remote, and hybrid courses.**

Outcomes

- **See Outcomes above.**
- **Supported Executive Director of Online Learning Matthew LaBrake and colleagues including school deans, program coordinators, and faculty in their development of 36 new online courses and three new hybrid courses during 2022-23.**



- **Supported the Center for Online Learning and School of Business, Culinary Arts, and Hospitality Management in their launch of an Academic Certificate in Accounting, the eleventh fully online program at HCCC. This certificate offers an online stackable pathway to the fully online Associate of Science in Accounting degree.**
- **Supported the Center for Online Learning, and School of Humanities and Social Sciences, in their upcoming launch of three new fully online Education programs: Associate of Arts in Liberal Arts, Option in Early Childhood Education; Associate of Arts in Liberal Arts, Option in**

Elementary/Secondary Education; and Associate of Arts in Liberal Arts, Option in Special Education.

- Supported the Center for Online Learning and School of Nursing and Health Professions in their upcoming launch of two new fully online Public Health programs: Associate of Science in Health Services, Option in Public Health; and Proficiency Certificate in Community Healthcare Navigator.
- Supported the Center for Online Learning in the revision of 24 new online courses and three hybrid courses to improve student learning outcomes, engagement, and accessibility.
- Supported Executive Director of Early College Programs, Dr. Christopher Conzen, in his leadership to offer fully online HCCC majors at three Hudson County High Schools: Kearny High School (Liberal Arts), James F. Ferris High School (Business Administration), and Lincoln High School (Criminal Justice).
- Supported the Center for Online Learning (COL) in the release of new *Guidelines for Academic Freedom in Online Teaching*. The guidelines help ensure that HCCC faculty have independence in their teaching methods in online asynchronous courses consistent with their teaching experience in other modalities. The guidelines allow for generous instructor flexibility in selecting materials, instructional activities, and student assessment in online courses. The guidelines further incorporate accreditation standards and national best practices in online course delivery, ensuring consistency across course design and a student-centered learning experience.
- Supported a wide range of professional development opportunities in Online Learning for faculty and staff. These included a Faculty Certification for Online Teaching course; the creation of a faculty media room in the lower level of Gabert Library; support of COL multimedia specialist Cecily McKeown for all faculty and staff; and other programs and services.
- Supported COL practices to orient students who study online, and facilitate their learning and success. Students are now automatically enrolled in the Hudson Online Student Orientation, a self-paced course that introduces them to the Canvas platform and multiple aspects of online learning. During 2022-23, 1,783 students were enrolled. Further, the COL produced a series of Introduction to Canvas videos that




were developed around faculty observations regarding areas of difficulty experienced by students. In fall 2022, the videos were updated to include Spanish and Arabic captions. This series is now a component of CSS-100, our College Student Success course, which approximately 71% of HCCC students take during their first semester at HCCC. COL has created a new webpage to help students understand how to be a successful learner within each instructional modality.


- Supported expanded technology to enhance online teaching and learning. *Rosetta Stone Catalyst* was procured to provide emerging bilingual students with resources that will enhance their language learning experiences, reinforce content knowledge, and improve retention and mastery of skills. This software will contribute to increased retention rates of the College’s ever-growing second-language student population. Students use the software at the ESL Resource Centers at both campuses.

- The Center for Online Learning (COL) doubled usage of the COL *Mediasite* platform last year, from 458 videos to 1,103. *Mediasite* is utilized for hosting and captioning multimedia content for online courses.


Technology in Classrooms




ITV
Fully immersive video classrooms with built in cameras, televisions, microphones, writing tablet, document camera, and computer.
[View ITV Room - L Building](#)



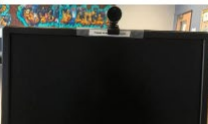
TV Carts
The TV Carts include a flat-screen high definition television, a Logitech camera, sound bar system, microphone, and a computer.




WebEx Board
With the Cisco Webex Board, you can wirelessly present, whiteboard, video or audio conference, and even annotate shared content. The Webex Board has everything you need for team.
[How to use a WebEx Board](#)




Logitech Camera
The Logitech cameras have more capability, including remote control pan, tilt, and zoom. Logitech cameras connect to the room computer.



Webcams
High resolution camera with a fixed, wide-angle field of view. The webcams connect to the room computer(s).



Aquos TV
Large touchscreen TV with a computer and webcam.



eGlass Board
The eGlass Board is an illuminated glassboard with a camera that is able to capture the user's face and writing in the same window.
[Video Tutorial](#)

- Supported the introduction of *Honorlock* as COL’s new proctoring and identity verification tool available for use by instructors teaching across instructional modalities. Further supported use of *Nearpod*, the COL’s new active learning and student engagement platform for courses across instructional modalities. *Nearpod* increases student participation and learning through interactive engagement tools, digital collaboration, built-in assessment, gamified lessons, and immersive 360/VR experiences.

- The COL also collaborated with the Offices of Information Technology Services, and Student Life and Leadership, to introduce a new technology in Canvas called *Namecoach*. This service provides accurate audio name pronunciations in Canvas for easy playback by classmates, promoting inclusivity and belonging in the classroom. COL is moving to *Turnitin*, an enhanced online plagiarism detection vendor

that includes an AI Writing Detector to combat the inappropriate use of tools such as ChatGPT.

- Supported Executive Director of Early College Programs Dr. Christopher Conzen and his team in their engagement with 141 Early College students who took online courses in 2022-23, and 40 students who took remote courses. 92% of these students passed their courses.
- Supported Dr. Christopher Conzen and his team in their outreach to students in three high schools who are pursuing a major that is fully online. The schools and online programs are Kearny High School (Liberal Arts AA), James F. Ferris High School (Business Administration AS), and Lincoln High School (Criminal Justice AS). These online programs provide students who may not have transportation to the Journal

Square campus with optimal flexibility in scheduling courses.



- Supported staff in the Office of Student Affairs and Enrollment, and Center for Online Learning, in their development of a new policy regarding modality flexibility for fully online students when courses required in their programs are not available online. This policy has removed

a barrier students sometimes face when pursuing fully online programs.

12. Support continuing equity initiatives to expand the use of Open Educational Resources and textbook-free courses throughout the College in order to reduce the cost of textbooks and other educational materials. Lead and support planning, implementation, and goal/outcome attainment related to scaling textbook-free course and program opportunities to all students. Empower and support the Textbook-Free/OER Steering Committee to lead this work and achieve specific annual goal outcomes.

Outcomes

- See Outcomes above.
- Led and supported Director of Open Educational Resources Michael Whelpley and colleagues across the College in the growth and development of Open Educational

Resources and textbook-free courses and programs. Supported Dean of Libraries John Hernandez and his colleagues in their multiple efforts to assist faculty in finding zero-cost and low-cost textbook alternatives for their courses. In summer, fall, and winter of 2022, 175 sections of 32 different courses were offered with zero-cost textbooks; total enrollment in these courses was 1,616 students who saved an estimated \$161,000 in textbook costs. In spring 2023, 148 sections of 32 individual courses were offered with zero-cost textbooks, serving 2,017 students who saved an estimated \$201,700.

- **Supported the tagging of OER course sections on the course schedule so that students can easily identify zero-cost course sections available to them. During 2022-23, 344 zero-cost book course sections were offered, and this number is expected to increase each semester until every course and every program has a zero-cost option. This is a charge of the newly appointed OER Task Force.**

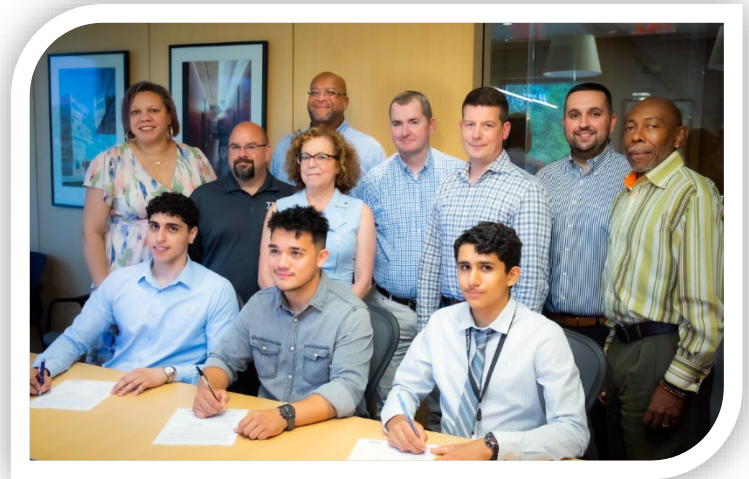
13. Lead and support innovative thinking and exploration in all of our college and academic enterprises. Encourage and support faculty and staff professional development, and the involvement of the College community in regional and national organizations that explore and share best practices and new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

Outcomes

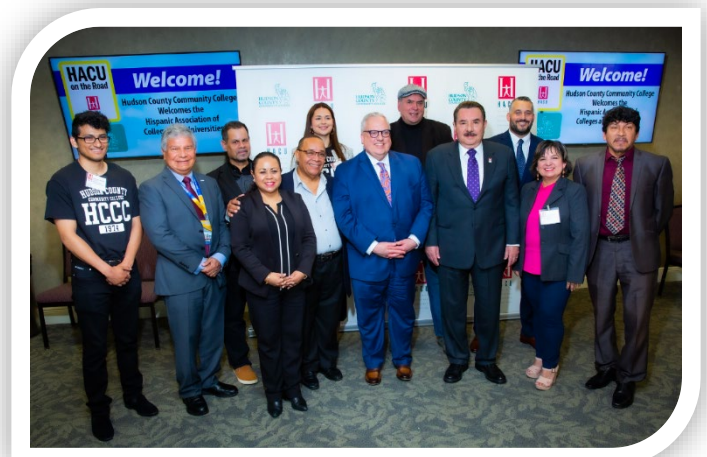
- **Supported a wide range of professional development opportunities for faculty and staff, including workshops, speakers, and other activities offered through the Center for Teaching, Learning, and Innovation; Office of Faculty and Staff Development; the President’s Advisory Council on Diversity, Equity and Inclusion; the Office of DEI, and others. Supported Dr. Paula Roberson in her leadership for the continued growth of educational opportunities and participation in certificate programs offered by our partner, the Association of College and University Educators (ACUE).**



- Led and supported HCCC presentations and participation in myriad professional development conferences and activities throughout the nation. During 2022-23, these included the National Conference for the First Year Experience; Achieving the Dream (ATD); Bellwether College Futures Assembly; National Association of Student Personnel Administrators (NASPA); National, Eastern, and New Jersey Association of Student Financial Aid Administrators; National Alliance of Concurrent Enrollment Partnerships (NACEP); National Anti-Hunger Policy Conference; NJ Chair Academy; Leadership Institute in the Tri-State Consortium of Opportunity Programs; American Association of Community Colleges (AACC); Association of Community College Trustees (ACCT); Hispanic Association of Colleges and Universities (HACU); National Association of Colleges and Employers (NACE); National Conference on Race and Ethnicity (NCORE); Western Association for Counselor Education and Supervision (WACES); National Institute of Staff and Organizational Development (NISOD), and others.



- Supported Vice President for Diversity, Equity and Inclusion Dr. Yeurys Pujols, colleagues across the college, community members, and beyond in HCCC's hosting of the Northeast and Mid-Atlantic Creative Placemaking Summit; and the Hispanic Association of Colleges and Universities "HACU on the Road" at HCCC. Both events were held in May 2023 and attended by hundreds of participants.



- Supported the expansion of Program Advisory Board meetings and participation. For the first time in many years, all academic schools held their respective advisory board meetings during the same evening in fall 2022. The all-school gathering of over 75 internal and external volunteers allowed for the sharing of announcements, new programs, and other initiatives among the community leaders who volunteered their time and expertise to advise and enrich our curriculum.

- The new Cannabis Advisory Board met for the first time in November 2022. Over 20 community activists, attorneys, local cannabis retail applicants, and adjunct faculty discussed the launch of our first sections of cannabis courses.

- Dean Ara Karakashian and the School of Business, Culinary Arts, and Hospitality Management hosted an advisory board meeting in March 2023 with over 30 attendees. Representatives of Montclair State University, Fairleigh Dickinson University, local enterprise and community leaders discussed Culinary Arts, Baking and Pastry, Hospitality Management, Accounting, Business, Supply Chain Management, and cannabis curricula.



- Supported North Hudson Campus Executive Director Joseph Caniglia in the development of a North Hudson Campus Advisory Board comprised of Union City business organizations, high school counselors and administrators, and HCCC employees.

- Supported Dr. Ara Karakashian and Associate Professor Elana Winslow in their voluntary participation in the reaccreditation and external review process for the Middle States Commission on Higher Education and Kingsborough Community College’s Business Program Review, respectively. Further supported Dr. Karakashian’s testimony before the Jersey City Cannabis Regulatory Commission.





- Supported Center for Online Learning staff in their professional presentations and development. Executive Director Matthew LaBrake participated in the 2022 cohort of the Institute for Emerging Leadership in Online Learning, a four-month leadership development program sponsored by the Online Learning Consortium (OLC) in partnership with Arizona State University. Matt has been invited to serve as a proposal reviewer and “Track Chair” for the fall 2023 OLC conference.

- Multimedia Specialist Cecily McKeown presented a research paper entitled “Instructional Visual Communication – Bullet Points (alone) Are Not Learner-Centered,” at the virtual *EdMedia+ Innovate Learning 2022*

conference in June 2022, and at the *Technology and Learning* conference hosted by Montgomery College in September 2022.

- Supported Dr. Paula Roberson and the Center for Teaching, Learning, and Innovation in their offering of staff professional development courses through the Association of College and University Educators (ACUE). In fall 2022, 13 faculty completed the course titled “Creating an Inclusive and Supportive Online Learning Environment.” In spring 2023, six faculty completed “Inspiring Inquiry and Preparing Lifelong Learners in Your Online Course.” Five faculty are currently enrolled in “Promoting Active Learning Online.”

- At the August 2022 College Service Day, 24 faculty members received their ACUE certificate and pin for “Effective Online Teaching Practices.” The Center for Teaching, Learning, and Innovation also celebrated 20 faculty completers who earned the “Designing Student-Centered Courses” micro-credential; eight faculty who earned the “Inspiring Inquiry and Preparing Lifelong Learners in Your Online



Course” micro-credential; and five faculty who earned the “Promoting Active Learning Online” micro-credential.



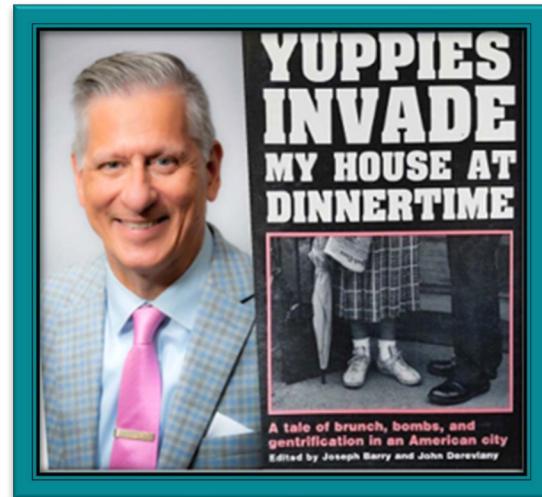
- Supported Director of the Center for Teaching, Learning, and Innovation, Dr. Paula Roberson, in her continued leadership for the Adjunct Faculty Professional Development Series. Nine adjunct faculty completed the series in fall 2022 and 14 completed in spring 2023.

- Supported Vice President for Human Resources Anna Krupitskiy and her team in their leadership and

support for the increased engagement of part-time staff and adjunct faculty in college-wide programs and services, including recognition, professional development, and wellness programs.

- Led and supported the Center for Teaching, Learning, and Innovation in the planning and delivery of the HCCC second annual Teaching and Learning Symposium on Social Justice in Higher Education. Held during the week of February 27, 2023, the virtual synchronous symposium featured 30 individual sessions, 53 presenters, and over 900 registrants from 132 colleges across 35 states and several foreign countries. Thirty-five New Jersey institutions and representatives of 32 municipal, civic, and social service agencies participated.
- Supported Dean of Business, Culinary Arts, and Hospitality Management, Dr. Ara Karakashian, and Associate Vice President for Continuing Education and Workforce Development, Lori Margolin, in their development of cannabis education and training including noncredit workshops, credit certificates, and an associate degree. In May 2023, Dr. Karakashian was recognized with the NJ Cannabis Insider Excellence in Education Award.
- Supported Lecturer of Business Sharon Daughtry in her leadership for the continued growth of HCCC’s Toastmasters International Club. Seventeen new members were recruited, bringing total membership to 25 HCCC faculty and staff who meet twice monthly.

- Supported Associate Professor of Theatre Arts Joseph Gallo in his leadership for the continued growth and development of HCCC's theatre arts program. Professor Gallo's documentary play, *Yuppies Invade My House at Dinnertime*, debuted at HCCC in spring 2023 and opened at Mile Square Theatre in Hoboken in March 2023. The play documents the gentrification of Hoboken in the 1980's.



- Supported Professors of Fine Arts Laurie Riccadonna and Jeremiah Teipen, who are currently exhibiting several of their works as part of the *Extraordinary Still Life* exhibition curated by Midori Yoshimoto at NJCU. Professor Riccadonna's painting, *Another Man's Treasure*, was selected to be part of a four-year exhibition at the United States Embassy in Brazzaville, Congo, as part of the U.S. Department of State "Art in Embassies" program.

- Celebrated Dr. Clive Li, Assistant Professor of STEM, for his selection to receive the 2023 Dale P. Parnell Distinguished Faculty Recognition Award by the American Association of Community Colleges. The award recognizes community college faculty who go above and beyond for student success inside and outside of the classroom.



- Supported a week of professional development dedicated to advancing the goals of *The Golden Door/La Puerta Dorada* project in November 2022. The presentations focused on best practices for creating supportive learning environments for ESL students. Sessions included "How Best to Utilize an Academic Coach in Your ESL Classroom," presented by ESL Specialist Dr. Stephanie Calo; "Providing High-Quality Feedback on Student Writing," presented by Director of ESL and Academic Foundations English Jed Palmer; "Mindfulness Meditation: The Practice of Gratitude in

an Educational Setting,” presented by Associate Director of ESL and Academic Foundations English Patrizia Barroero; “Prioritizing Social-Emotional Learning and Using Culturally Responsive Teaching to Support English Language Learners in Low-Level ESL Courses,” presented by ESL Instructor Michelle Vera; and “Strategies for Implementing Oracy in ESL Classrooms,” presented by ESL Instructor Saliha Yagoubi.

- Supported Continuing Education and Workforce Development staff in a wide range of professional development activities. These included the HCCC Gateway to Innovation presentation as a Top 10 Finalist for the 2023 National Bellwether Award; receipt of the Teamwork Award for the Gateway to Innovation project by the National Alliance for Partnerships in Equity; presentation of workshops about HCCC initiatives to serve justice-involved students at the 2022 National Council on Workforce Education (NCWE) and ACCT Leadership Congress; Lori Margolin’s panel presentation at AACC Workforce Development Institute Plenary; “Creating Transformational Pathways for Incarcerated Students” and “Cannabis Education” presentations at 2023 National Institute for Staff and Organizational Development (NISOD) national conference; guest faculty presentation at Northeastern Pennsylvania Workforce Leadership Academy; receipt of Certificates of Appreciation from Hudson County Corrections and Hudson County Department of Housing and Community Reintegration; and others.
- Supported best practices college-wide that led to multiple national awards and



recognitions in 2022-23. These included HCCC’s recognition as a “2023 Most Promising Place to Work in Community Colleges” by the National Institute for Staff and Organizational Development (NISOD) and “Diverse: Issues in Higher Education;” Honor Roll designation in the “2023 Great

Colleges to Work For” national recognition program conducted by ModernThink LLC in collaboration with the “Chronicle of Higher Education;” the 2023 Bellwether Award for the Hudson Scholars Program awarded to HCCC at the Bellwether College Consortium’s 2023 College Futures Assembly; the “2023 Outstanding HACU-Member

Institution Award” by the Hispanic Association of Colleges and Universities (HACU); “Leader College” Distinction by Achieving the Dream (ATD) in February 2023; selection into the University of Southern California and ATD Racial Equity Leadership Academy (RELA), and others.

- Supported colleagues across the College in their continued leadership and support for HCCC’s “Opportunity Meets Innovation” Grant. Supported nearly 200 HCCC trustees, faculty, staff, and students who completed the eCornell Diversity and Inclusion Certificate Program funded through this grant.



- Led and supported outcomes and best practices recognized nationally during 2022-23, including the following national awards:

- *INSIGHT Into Diversity 2022* and 2021 Higher Education Excellence in Diversity (HEED) Award, this year honoring HCCC as one of seven community colleges nationally to be named “Top Colleges for Diversity;”

- *INSIGHT Into Diversity 2022* “Inspiring Programs in STEM Award;”

- For the second consecutive year, HCCC was recognized by ModernThink LLC and the *Chronicle of Higher Education* as a “Great College to Work For,” this year achieving honor roll status for reaching seven of ten standards of excellence as determined through a survey of HCCC employees;

- One of 20 community colleges nationwide named “2023 Most Promising Places to Work in Community Colleges” by National Institute for Staff and Organizational Development (NISOD) in collaboration with *Diverse: Issues in Higher Education*, the second consecutive year HCCC was so recognized;



- One of two community colleges in the United States to be named a “Top Ten Finalist” in all three program categories for the nationally recognized 2023 Bellwether Awards; HCCC

received the 2023 Bellwether Award for the College’s cutting-edge “Hudson Scholars” program;

- 2023 “Leader College” designation by *Achieving the Dream*, recognizing HCCC’s exemplary work in advancing student success;
- 2023 Hispanic Association of Colleges and Universities “HACU-Member Institution Award” for exemplary leadership in support of Hispanic communities in higher education; and,



- 2023 “Campus Prevention Network Seal of Prevention” by Vector Solutions for “demonstrating leadership in digital prevention programming focused on student safety, well-being, and inclusion.”



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

Outcomes

- Supported the development, expansion, and refinement of articulation agreements with many four-year college and university partners.
 - A new articulation agreement with Felician University will allow HCCC students completing the A.S. in Cybersecurity degree to transfer seamlessly into Felician's B.S. in Cybersecurity degree program.
 - HCCC's articulation agreement with Thomas Edison State University (TESU) was modified to now include HCCC's Construction Management program. HCCC students who graduate with an A.A.S. in Construction Management degree can now transfer seamlessly into TESU's B.S. in Construction degree program.
 - HCCC's articulation agreement with Fairleigh Dickinson University was expanded to now include HCCC students who graduate with a Proficiency Certificate in Construction Management. These students may now transfer all HCCC credits to Fairleigh Dickinson's B.S. in Construction Engineering Technology degree program.
 - Supported a new articulation agreement with LIM College in New York City. HCCC students in the new A.S. in Business Administration - Option in Cannabis Studies degree program can transfer all credits earned into LIM College's Bachelor of Business Administration - Business of Cannabis degree program. HCCC students transferring into this LIM program will receive scholarship funding from LIM.
 - Students enrolled in HCCC's A.S. in Business Administration and A.S. in Accounting degree programs can now transfer credits to Felician University's respective bachelor's degree programs in Business Administration and Accounting. Students may continue their studies in Felician's MBA program.
- Supported Vice President Lisa Dougherty, Associate Vice President John Scanlon, and their colleagues on the HCCC CONNECT team in developing a robust new transfer pathway program with NJCU. This is the outcome of the Aspen-AASCU Transfer Intensive, a year-long, grant-funded national best practice collaboration. Supported



the continued analysis of transfer data patterns between our two institutions in addition to data to support expansion of the CONNECT model to other four-year partner colleges and universities.

- Supported School of STEM in outreach to K-12 students and teachers. In December 2022, approximately 60 students from the Dr. Michael Conti School (PS #5) in Jersey City visited the HCCC School of STEM. The eighth graders participated in hands-on



scientific activities designed to enrich their scientific knowledge and deepen their appreciation of the role science plays in their everyday lives. HCCC faculty, staff, and students guided the eighth graders through the different activities while asking them thought-provoking questions. Experiments included simulated blood typing, laser engraving, pH of household chemicals, and encryption and decryption of computer codes.

- Supported the HCCC Culinary Arts Institute in Early College relationships with Lincoln High School, Union City High School, and Harrison High School. During the 2022-23 academic year, over 40 students from these schools visited the Journal Square campus on Fridays and participated in culinary and baking lab classes. Students completing these programs earn seven credits toward their A.A.S. in Culinary Arts degree.
- Supported additional Culinary Arts Institute relationships with West Orange High School, Marion P. Thomas High School, Kearny High School, Newark Public Schools, and Orange High School. More than 50 students from these schools participated in HCCC courses.
- Supported the creation of the Hudson Scholars Career Club in spring 2023. This organization provides career advice to students enrolled in the HCCC Hudson Scholars program.
- Supported Dean Ara Karakashian and Professors Carrie Xiao and Lester McRae in their relationships with Deloitte, the New Jersey Society of CPA's, and

PricewaterhouseCoopers. Through these relationships, more than 70 students were made aware of CPA career and scholarship opportunities.

- Supported the School of Business, Culinary Arts, and Hospitality Management; and School of Continuing Education and Workforce Development, in their successful creation of five MOU's with local cannabis retail establishments. With their impending openings, these retail operations are offering scholarships, internships, and preferential employment for HCCC students upon graduation.
- Supported work leading to HCCC's selection as the administrative lead for the New Jersey Pathways Center of Workforce Innovation for Construction. NJ Pathways to Career Opportunities is a collaboration of the New Jersey Council of County Colleges (NJCCC) and the New Jersey Business and Industry Association (NJBIA). The Construction Center is focused on building pathways with aligned curricula shared across educational partners to serve the learning lifespan of students and workers and build an innovative workforce.
 - HCCC was also selected as the lead college for the Center for Workforce Innovation for Supply Chain Logistics in New Jersey. HCCC's A.S. in Supply Chain Management degree program will be shared with community colleges in New Jersey, helping reduce the disparity between curricular offerings and industry needs.
- Supported four new cohort degree tracks with three of our high school partners in the



Early College Program. James J. Ferris High School began a cohort of 24 students pursuing a Business Administration A.S. degree. Lincoln High School began two new cohorts. Nine students are pursuing a Criminal Justice A.S. degree and seven students are pursuing an Early

Childhood A.A. degree. Innovation High School began a cohort of 16 students who are pursuing an A.S. degree in Science and Mathematics during 2022-23.

- Supported Executive Director of Early College Programs Dr. Christopher Conzen in his creation of an articulation agreement in Supply Chain Management in Jersey City Public Schools.



- Supported Continuing Education and Workforce Development (CEWD) staff in their successful leadership of the NJ Supply Chain and Logistics Center for Workforce Innovation. 2022-23 accomplishments included development of an internal articulation agreement to provide credit for students who have supply chain management credentials; development of new courses and a new supply chain management degree that is expected to launch in spring 2024; and the offering of Early College supply chain management courses at Ferris High School in Jersey City. Next year's initiatives will include launch of a diesel mechanic registered apprenticeship program, CDL training program, growth of the Early College supply chain management program, and others.

- Supported CEWD staff's leadership in the development and implementation of a new Summer Training Institute in partnership with the New Jersey Reentry Corporation. Pathways are being offered to youth between the ages of 18 and 25 in education, certifications, and employment.

15. Lead and support the development of a data-rich culture, including continuous improvement in all areas of institutional planning, research and effectiveness. Support the integration of research; acquisition, analysis and sharing of meaningful data; data integrity; and institutional decision-making. Support the growing use of the American Association of Community Colleges (AACC) *Voluntary Framework of Accountability* for benchmarking and analyzing trends and outcomes related to HCCC's mission. Support the continued implementation of recommendations from *CampusWorks* for achieving continuous improvement in the processes and systems required for the identification, access, and disaggregation of data in order to inform our practice.

Outcomes

- See Outcomes above.
- Supported Dr. Gretchen Schulthes and colleagues across the College in HCCC's engagement with CampusWorks, a consulting organization that recently evaluated our research and information technology capabilities and recommended improvements to support our mission and priorities. Supported the selection and implementation of



EAB Navigate, a state-of-the-art student success platform that went live at HCCC in March 2023. Supported the creation of a Technology Working Group comprised of cross-college representatives to facilitate implementation of additional recommendations that have helped HCCC continue to remove barriers and improve technological processes for students and staff.

- Supported Associate Vice President for Institutional Research and Planning John Scanlon and his colleagues in their hosting of the second annual HCCC Data Summit in spring 2023. This college-wide convening focused on the “big picture” of institutional data. Feedback collected during the Summit confirmed areas of focus for the coming year. These included the continuing democratization of data access, and offering more professional development to support faculty and staff in data literacy and assessment strategies.
- Supported staff in the Office of Institutional Research and Planning in their development and introduction of a web-based, campus-wide data portal: Data@HCCC (data.hccc.edu). The site is a repository for descriptive and strategic data available to the campus community.

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

- Supported Dean of Financial Aid Sylvia Mendoza and her colleagues in the awarding of Community College Opportunity Grant (CCOG) funding to HCCC students. During 2022-23, 1,298 individual HCCC students were awarded \$2,955,378 in dispersed CCOG funding, again representing the most students served and dollars awarded of New Jersey's 18 community colleges.

- During 2022-23, HCCC's Office of Financial Aid implemented the second-tier eligibility rule as part of the New Jersey Promise initiative. This enhancement allows eligible students with an adjusted gross income (AGI) of \$65,001 to \$80,000 to receive up to 50% of the maximum CCOG award covering the portion of their tuition and fees not already funded through other available grants. Third-tier eligibility is now being added for individuals from households with an AGI of between \$80,001 and \$100,000.



- CCOG also funds staffing and programs in the Hudson Helps Resource Center. During the coming year, this funding will be used to hire an Enrollment Communications Coordinator to address a gap in needed staffing.

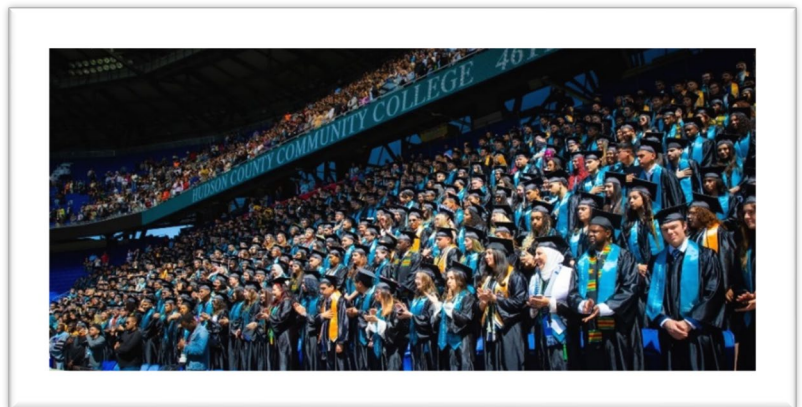
- Supported staff in the Office of Financial Aid in their processing and awarding of over \$30 million in financial aid awards to 7,432 individual students during 2022-23. These funds included scholarships, grants, and loans. The Office of Financial Aid further conducted over 3,000 verifications to ensure that federal, state, and institutional resources were distributed to students equitably.

- Supported Vice President for Business and Finance/CFO Veronica Zeichner and her Accounting and Finance colleagues in their leadership for continuous improvement outcomes of the Community College Opportunity Grant (CCOG). Encouraged and supported professional development of staff; college-wide initiatives to promote continuous improvement in student engagement; and ensuring that employee search and staffing processes include a commitment to student success. Supported innovative financial thinking and recommendations for supporting strategic enrollment management goals.



- Supported Vice President for External Affairs and Senior Counsel to the President, Dr. Nicholas Chiaravalloti, in his leadership for the development and execution of strategies and priorities for securing HCCC funding from local, state, and federal sources. Dr. Chiaravalloti continues to conduct regular meetings with elected officials to discuss policy and funding priorities. Supported his leadership to secure \$2.2 million in direct federal funding, and over \$600,000 in state funding through the Office of the Secretary of Higher Education. Dr. Chiaravalloti also continues to advocate gap funding from the County and state related to the construction of the HCCC Tower.

- Supported Purchasing and Procurement colleagues in their leadership for thoroughly assessing needs to purchase goods and services required for staff and student development and activities. Supported Offices of Finance, Information Technology, Public Safety and Security, and Operations and Engineering to ensure that Request for Proposal (RFP) specifications comply with requirements of “Fair and Open” processes.
- Supported Facilities/Operations colleagues in their leadership for optimization of the ordering and distribution of supplies and materials, helping ensure inventory control and service efficiency. Supported improvements of Hudson Helps food pantries at the Journal Square and North Hudson campuses. Supported continued development and upgrades to the multiple-year Immersive Telepresence Video (ITV) technology project including new AV monitors, speakers, control panels, and other connectivity devices in more than 20 labs and classrooms. Supported the construction of new glass barriers for the Gabert Library and North Hudson campus terraces, and other projects.
- Supported Information Technology Services colleagues in their efforts to improve CCOG processes; administrative units in streamlining processes for efficiency and the removal of barriers for students; improvements in data processing and security to enable data informed decision-making across the College; installation of ITV technology for the Center for Online



Learning and Center for Teaching, Learning, and Innovation; technical implementation of the EAB Navigate Student Success platform; technical implementation of CourseDog software for course planning, the course catalogue, and events and space management; and continuous improvement initiatives to formalize a College Data Governance procedure in collaboration with the Office of Institutional Research and Planning, and Ellucian.



- Supported Executive Director of Safety and Security Jack Quigley and his colleagues in their leadership for continuous review and improvement of measures to ensure the safety of the College community. 2022-23 initiatives included staff development, ongoing campus-wide threat assessment in collaboration with the Hudson County Prosecutor's Office,

management of the ALICE Academy, installation of additional cameras and panic buttons campus-wide as needed, support for the HCCC Office of Mental Health and Wellness, participation on the HCCC Care Team, and many other proactive efforts.

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

Presidential Goals:

1. Fully support the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI), and the Office of Diversity, Equity and Inclusion. Lead and support efforts to achieve continuous improvement in the four overarching priorities of the College's DEI Action Plan: Supporting an inclusive culture of care at HCCC, including DEI infrastructure and the development of training, programs and initiatives across the College; Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring, screening committee policies, promotion considerations, and succession planning;

Creating clear and transparent processes for safety, security and incident reporting that are free of intimidation and respectful of confidentiality; and, Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation. Review, and, when appropriate, act upon recommendations for continuous improvement in all areas of diversity, equity and inclusion.

Outcomes

- **Supported the President’s Advisory Council on Diversity, Equity, and Inclusion (PACDEI) in the achievement of goals based on a foundation of data-informed decision making. Supported the Office of Institutional Research and Planning in the reporting and disaggregation of data, and subsequent analysis, relevant to PACDEI initiatives.**
 - **During 2022-23, PACDEI and the Office of Diversity, Equity and Inclusion completed all action items and goals of the 2021-24 DEI Action Plan. During the coming year, a second climate survey will be distributed widely to the entire HCCC community, and results will inform the development of a new DEI Action Plan that charts the path forward for continuous improvement and enhanced excellence.**

- **Led and supported the inaugural HCCC Diversity, Equity and Inclusion Summer Retreat offered in the Culinary Conference Center in July 2022. Entitled “Glocal Summer Retreat,” the two-day program hosted sessions that facilitated introspection, dialogue, reflection, and an environment in which participants could speak openly and engage comfortably with one another.**

Participants discussed DEI accomplishments, new opportunities, and college priorities going forward. Nearly 100 students, faculty, staff, and community members participated. The second annual DEI Retreat was held in July 2023 and featured speakers Rev. Al Sharpton and Columbia University Dean of Journalism Dr. Jelani Cobb. Nearly 300 HCCC family and community members participated in the July 2023 retreat.



- Supported the continued growth and development of the Hudson Scholars Program. While HCCC students in the program from all demographic backgrounds have benefitted from the intensive support of their Hudson Scholars Academic Counselors, students from traditionally underrepresented groups have seen a particular benefit – a notable outcome reflective of the College’s dual focus on diversity, equity and inclusion, and student success.
 - During 2022-23, Hispanic or Latino participants were 31% more likely to persist fall-to-spring; 46% more likely to persist fall-to-fall; 52% more likely to persist to term 4; and 363% more likely to graduate in two years.
 - Black or African American participants were 52% more likely to persist fall-to-spring; 83% more likely to persist fall-to-fall; 80% more likely to persist to term 4, and 275% more likely to graduate in two years.
 - The effects of scaling Hudson Scholars to serve more students centers around DEI. Since the start of the Hudson Scholars program, 272 students have participated in at least one task centered on increasing awareness of diversity, equity and inclusion.



- Supported the enrollment of nearly 200 HCCC faculty, staff, and students in the e-Cornell Diversity and Inclusion Certificate program. Additional faculty and staff continue to participate and will lead future professional development offerings using the information and insights gained from this nationally recognized program.
- Associate Director of DEI Natalia Vazquez-Bodkin, and Lecturer of Criminal Justice Richard Walker, developed a DEI Employee Training Program in CANVAS consisting of six modules that offer information included in and beyond the eCornell certificate program. The training will address issues such as employee and student access, equity, inclusion, diversity, and non-discrimination. Participants will explore discriminatory practices and implicit associations based on

race, biological sex, age, social class, gender identity, ethnicity, ableism, neurodiversity, and more. The training is self-paced, allowing participants flexibility in completing the modules. The program will launch in spring 2024 following the final

offerings of the eCornell certificate training. Participants will receive three digital badges upon completion.

- Supported the continued involvement of faculty, staff, and students in LGBTQ+ Safe Space training provided by our partner, Hudson Pride. Dean of Libraries John Hernandez is encouraging all library staff to take part in the training and to have the HCCC Libraries officially designated as Safe Spaces at the Journal Square and North Hudson campuses.



- Supported Associate Director of Diversity, Equity and Inclusion Natalia Vazquez-Bodkin, and Lecturer of Criminal Justice Richard Walker, in their creation of a DEI Internship/Externship/Service Learning Student Liaison Program. HCCC

students and undergraduate and graduate students at Rutgers University, Kean University, and other institutions are able to complete learning hours at the HCCC Office of Diversity, Equity and Inclusion. Students receive course credit and/or volunteer hours.

- Celebrated Assistant Dean of Student Life and Leadership Veronica Gerosimo's receipt of the "Hudson Pride Center Community Leadership Award." This honor recognizes "LGBTQ+ leaders who have made a contribution to raising LGBTQ+ awareness and creating safe, inviting spaces for community members to celebrate one another."



- Supported External Affairs and CEWD team member participation in HCCC's JED Campus initiative, CARE Committee, and Generation Hope FamilyU cohort. Vice President for External Affairs, Dr. Nicholas Chiaravalloti, continues to serve on PACDEI and is involved in Latino and African American outreach. He is currently developing a strategy to partner with the growing Arabic and Asian communities in Hudson County, with inaugural meetings scheduled for summer 2023.

- Supported the Office of Diversity, Equity, and Inclusion; members of PACDEI; the Office of Human Resources, and others in their offering and participation in the “Our Stories Untold” Series. Through this unique programming, student, faculty, and staff volunteers tell their personal, educational, and professional stories. During 2022-23, the series featured stories of Dr. Burl Yearwood, Dr. Jerry Lamb, Victoria Orellana, Jacqueline DeLemos, Lori Margolin, and Dr. Sirhan Abdullah. Feedback from participants was affirming and inspirational.

- Supported Vice President Anna Krupitskiy and her colleagues in the continued implementation and refinement of the new Employee Compensation and Classification System. This new system and structure help ensure equity in employee reclassification, salary adjustments, hiring of new employees, new appointment salary determinations, and other processes related to ensuring salary equity.



- Led and supported HCCC’s compliance with the New Jersey Department of Education Methods of Administration (MOA) Civil Rights Compliance Review for Career and Technical Education Programs of Study. Conducted at HCCC during 2022-23, the purpose of the study was to ensure civil rights compliance in the areas of Title IX (gender equity), Title VI (discrimination based on race or national origin), and Section 504 (disability and accessibility). The audit consisted of a three-part process that began in spring 2022 and concluded in spring 2023. Interviews were conducted in March and April of 2023. HCCC received commendations and was found to be in compliance in most areas. Some technical accommodations were noted that are being addressed.





- Supported the Center for Teaching, Learning, and Innovation’s second annual Social Justice Symposium in early March 2023. HCCC achieved record attendance at this virtual convening, including representatives of 55 community colleges, 76 four-year institutions, two international colleges, and 15 Historically Black Colleges and Universities (HBCU’s). Nearly 900 people participated in HCCC’s 2023 Symposium.

2. Lead and support continuous improvement in the recruitment, retention, and development of an increasingly diverse population of students, faculty and staff, including a workforce that reflects the diversity of students and the community served by HCCC. Support and ensure consistency across the College in following new College policies and procedures related to employee recruitment,

professional development, and promotion. Engage and support the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI), and the Office of Human Resources, in these and related efforts.

Outcomes

- See Outcomes above.
- Led and supported comprehensive and systemic efforts to discuss, plan, and promote diversity, equity, and inclusion best practices and initiatives including the work of the President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI) that is broadly representative of the HCCC community. The Council advises the president and college leadership on all matters pertaining to DEI, including hiring, employee success, student retention and student success, services, programming, climate, partnerships with community agencies, and many others.
- Led and supported the growing outreach of the HCCC Latino Advisory Council to promote the increased educational attainment of members of the Hudson County Latino community and beyond.
- Supported the growth and continued development of the HCCC Latino Advisory Council to promote the increased educational attainment of members of the Hudson County Hispanic community and beyond.

- Supported the growth and continued development of the HCCC African American Outreach Committee, led by Trustee Pamela Gardner with the involvement and support of Trustee Bakari Lee. Committee members seek to promote the increased educational attainment of the Hudson County African American community and beyond.
- Supported Vice President Anna Krupitskiy and colleagues across the college in the systematic creation, review, and refinement of HCCC policies and procedures. These included development and refinement of a Human Resources Policy; Reclassification Procedure; Flexible Work Arrangements Policy and Procedure; Awarding of Emeritus/Emerita Status Policy and Procedure, and many others. All Board-approved policies, and their related Cabinet-approved procedures, are posted on the HCCC website.
- Supported Vice President Anna Krupitskiy, Associate Vice President John Scanlon, and their colleagues in the implementation of a new employee applicant tracking system. This Neoed system will allow the College to track candidates through the application “pipeline,” with specific focus on “leaks” and equity gaps. It will allow the College to assess the efficacy of recruitment spending, and help identify the best avenues for recruiting diverse pools of qualified candidates.
- Led and supported the recruitment and employment of 14 new full-time faculty across HCCC’s four academic schools in fall 2022. Eight of the 14 new full-time faculty served previously in either an adjunct or temporary full-time teaching role. The School of STEM hired four full-time tenure track faculty and adjunct faculty that include colleagues originally from Africa, Asia, Europe, and South America.
- Supported the hiring of two bilingual faculty instructors to participate in Title V grant activities. Saliha Yagoubi and Michelle Vera teach dedicated sections of *ESL Skills for Success 1 and 2* to students who are native speakers of Spanish.





- Supported promotion to the rank of Assistant Professor, and tenure, of six faculty members approved by the Board of Trustees in spring 2023: Dr. Jeanne Baptiste (English), Fidelis Foda-Kahouo (Mathematics), Karen Galli (English), Dr. Clive Li (Engineering Science), Dr. Jihan Nakhla (Medical Assisting), and Dr. Fatma Tat (Chemistry). Supported Dean of Academic Affairs and Assessment, Dr. Heather DeVries, who chaired the Tenure Review Board; and Vice President for Academic Affairs, Dr. Darryl Jones, who

recommended the candidates for review and approval by the Board of Trustees.

- Supported the promotion of eleven faculty members subsequently approved by the Board of Trustees in spring 2023.
 - Promoted from Assistant to Associate Professor were Dr. Sirhan Abdullah (Medical Assisting), Dr. Peter Cronrath (Business), Evgeniya Kozlenko (English as a Second Language), Kewal Krishan (Academic Foundations Mathematics), Craig McLaughlin (Psychology), Lester McRae (Accounting), and Elana Winslow (Business).



- Promoted from Associate Professor to Professor were Dr. Shannonine Caruana (ESL), Claudia Delgado (Academic Foundations Mathematics), Dr. Nadia Hedhli (Biology), and Catherine Sweeting (English). Supported Associate Dean of Academic Affairs, Dr. Pamela Bandyopadhyay, who chaired the Promotion Committee; and Vice President for Academic Affairs, Dr. Darryl Jones, who recommended the candidates for promotion.
 - Led and supported the conferring of Emeritus/Emerita status to nine retired faculty members and one retired administrator in spring 2023 with approval from the Board of Trustees. Supported leadership of Dr. Darryl Jones and other Cabinet members in preparation of a policy and procedure for this new process and opportunity to acknowledge retirees following long and distinguished periods of service to HCCC. Celebrated the following HCCC retired colleagues: Philip Cafasso, Paul Dillon (posthumously), Salvador Figueras, Dr. Thomas Hsieh, Dr. Nabil Marshood, Siroun Meguerditchian, Denise Philips, Harvey Rubinstein, Dr. Modjeh Tabatabaie, and Barry Tomkins.
 - Supported the collaboration of the Office of Student Life and Leadership and Office of DEI in the continued growth and development of the DEI Student Passport Program. During 2022-23, 89 students were enrolled in the eight-week program, and 60 students completed the program, representing the highest completion rate since the program's inception.
3. Lead and support efforts for continuous improvement in our services – and the removal of barriers – for student parents, Veteran students, and international students. Working collaboratively with students, faculty, staff, trustees, and community partners, support continued changes in institutional policies and procedures to address the unique needs of these student populations. Promote professional development and the refinement of staffing and structures to accomplish improvement goals and outcomes.



- Supported the development of the DEI Student Liaison Program that supports HCCC students with service learning internships, and external undergraduate and graduate students in internships and externships. Students selected for these opportunities are interested in creating safer and more inclusive communities. They work in the HCCC Office of Diversity, Equity and Inclusion as DEI representatives to advance efforts in justice, equity, diversity, and inclusion for specific student demographics. Students may choose various campus sites/areas to serve particular populations, such as student parents, Veteran students, international students, and many others. DEI Student Liaisons attend meetings with designated site area supervisor(s) and others to identify needs and engage in a specific project for a semester.



- Supported Dr. Yeurys Pujols, Michelle Vitale, the Office of Cultural Affairs, Professors Laurie Riccadonna and Jeremiah Teipen, and others in their creation and leadership for a grant-funded student SNAP project and exhibit on view in the Dineen Hull Gallery with student artwork displayed on the front of the Gabert Library. Funded by the Robert Wood Johnson Foundation in collaboration with Rutgers University, the project involved many HCCC students whose artwork was published.

- Supported adding student parents, degree-seeking Early College students, and students enrolled in the Educational Opportunity Fund (EOF) program to our priority registration populations.

- Led and supported HCCC's successful application to participate in the 2023-25 cohort of Generation Hope's FamilyU program. Participation in this national best-practice program will support the creation of a framework to better support student parents. Generation Hope has waived the participation fee for HCCC due to their recognition of the priority we have placed on continuous improvement in supporting student parents.

- Supported Dr. Christopher Conzen and his Early College Program colleagues in their initiative to offer on-site support for student parents taking evening courses at HCCC's Secaucus Center.
- Supported continuous improvement of services and programs for Veteran students. These include review and refinement of the VA catalogue; training and certification of Wajia Zahur and Felicia Allen to become additional School Certifying Officers; review of all VA processes and structures for continuous improvement; and approval of a full-time Director of International and Veteran Students staff position.
- Supported continuous improvement of services and programs for International students. These include continued engagement with Keystone to identify potential international students; creation of a new landing webpage with HCCC branding, pictures, and information of interest to international students, and other initiatives. HCCC currently serves 37 international students with plans to increase that number with new strategies and staffing.
- Led and supported Vice President for DEI Yeurys Pujols, Dean of Enrollment Services Matthew Fessler, and Registrar Victoria Orellana, in their research, recommendations, and initiatives to better serve and support Veteran and international students. The project included various visits to institutions hosting successful Veteran and international student services, including Saint Peter's University and Middlesex College, and the review of input provided by our 17 sister NJ community colleges. Approved a full-time Director of Veteran and International Student Services position to help develop a vision for continuous improvement and leadership in both of these areas.
- Supported the Office of Student Affairs and Enrollment in a continuing focus on hiring staff to better serve our diverse student populations, and offering services in multiple languages. A growing number and array of events are being held in multiple languages, including open houses and career workshops.



- Supported staff in the Abigail Douglas Johnson Academic Support Services Center in their offering of math and writing tutoring services for students who are clients of the New Jersey Reentry Corporation (NJRC). Further supported the School of Business, Culinary Arts, and Hospitality Management’s support of a second cohort of reentry students enrolled in HCCC’s Hot Foods Proficiency Certificate program. Three of these students graduated with this credential in May 2023.



- Supported the Office of Cultural Affairs in their hosting of the *Art Fair 14C Partnership* exhibition at the Armory Military Facility in Jersey City. The Dineen Hull Gallery proudly co-partnered as a sponsor for New Jersey’s Art Fair. The Office of Cultural Affairs provided artist support, marketing, and visitor transportation. HCCC students provided customer service to over 4,000 guests over the Veterans Day weekend.
4. Lead and support college-wide collaboration and participation in programs and cultural activities that examine and promote thought, reflection, creative expression, and open and respectful dialogue. Promote openness and respect for the sharing and discussion of different points of view, concerns, and multiple perspectives about values, attitudes, beliefs, cultural traditions and other areas of difference. Support the empowerment of all community members and an environment in which all voices are welcomed and encouraged.

Outcomes

- Supported Assistant Dean of Student Life and Leadership Veronica Gerosimo and colleagues and student leaders across the college in their recognition and celebration of major cultural and commemorative months. During 2022-23, these included Hispanic Heritage Month, Filipino Heritage Month, Black History Month, Women’s History Month, Pride





Month, Arab American Heritage Month, and Asian American and Pacific Islander Heritage Month.

- **Hispanic Heritage Month highlights included a Mariachi performance, Truckin' Thursday spotlight, Comedy Show, and Trivia Night.**

- **Filipino Heritage Month, celebrated for the first time at HCCC, offered a Truckin' Thursday spotlight, a Filipino Cooking Class in collaboration with the Culinary Affairs Institute (CAI), and Trivia Night.**

- **Black History Month highlights included a weekly raffle sponsored by**

Black-owned companies, a Social Media Student Spotlight, an Afternoon of Jazz and Treats from a Black-owned catering business, a Coffeehouse, and an historical trip to Philadelphia, PA.

- **Women's History Month activities included a social media student spotlight, DIY workshop, self-confidence workshop, health and wellness fair, and vision boards.**

- **HCCC Pride programming featured the second year of HCCC's PRIDE Parade bringing together college community members and partners from NJCU, Saint Peter's University, Hudson PRIDE Center, and Project LOL. Events also included a Drag Show, grab and go rainbow candles, Safe Space Training, and a self-defense**



- class. LGBTQIA flags were also hung in prominent places on both campuses.
- Ramadan was celebrated by the Programming Board with a variety of grab and go events, providing students an opportunity to break fast with one another.
- Arab American Heritage Month featured a Middle Eastern Festival, “Make Your Own Flag” event, and Arabic Poetry Reading.



- Asian American and Pacific Islander Heritage Month featured a social media student spotlight, Asian Festival, Onigiri Meal Kit distribution, and a trip to Bloomfest to celebrate Cherry Blossom Season.
- Additional events were held to bring awareness to Eating Disorders, Mental Health, celebrating our Veteran students, St. Patrick’s Day, and Easter.
- Graduation celebrations were hosted for various student populations, such as Kente Graduation, Lavender Graduation, an ESL Graduation Ceremony,

and celebrations for honor societies including first-generation students and adult learners.

- Supported Vice President Yeurys Pujols, PACDEI, and others in sponsoring a talk by Christian Smalls, President of the Amazon Labor Union, in February 2023. The program, which kicked off HCCC’s celebration of Black History Month, covered the



speaker’s foundation and experiences, the global media coverage of the landmark unionizing of the first-ever Amazon building, and Mr. Smalls’ visit to the White House.

- Led and supported PACDEI, the Office of DEI, and others in hosting HCCC's first annual 9/11 Memorial in September 2022. The College hosted Syed Umar Warsi on campus to discuss his experience growing up as a Pakistani Muslim American during the aftermath of 9/11, and the differences between living in New York City and more conservative parts of the country as a Muslim in post-9/11 America.



- Led and supported staff of the Office of Cultural Affairs in their organization and hosting of the first ever HCCC Martin Luther King, Jr. Celebration in January 2023. The inspirational event featured award-winning vocalist Angela Birchett, and pianist Joey Joseph-DiCarlo, who performed various songs in the Dineen Hull Gallery to a packed audience of HCCC students, faculty, staff, and community members.

- Supported the planning and execution of this year's Juneteenth Celebration. The inspirational evening in the Dineen Hull Gallery featured song, spoken word, and dance performances to a full and appreciative audience including members of the HCCC African American Outreach Committee.

- Supported the Office of Cultural Affairs in hosting an exhibition entitled *Your Home is My Home* at the Dineen Hull Gallery. Curated by Director of Cultural Affairs Michelle Vitale, the exhibition explored how Latin American artists living in the United States grapple with politics, racism, community identity, and heritage. The show included over 100 works of art by New York and New Jersey artists, faculty from Saint John's University and Yale University, and masterworks from the HCCC Foundation Art Collection.



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- Supported the Office of Cultural Affairs and PACDEI in their presentation of an artist talk with Maria De Los Angeles. A DACA advocate and community college graduate, Ms. De Los Angeles gave an inspirational presentation to an audience of nearly 120 participants including three art classes and Jersey City high school students.
- Supported the Office of Cultural Affairs in their spring 2023 hosting of *Contemporary Peacemakers: Waves of Change Exhibition* curated by Michelle Vitale. This program commemorated Dr. Martin Luther King’s historic visit to Hudson County and how his



speeches, activism, and beliefs live on in modern society. The show featured many community partnerships including the HCCC Foundation Board, GOYA, McNair High School, Jersey City Public Schools National Honor Society, Museum of Jersey City History,

Jersey City Library, and PACDEI Student Action Group.

- Supported the Office of Cultural Affairs in HCCC’s spring 2023 collaboration with Jersey City Public Schools to offer exhibitions entitled “Words-Worth Poetry Festival,” “Contemporary Future Peacemakers,” and “Weaving a Community.”
- Supported HCCC Foundation Art Curator Dr. Andrea Siegel, and Director of Cultural Affairs Michelle Vitale, in their hosting of a well-attended meet-the-artist event with 98-year-old social justice artist Henrietta Mantooth. The artist discussed her provocative works depicting the challenges and pain of incarceration. The event was also a celebration and installation of Ms. Mantooth’s donated Jail Birds art collection that is displayed on the sixth floor of Gabert Library.

- Supported North Hudson Campus colleagues Amaalah Ogburn, Diana Galvez, and other faculty and staff in the continued growth and development of the Diversity, Equity, and Inclusion Student Passport Program. Forty-five students completed the eight-week program in fall 2022.
 - Supported Dr. Ara Karakashian, Associate Professor Elana Winslow, Dr. Darryl Jones, and many others who organized and hosted HCCC’s third annual Holocaust and Armenian Genocide Commemoration in April 2023. Over 250 college, community members, and others nationwide and beyond attended this inspiring remembrance event.
 - Supported CEWD staff in their hosting of HCCC’s Tenth Annual “Girls in Technology” Symposium. Designed to inspire and support young women in pursuing fulfilling and well-paying careers in STEM, the day-long event was held at the HCCC Culinary Conference Center in March 2023, with over 270 attendees.
5. Lead by example to instill, reinforce and ensure a commitment to integrity, ethical behavior and respect for others in all College activities, programs and processes. Maintain visibility and transparency in all areas of my leadership and decision-making. Develop trust through collaboration; engagement; and open, inclusive communication with all College constituencies.

Outcomes




- Communicated regularly throughout the year with the entire College community through open meetings, e-mail, text messages, and other forms of communication. These venues helped ensure effective information sharing, transparency, and the celebration of achievements, positive outcomes, and community member contributions.
- Continued hosting monthly Town Hall Meetings and “Pizza with the President,” both on-ground and virtually, during 2022-23. Participated in myriad events and celebrations of students, faculty, and staff throughout the academic year.

- Held on-ground and virtual monthly meetings with officers of each of HCCC’s four Collective Bargaining Units, and leaders of the All College Council (five meetings per month).
- Met bi-weekly with the Cabinet, and monthly with members of the President’s Executive Council (PEC), in order to promote transparency, group problem solving, collaboration, celebration, and sharing of information.
- Continued to offer President’s Reports at all Board of Trustees meetings with invited speakers/presentations, coupled with reports of the Student Government Association and All College Council.
- Wrote weekly *Green Memo* updates with supporting materials for Trustees in order to keep them informed, share positive outcomes and challenges, invite their input into decisions and directions, and their suggestions for continuous improvement in the delivery of HCCC’s mission.
- Hosted “Out of the Box” podcast interviews of students, faculty, staff, and community

members throughout 2022-23 to bring visibility and appreciation to the inspirational stories and achievements of members of the HCCC family. All podcast videos are posted on the College YouTube channel and the College website for everyone to see.


- Led and supported labor relations including the negotiation and approval of Collective Bargaining Agreements for all four HCCC unions; a new Employee Reclassification System that ensures effective and efficient practices pertaining to requests for employee title and position reclassification in accordance with the Board-approved Human Resources Policy; and the transition to a new Employee Development and Performance Review process for full-time staff (see above).

DON'T MISS
Hudson County
Community College
OUT of the BOX
PODCAST





THIS MONTH'S TOPIC IS:

**The College's Partnership with
New Jersey Reentry Corporation (NJRC)**



Joining the President for this session are NJRC Founder and Chairman, former NJ Governor James McGreevey; HCCC Associate Vice President for Continuing Education and Workforce Development, Lori Margolin; and HCCC Culinary Program student Eason Walker.

Tune in to our monthly podcast for a timely discussion about education, people, programs, events, issues, and solutions that affect those who live and work in Hudson County.

Each session is hosted by
**HCCC President,
Dr. Chris Reber,**
and features special guests
and HCCC students.

To view, visit
www.hccc.edu/outofthebox.

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



Outcomes

- **See Outcomes above.**
- **Held monthly Town Hall Meetings that continue to be very well attended by faculty, staff, and students. All Town Hall Meetings are video recorded and posted on the HCCC YouTube page.**
- **Attended many meetings and activities of student organizations and other members of the College community during the 2022-23 academic year.**
- **Attended All College Council, HCCC Foundation, meetings and events of the four Professional Associations, and other events and activities regularly.**
- **Maintained regular and open communication with Trustees, including weekly *Green Memo* reports, monthly one-on-one meetings with Board Chair William Netchert, quarterly meetings with Board officers, and all monthly meetings of Board committees and the full Board of Trustees.**



- Working with clergy and other leaders of the Hispanic and African American communities, met with members of the HCCC Latino Advisory Council, and African American Outreach Committee led by Trustee Pamela Gardner with the support and participation of Trustee Bakari Lee. Supported HCCC partnerships with organizations and leaders in these communities to advance mutual goals and interests, including the expanded educational attainment of residents of Hudson County and beyond.

- In collaboration with Trustees Bakari Lee and Pamela Gardner, and retreat facilitators Anna Krupitskiy and Yeurys Pujols, supported the development and facilitation of the November 2022 Annual Board and Presidential Retreat attended by trustees, former trustees, members of the Cabinet, and several others. Cabinet members provided updates related to the *Hudson is Home 2021-24 Strategic Plan*. A kickoff dinner was held during the evening prior to the half-day retreat and was attended by students and alumni in

addition to retreat attendees. This year's retreat will use the same model and will be conducted in early November 2023.



- Partnered with and supported the City of Jersey City's Office of Diversity and Inclusion as it seeks collaborations with HCCC, NJCU, and Saint Peter's University. Began collaborative work to develop a Hudson County-wide effort to support the educational enrollment and completion of prospective male students of color.
- Supported Vice President Veronica Zeichner and her Accounting and Finance team in their leadership for continuous improvement in all financial services and the removal of unnecessary barriers for students.
- Supported Director of Procurement Jeff Roberson in his leadership for minority vendor participation in project solicitations. During 2022-23, the Office of Procurement issued more than 35 RFP's and included 40 minority vendors in these solicitations. Jeff has continued to work with the NJ Joint Purchasing Council Legislative Committee to advocate changes in the restrictive and outdated New Jersey Community College Contract Law. Jeff facilitated a Community and Diversity supplier presentation in collaboration with Jersey City Chief Diversity Officer, Dr. Floyd Jeter, in spring 2023. He has also collaborated with the Office of Information Technology Services to review, refine, and develop vendor management procedures.
- Supported Executive Director of Engineering and Operations Ilya Ashmyan and his team in their leadership for the design and construction of a heating plant upgrade in the Culinary Conference Center; relocation of faculty, staff, and office employees from 119 Newkirk Street to prepare for demolition of the building and construction of a parking lot; and other projects. Ilya continues to participate in All College Council Space and Facilities Committee meetings to share information and receive feedback and suggestions regarding campus facilities.
- Supported Associate Vice President for Information Technology Services (ITS) Patricia Clay and her colleagues in their continuous improvement of ITV technology. Supported the training of faculty and staff in the use of technology to promote inclusive education and improve events. Events increasingly utilize videoconference and assistive technology including live captioning and sound receivers.



- Supported Executive Director Jack Quigley and his Safety and Security colleagues in their continuous improvement for clear and transparent processes. These include safety, security, and incident reporting that are free of intimidation and respectful of confidentiality. Supported development and refinement of the College’s five-year Emergency Management Plan as required by the Office of the Secretary of Higher Education.



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

Presidential Goals:

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

Outcomes

- See Outcomes above.
- Led and supported the continuous assessment of the day-to-day management and implementation of the Employee Classification and Compensation System in order to improve and ensure salary equity, market equity, and the closing of equity gaps over time. During 2022-23, refinements were made in the two classifications of deans, and in the clear and consistent use of position titles across the College. The College will continue to review classifications, titles, and salary grades to ensure transparency and consistency in hiring and appointment processes.
- Led and supported the development of a position reclassification procedure (see above).

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

Outcomes

- See Outcomes above.



- Supported Dr. Darryl Jones and Dr. Heather DeVries in their development of a policy and procedure for conferral of Retired Faculty Emeritus and Staff Emeritus status. The first Faculty and Staff Emeriti were approved by the Board and recognized in spring 2023.

- Led and supported initiatives related to college-wide shared values and concerns, including the continued development and growing initiatives of the President's Advisory Council on Diversity, Equity, and Inclusion; the continued development of food pantries on both campuses; the continued development of "Hudson Helps" student, faculty, and staff support services including the one-stop *Hudson Helps Resource Center*; and comprehensive support for preparedness and response to emergencies including crisis protocols and support for individuals with mental health and social or emotional concerns. (See several items above and below.)
3. Lead and support continuous improvement in the recruitment, retention and development of an increasingly diverse population of students, faculty and staff, including a workforce that reflects the diversity of the students and communities served by HCCC. Support and ensure consistency across the College in following revised College policies and procedures related to employee recruitment, professional development, and promotion. Engage and support the Office of Diversity, Equity and Inclusion; President's Advisory Council on Diversity, Equity and Inclusion (PACDEI); and the Office

of Human Resources, in these and related efforts. (Also included under Board Goal #2 above.)

Outcomes

- See Outcomes above.



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

Outcomes

- See Outcomes above.
- Supported continued increases in the number of HCCC faculty and staff pursuing advanced credentials and engaging in a wide range of professional development activities including a growing number of publications; and professional presentations at national conferences and virtual meetings and webinars, among others.
- Led and supported Vice President for Business and Finance/CFO Veronica Zeichner and her Accounting and Finance team in their assistance with College programs related to employee recruitment, professional development, and promotion; in their continued

refinement of Finance policies, procedures, and processes, and their initiatives to promote equity and inclusion in all team activities.

- Supported Information Technology Services (ITS) team members in their leadership for enabling data and technology to verify equitable salaries and procedures; and support to equip the HCCC website with technology and information to assist faculty and staff in continuous improvement of inclusion and success in their work.
- In collaboration with the Office of Human Resources, supported the technical integration of a new employee applicant tracking system and other initiatives.
- Supported the Office of Safety and Security in their collaboration with Facilities team members for continuous improvement in achieving and exceeding Americans with Disabilities Act (ADA) standards in college facilities.
- Supported Vice Presidents Yeurys Pujols, Anna Krupitskiy, and their colleagues in the offering of Title IX/Gender Equity training for faculty, staff, and students during the spring 2023 semester. Four training sessions facilitated by Fox Rothchild Attorneys were presented around real case studies and were open to the entire HCCC community. More than 200 community members participated.

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

Presidential Goals:

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



Outcomes

- See Outcomes above.



- Supported Chairman William Netchert, Vice President Nicholas Chiaravalloti, and the Board of Trustees Capital Projects Advisory Committee in their leadership for planning and bringing to construction the proposed HCCC Academic Tower. Supported the management of design and financing plans, collaboration with the NJ Office of the State Comptroller to seek needed approvals, preparation of bids, and conversations with Hudson County and the State of New Jersey to advocate additional gap funding for the Tower.
 - Supported Instructor of Exercise Science and Personal Fitness Training Karen Hosick and other team members who requested \$200,000 for equipment through the College's successful grant application to the Office of the Secretary of Higher Education (OSHE) Capital Facilities Equipment Leasing Fund. The grant will in part fund equipment for the Exercise Science Lab and Fitness/Wellness Center in the new Tower.
- Supported Vice President Dr. Nicholas Chiaravalloti and Dean of Student Affairs Dr. David Clark in their leadership of the HCCC Athletics Task Force. Supported and participated in the research conducted by athletics consultant Dr. Robert Bunnell, and the preparation and pending approval of a plan to reintroduce athletics and intramural sports upon the opening of the HCCC Tower. Ensured that plans reflect HCCC's commitment to student scholar athletes and the integration of the program into the College's strategic plan, core priorities, and academic mission.
2. Support the Board of Trustees Capital Projects Advisory Committee and others in the processes of completing Tower planning, construction, and occupancy.

Outcomes

- See Outcomes above.
- Supported Vice President for External Affairs, Dr. Nicholas Chiaravalloti, in the preparation and submission of four applications to the Office of the Secretary of

Higher Education (OSHE) requesting over \$18 million in facilities and technology funding.

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

Outcomes

- See Outcomes above.
- Supported Dr. Nicholas Chiaravalloti in many initiatives to research, plan, and negotiate additional parking options in Journal Square and at the North Hudson Campus in order to mitigate the impending lost parking associated with construction of the Tower, impending loss of parking behind Loew's Theatre, and eventual loss of parking adjacent to HCCC facilities sold to the Jersey City Redevelopment Agency. Supported completion and approval of a lease for reserved spaces in the Harrison Parking Garage and at a church on Vroom Street. Supported preparation of bids for demolition of 119 Newkirk and the development of a parking lot there, and supported research of the efficacy of installing triple stacks on the 119 Newkirk lot to create 108 new parking spaces there.



- Supported Dr. Nicholas Chiaravalloti and John Scanlon in their survey of faculty and staff about parking and commuting. Results of the survey are being used to understand current and potential future parking demands, how the Tower construction and other projects will affect parking and transportation on HCCC campuses, and to inform planning and future initiatives.

4. Lead and support efforts to plan for a new athletics, club sports, and intramurals program that will be offered in the Tower gymnasium and in other venues. Work closely with and support the Athletics, Club Sports, and Intramurals Task Force.

Outcomes

- See Outcomes above.



- Supported Vice President Dr. Nicholas Chiaravalloti and Dean of Student Affairs Dr. David Clark in their leadership of the HCCC Athletics Task Force. Supported and participated in research conducted by athletics consultant Dr. Robert Bunnell, and the preparation and pending approval of a plan to reintroduce athletics and intramural sports upon the opening of the HCCC Tower.

- Supported members of the Business and Finance team in their planning assistance, including liability insurance coverage related to athletics, club sports, and intramural programs; support for recruiting and advising an athletics planning consultant; leadership for preparation of bids for the Tower; Tower technology specifications and

programming; and collaborative planning to ensure security and safety infrastructure in the Tower design and bid specifications, among others.

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

Presidential Goals:

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

Outcomes

- See Outcomes above.
- Led and supported college-wide marketing and communications strategies. Supported the continued development and refinement of HCCC's website, and the growth and strategic development of marketing strategies for social media and other platforms that focus on telling the inspirational stories of HCCC students and other community members. Supported the continued development of the College's Instagram page, a

primary social media platform that utilizes a combination of stories and posts to highlight important topics for students and all followers.

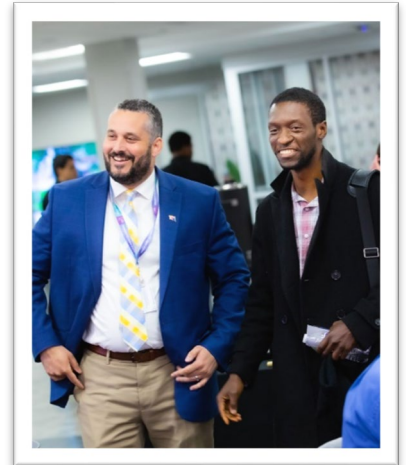
- Led and supported the creation of a new Strategic Marketing Director position to enhance strategic writing in order to better tell HCCC's story. Michael Byrne was retained as HCCC's inaugural Director of Strategic Marketing in spring 2023. Mike brings experience writing for a variety of national publications and websites including Motley Fool, and has ghostwritten for several CEOs and other national leaders.
 - Supported Vice President Yeurys Pujols, Director Michelle Vitale, and the Office of Cultural Affairs in multiple initiatives to involve and serve community members while illuminating HCCC's educational mission. During 2022-23, it is estimated that more than 14,000 people participated in Cultural Affairs programs, partnership events, exhibitions, and off-site offerings.
 - Supported Vice President Nicholas Chiaravalloti in his efforts to initiate outreach to the Arabic and Asian communities of Hudson County. A model similar to the work of the Latino Advisory Council and African American Outreach Committee is envisioned.
2. Focus messages and communication on the College's excellence, including state-of-the-art facilities, and the inspirational stories of students, faculty, and staff. Promote the new Tower facility as appropriate during the construction period.

Outcomes

- See Outcomes above.
- Supported planning for Governor Phil Murphy's announcement of the NJ Pay it Forward Fund Program in August 2022. Held in the Gabert Library, the announcement was attended by HCCC students, faculty, staff, and guests from State and County government and private organizations. Dr. Jones presented Welcoming Remarks on behalf of the College.



- Supported HCCC nursing students in a media campaign conducted by Johnson & Johnson. The print and video campaign showcased stories of these HCCC nursing students who received funding through the NJ Pay It Forward Fund (PIFF) Program.
- Supported Vice President Yeurys Pujols and colleagues across the College in their leadership for hosting Dr. Antonio Flores, President and CEO of the Hispanic Association of Colleges and Universities, and many of his colleagues who visited the College in May 2023. Multiple programs were offered, which more than 100 people attended including college presidents and other leaders and community members from the tri-state region. A Town Hall Meeting, followed by a Media Round Table, were also part of the day's stimulating activities. Several HCCC students participated in offering introductions, participating on panels, and engaging with guests. The event led to widespread publicity for HCCC locally and nationally.



- Led and supported the planning and execution of the Northeast and Mid-Atlantic Creative Placemaking Summit held at HCCC May 11, 12 and 13, 2023. More than 250 people participated in the Summit in addition to members of the HCCC and local communities.
3. Support the Vice President for Advancement and Communications and her team in their work to achieve continuous improvement in the College's strategic marketing effectiveness.

Outcomes

- See Outcomes above.
- Supported Director of Communications Jennifer Christopher and her colleagues in their development of more than 650 communications and marketing projects



representing a 46% increase over the previous year. These initiatives led to significant increases in HCCC's social media, and use of the much-improved HCCC website. During 2022-23, more than 50 press releases were written and promulgated.

The college received coverage in a wide variety of local, state, regional, and national publications.

- HCCC's Facebook page now has over 9,350 followers, an increase of 570 from last year; Twitter has 2,286 followers and participation is growing; Pinterest has 4,485 pins, an increase of 197, and an increase of 118 followers for a total of 507. YouTube increased by 10,334 views for an annual total of 114,921 views; and there were 1,162 subscribers, an increase of 156 over the previous year. Instagram increased by 456 followers for a total of 2,999; posts increased by 402 for a total of 3,978 posts; LinkedIn grew to 18,161 followers, an increase of 2,671. Snapchat now has 1,635 followers, an increase of 155 over last year.



- New this year, the Office of Communications established a social media presence at national conferences, including the Association of Community College Trustees (ACCT) National Legislative Summit, February 5-8, 2023; ATD DREAM Conference, February 14-17, 2023; Community College Futures Assembly, February 26-28, 2023; American Association of Community Colleges (AACC), April 1-4, 2023; and National Summit for Educational Equity of the National Alliance for Partnerships in Equity (NAPE), April 17-20, 2023.
- Supported the Website Management Task Force and offices throughout the College in their refinement of web site pages, images, testimonials, and in social media postings and presence. Supported the Office of Student Life and Leadership in their continued expansion of social and other “new media.”
- Supported Website Manager Kristofer Fontanez, members of the Website Management Task Force, and colleagues across the College in the continuing development and maintenance of the College website.
- Supported the Office of Communications in the development and early implementation of a new image campaign, entitled “Did You Know?” The campaign focuses on a preselected theme each month for advertisements in English and Spanish

in various local, regional, and statewide publications, media sites, and the HCCC website. The monthly campaign will continue through March 2024.

- Supported Information Technology Services staff in leveraging technology for Marketing and Communications operations, including a new Advancement and Marketing Platform, ensuring that upgraded technology is highlighted on the College website in addition to new ITV lab and classroom photos of the Culinary and STEM buildings, among others.
- Supported Accounting and Finance staff in sharing their expertise for College-wide strategic marketing initiatives.

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



Presidential Goals

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

Outcomes

- See Outcomes above.
- Led and supported the offering of all student services in virtual formats in addition to on-ground office support.
- Supported expanded use of social media, such as Instagram, Facebook, TikTok, and YouTube in the promotion and offering of

services to students.

- Supported the continued growth and development of the Online New Student Orientation process. During 2022-23, 1,418 students completed this online orientation program.

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

Outcomes

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

Outcomes

- **See Outcomes above.**
- **Collaborated with Trustee Pamela Gardner, Trustee Bakari Lee, Vice President Yeurys Pujols, and many others in their leadership and support of the HCCC African American Outreach Committee. Participated in meetings and events of the Committee, and supported and participated in the College’s phenomenal Juneteenth Celebration in June 2023.**
- **Supported Vice President Yeurys Pujols and colleagues across the College in the work of the HCCC Latino Advisory Council (LAC) and the LAC’s many programs. Participated in the fall 2022 Hispanic State Parade of New Jersey. Supported creation of HCCC’s Spanish Facebook page, which promotes translation of narrative shared on the College’s primary social media platforms.**



- **Supported LAC Media Roundtables in fall 2022 and spring 2023. Local and regional Spanish-speaking media interviewed HCCC students, alumni, faculty, and staff regarding services offered to the community, financial aid and holistic supports to make a college education affordable and manageable, and students’ stories and experiences. HCCC alumni**

shared how obtaining an HCCC credential supported their empowerment and professional development.

- Supported the Latino Advisory Council’s first “Hudson es Casa” event in summer 2022. Held at the North Hudson Campus, the event featured 26 exhibitors, 40 community representatives, 30 HCCC faculty and staff, 72 members and guests of the Latino Advisory Council, and 126 community visitors. Armor Radio 93.1 FM and media personality Gloria B participated.
- Supported Vice President Veronica Zeichner and her colleagues in their leadership and collaborative assistance for virtual outreach to students; executing RFP’s for online proctoring, online tutoring, plagiarism and transcript production services; assistance with Title IX initiatives and in-person training; advice to faculty and staff regarding technology for digital engagements with college and community members including mass emailing, text messaging, and chatbots, and support for digital platforms including video conferencing.

Additional Presidential Goals:

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



Outcomes

- See Outcomes above.
- Supported the Office of Human Resources and colleagues across the college in the continuous improvement of diverse, equitable, and inclusive hiring and promotion practices that support a workforce reflecting the diversity of Hudson County

Community College students. Supported the continuing development and enhancement of practices for succession planning and internal employee promotion and advancement; the continuing development of processes to collect accurate job applicant demographics and the implementation of a new Employee Applicant Tracking System; continuous improvement in the recruitment of diverse pools of qualified candidates and equitable, inclusive, and consistent processes for candidate review and selection of new employees.

- **Led and supported collective bargaining negotiations leading to new contracts in all four HCCC collective bargaining units that included the implementation of the new Employee Compensation and Classification structure recommended by Evergreen Consultants.**
 - **Supported comprehensive professional development opportunities for faculty and staff (see above).**
2. Provide leadership and support in the ongoing evolution of the post-pandemic “new normal” environment supporting the College’s programs, services, and effectiveness. Ensure that new approaches to teaching, learning, and services reflect lessons learned during the pandemic. Lead short- and longer-term planning to achieve growth in on-ground, on-line, remote, and blended enrollment and success.

Outcomes

- **See Outcomes above.**
- **Supported the HCCC Testing Center in onsite and remote placement testing, the use of multiple measures, and the directed self-placement of students.**
- **Supported Associate Vice President for Information Technology Services Patricia Clay and colleagues across the College in the continued development of technology plans for future development in all campus facilities including the new Tower. Supported upgrading of college-wide WiFi and telephone systems to employ the latest technology. Supported migration of college services to new Nutanix architecture and the implementation of XiLeap for seamless rollover to a private cloud. Supported development of a colocation site for College servers and services in preparation for data center migration required by the decommissioning of 70 Sip Avenue.**



- **Led and supported the development and implementation of a new Policy on Flexible Work Arrangements in order to ensure the College permits flexibility in the workforce.**

The new policy provides employees greater support for balancing professional and personal responsibilities, the ability to manage personal emergencies that might arise, in addition to enhanced capacity for supporting students through virtual instruction and services.

- **Supported Advisement Office colleagues in their initiatives to broaden the accessibility of remote**

and online services in response to the increased preference among students for virtual and online service appointments. Further supported the growth of the Advising YouTube Channel to serve more than 800 subscribers in 2022-23.

- **Supported Career Services staff in their expanded offering of virtual appointments. During 2022-23, the office conducted 196 virtual appointments and 104 in-person appointments. Staff also facilitated five virtual information sessions with employees involving 95 students who attended one or more sessions.**
- **Supported colleagues in the Abigail Douglas Johnson Academic Support Services Center in their expansion of remote tutoring to meet students' needs and better accommodate their divergent schedules. This is part of a larger effort to offer increasingly flexible and robust services in support of student success.**

3. **Support continuous improvement and stakeholder participation in the College's participatory governance processes and encourage college-wide input into decision-making and the attainment of our collective goals and aspirations. Identify strategies to engage more faculty and staff in participatory governance and policy recommendations.**



Outcomes

- See Outcomes above related to monthly meetings with leaders of Professional Associations and All College Council; monthly Town Hall Meetings and President's Executive Council meetings; "Pizza with the President;" "Out of the Box" podcast programs, and others.

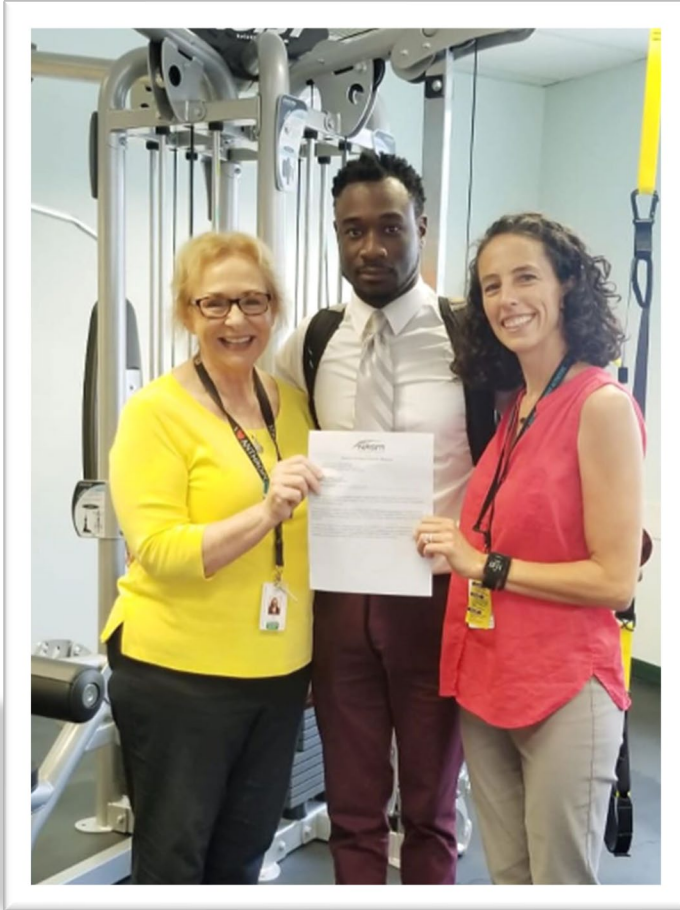


- Working closely with HCCC Board Vice Chair Bakari Lee, Trustee Pamela Gardner, and our Board Executive Committee, supported the planning and offering of a fourth annual Board of Trustees and Presidential Retreat in November 2022 facilitated by Vice Presidents Anna Krupitskiy and Dr. Yeurys Pujols, and attended by members of the Cabinet and others. The agenda again included a discussion of ACCT-administered Board Self-Assessment, Individual Trustee Self-Assessment, and Presidential Evaluation survey reports. This year's Board Retreat will utilize a similar model and will occur in November 2023.



- Attended All College Council (ACC) meetings throughout the 2022-23 academic year. Supported ACC Chair Dr. Peter Cronrath and other officers in the work of ACC and its

committees. ACC participation and engagement remained very strong during the past year. Approved all 2022-23 ACC Governance Recommendations.



- Supported Instructor of Exercise Science and Personal Fitness Training Karen Hosick in her leadership of an Academic Senate subcommittee focused on Artificial Intelligence Tools, including ChatGPT. The cross-functional committee included representatives from the Center for Online Learning (COL), College Libraries, Academic Affairs, Academic Schools, and Student Government Association. The committee revised the Academic Integrity Syllabus Statement to include language about Artificial Intelligence Tools.

4. Lead and support the continued development and improvement of a transparent, college-wide process that engages all members of the College

community in budget planning and management. Seek suggestions and input for achieving continuous improvement in the efficiency and effectiveness of employing College resources to achieve the College’s mission, with a specific focus on student success, and diversity, equity and inclusion. Encourage ideas for new investments that can support these overarching priorities, also leading to increased financial strength. Ensure that resource allocations are aligned with student success and DEI goals, and make this alignment clear in college-wide communication.

Outcomes

- See Outcomes above.
- Led and supported Vice President Veronica Zeichner and her colleagues in college-wide financial planning and effective stewardship of college resources. Recorded a positive revenue variance over FY 2023 budgeted revenue; a projected increase in net

position for the fifth consecutive year; and a clean audit report for FY 2022 with no management issues or comments for the seventh consecutive year.

- Supported Vice President Zeichner and her colleagues in the offering of FY 2024 budget hearings for all employees to encourage effectiveness, efficiency, and accountability in the college-wide budgeting process. Supported continuous improvement in communication and collaboration throughout the budgeting process and beyond.
- Supported a first ever, day-long Cabinet Retreat near the completion of the budget planning cycle to review draft FY 2024 line item allocations and ensure adequate funding for high priorities.
- Supported Director of Purchasing and Procurement Jeff Roberson and others in college-wide initiatives to ensure compliance with procurement policies and procedures for competitive purchases; and use of state contracted Approved Cooperative Contracts and Joint Purchasing Council agreements when applicable.
- Supported the implementation of “Procurement Self Service” for proper authorization of check requests and the prevention of fraud and abuse; implementation of faculty contracts workflow and signing with Adobe Sign for secure and efficient processing of contracts; increased efficiency and use of space with Laserfiche Document Management software; increased use of Smartsheet for administrative processes through software support; and training for Offices of Human Resources, Student Affairs, and Office of the President.





- Supported Associate Vice President for Continuing Education and Workforce Development (CEWD) Lori Margolin and her team in their successful efforts for continued growth of CEWD gross and net revenue in support of the College's priorities and financial strength. Since FY21, CEWD has operated from a net positive financial position, and that momentum has continued to grow in FY22 and FY23. Revenue in the first nine months of FY23 exceeded FY22 by 17%. Net revenue for the first nine months of FY23 is 23% higher than the same period of

FY22. These increases in

revenue are partly attributed to the continued growth of the in-person Au Pair program, and a continuing increase in workforce grant funding. These and other initiatives and outcomes continue to be strong and sustainable going forward.

- Supported growth in Culinary Conference Center operations and sales during 2022-23. FY23 sales are approximately 11% greater than FY22, with May 2023 sales reaching the highest ever recorded by Flik. Libby's Home Kitchen (Student Center Eatery) sales continue to grow and are approximately 70% higher in FY 23. During the coming year, we look forward to opening a Café similar to Libby's at the North Hudson Campus.
- Supported Executive Director of Engineering and Operations Ilya Ashmyan and his colleagues in their continued employment of energy efficient strategies to save operating costs, such as energy demand information and events and reduced building operating hours during breaks and the summer months. Supported the implementation of sustainable, energy efficient practices in facility maintenance and operations to promote environmental responsibility. Supported the design and construction of an energy efficient chiller plant replacement in the Culinary Conference Center, among others.

- **Supported Facilities and Operations staff in facilities improvements, including the design and construction of the North Hudson Campus Café; planning and implementation of terrace renovations, furnishings, and plantings at the Gabert Library and North Hudson campus, and others.**



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

Outcomes

- **See Outcomes above.**
- **Led and supported Vice President Nicole Johnson, her team, the HCCC Foundation Board of Directors, and others in the development of endowment investment and spending policies, and the selection of PNC Institutional Asset Management as the Foundation’s first ever Financial Services Provider.**
- **Led and supported over thirteen newly endowed funds during 2022-23 totaling nearly \$1 million in endowment investment. These include the new Hudson Scholars Program Endowment created with a \$50,000 leadership gift from Ellucian.**



- **Supported the most successful annual Gala in HCCC history in December 2022. Nearly \$600,000 in gifts and pledges was raised and celebrated. Nine donors established and contributed to endowments with gifts ranging from \$25,000 to \$50,000, and five donors made unrestricted gifts of \$10,000 and above.**

- Supported the improvement of HCCC donor stewardship, increasing communication with donors, forming relationships rather than just transactions. Developed a new procedure for thanking donors every time they make a gift.
- Supported the continuous improvement of HCCC Foundation Board engagement. The full board now meets three times per year rather than twice; the Foundation Executive Committee meets almost monthly, up from three times per year; and Foundation Board engagement around college events has increased significantly through weekly updates on events progress.
- Supported the HCCC Office of Grants and Sponsored Programs under the leadership of our recently retained colleague and seasoned grants writer, R.M. Stineman. During



2022-23, Grants Office staff and others submitted eleven grant proposals requesting more than \$20 million in total support for HCCC. Director Stineman brings more than 25 years of successful nonprofit management and consulting experience, much of it related to grants acquisition, management, and organizational development. R.M. has overseen the acquisition of seven-figure grant awards totaling more than \$260 million throughout his career. He has worked closely with federal agencies, and public and private foundations, including many of the top 100 foundations in the nation.

- Supported HCCC Foundation Curator, Dr. Andrea Siegel, and her colleagues in their continued leadership for seeking donations of art and funding for the growing HCCC Foundation Art Collection. During 2022-23, 64 works of fine art were donated to and accepted by HCCC, including 34 artworks from a major corporation. A library of more than 800 donated fine arts books was created for students and staff in the Gabert Library fifth floor Art Media Resource Center.
- Successfully advocated a 5.7% increase in County funding for FY 2024.

- Supported Vice President Nicholas Chiaravalloti and his colleagues in their successful grant application for \$2.2 million for technology infrastructure in the HCCC Tower; their successful application for a \$638,000 Higher Education Technology Infrastructure (HETI) grant for Tower technology infrastructure; and a successful \$980,000 Congressional Earmark grant application for seven ITV classrooms at the North Hudson campus.
 - Supported Information Technology Services colleagues in their use of an additional \$1,069,845 in grant funding for technology upgrades, totaling over \$12.8 million in technology improvements over the past three years.
 - Led and supported Vice President Veronica Zeichner, Vice President Lisa Dougherty, and colleagues across the college in their leadership for employing Higher Education Emergency Relief grant funding to support students and operational needs.
 - Supported Continuing Education and Workforce Development (CEWD) colleagues in their pursuit of 17 grant opportunities during 2022-23. CEWD was awarded six grants totaling nearly \$1 million during FY23. Another \$10.9 million in CEWD grant funding is pending with award announcements anticipated over the next several months. Of special note, the number of applications, and diversity of funders and partnerships, all have grown over the last several years and are expected to continue to grow.
6. Support the Vice President for Advancement and Communications and her team, and the Hudson County Community College Foundation, in efforts to develop infrastructure and talent needed to seek higher levels of donor engagement and investment. Lead and support efforts to prepare the College for a comprehensive campaign scheduled to coincide with HCCC's 50th anniversary.



Outcomes

- See Outcomes above.
- Led and supported Vice President Nicole Johnson, Director of Grants and Sponsored Programs R.M. Stineman, and their colleagues in new and improved college-wide processes and tools to improve the successful research, writing, capacity for, and management of grants. These include creation of a new database of grant proposals from which a variety of reports can be drawn; an improved system for documenting and tracking grant requests and narrative; a webpage for faculty and staff to request grant support, the collection of data for aggregating these requests, and Smartsheet linkages for reporting and sharing of information. Blocks of narrative text have been developed and expanded as a repository of information readily available to assist grant writers, such as student demographics, program descriptions, articulation of mission, vision, values, goal statements and facts, and others.
- Supported a myriad of special events during the past year, several of which recorded significant increases in gifts and revenues. These included the 2022 Foundation Golf Outing; Gala 2022; Fall and Spring Foundation Subscription Dining Series; Foundation Night at the Races; and others.
- Supported HCCC Foundation directors in their creation and adoption of new policies and procedures, including endowment investment and spending policies, and a new Conflict of Interest policy.

