

2021-22 Annual Report to the Board of Trustees



College Goals and Outcomes Under My Leadership

**Christopher M. Reber
President**

**Hudson County Community College
July 1, 2022**



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



July 1, 2022

Dear Hudson County Community College Trustees,

As I reflected on the past year, characterized by energy, passion, commitment, and teamwork, I came upon this quote by Denise Moreland that describes well what I see, day in and day out, at Hudson County Community College.

“Imagine going to work every day to do only and exactly what you love!! All the work gets done because of the abundant diversity of your team. Different skills, interests and talents are woven together into a whole that is much greater than the sum of the parts!”

The 2021-22 academic year again brought enormous challenges that were met with phenomenal achievements and best-practice outcomes at Hudson County Community College. 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, Hudson County Community College has enjoyed increasing recognition for excellence 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 2021-22 Hudson County Community College Board of Trustee Goals and Initiatives. My 2021-22 Presidential Goals therefore cascade from these Board Goals. In turn, the work and priorities of College leaders, 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.

In this Annual Report, I am pleased to share college-wide outcomes under my leadership for all 2021-22 Presidential Goals. Very importantly, these outcomes are the result of the HCCC Family’s tireless, focused, and collaborative efforts to support our students, College, and community. All members of the HCCC Family own our collective work and achievements.

Throughout my report, I have recognized 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 community not specifically mentioned here also played an important role in every outcome. We thank and celebrate the contributions of every member of the HCCC Family. As we have increasingly come to say, it truly *Takes a Village* to live, breathe, and achieve our transformative Mission.

Thank you, HCCC Trustees, for your leadership, advocacy, and support that make possible these achievements and outcomes, many of which represent national best practices. 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

2021-22 Annual Report to the Hudson County Community College Board of Trustees

College Goals and Outcomes Under My Leadership

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July 1, 2022

As President of Hudson County Community College during the 2021-22 academic year, I have led and supported college-wide initiatives for continuous improvement with a specific focus on 2021-22 HCCC Board Goals and Initiatives. My 2021-22 Presidential Goals were therefore organized under each of the four approved Board Goals and 2021-22 Board 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 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 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*, co-chaired by Dr. Heather DeVries, Dean of Academic Affairs and Assessment, and Dr. Sheila Dynan, Dean of Student Success. Supported over 100 faculty, staff, and students participating in ten College-wide Implementation Teams charged with addressing specific elements of each Student Success Action Plan strategy. Supported the participation of 17 HCCC colleagues in the 2022 ATD Virtual Conference, and a presentation by Vice Presidents Anna Krupitskiy and Yeury Pujols entitled, "Holistic Approach to Community Building: Engaging and Supporting DEI Initiatives."



- Led and supported two week-long virtual visits of HCCC's *Achieving the Dream* Leadership and Data Coaches, Dr. Mary Fifield and Dr. Rene Garcia. In October 2021, Drs. Fifield and Garcia met with three newly-formed entities: the *Golden Door/La Puerta Dorada* Title V grant project working group; ESL Proficiency Certificate working group; and staff in the Office of Diversity, Equity and Inclusion. Our coaches also met with members of the Office of Institutional Research and Planning; President's Advisory Council on Diversity, Equity and Inclusion; Student Success Dream Team; and Implementation Team leaders. Particular attention was devoted to HCCC's new 2021-24 College Strategic Plan, *Hudson is Home!*

During the ATD coaches' second visit in April 2022, Drs. Fifield and Garcia commended the advancing work of the Office of Institutional Research and Planning, and the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI). They met with team members leading the Hudson Scholars initiative and a group of current Hudson Scholars students. The coaches noted the College's innovative use of federal stimulus funding and the effective measurement and documentation of the *Hudson Scholars* project return on investment. Coaches have focused increased attention on continuous improvement in two large areas of priority: the English as a Second Language (ESL) Program, and Pre-Nursing Program. Drs. Fifield and Garcia are assisting HCCC in applying for ATD Leader College status afforded institutions in the ATD network whose work and outcomes are considered best practice.

- Supported Student Success Implementation Teams. Supported leadership of Interim Director of ESL and Academic Foundations English, Jedediah Palmer, to revise ESL curricula, establish a grant-funded ESL Resource Center, and deliver equity-based professional development to faculty and staff who work with English Language Learners. Supported the development of four new courses for English Language Learners, among other initiatives.
- Supported the Academic Foundations English Implementation Team led by Dr. Sean Egan, Assistant Professor of Academic Foundations English, which piloted a mid-term Common Assignment intended to evaluate students' performance and connect students who are struggling with appropriate interventions. Supported the Academic Foundations Mathematics Implementation Team, led by Instructor of Academic Foundations Mathematics Laura Samuelson, and Associate Director of the Honors Program Kyle Woolley. Supported the continued development of a pilot self-paced

learning model that will provide students with customized instruction in order to accelerate their pathway to College-level mathematics.

- Led and supported the conceptualization, planning, development, and implementation of the new *Hudson Scholars* program. Designed to scale up the highly successful elements of the Educational Opportunity Fund (EOF) Program to many more HCCC students using federal stimulus funding, the Hudson Scholars program offers intensive mentoring and coaching; early alert systems to support students experiencing academic and life challenges quickly and in a personal way; high-impact learning and leadership experiences; financial stipends for students when they reach targeted academic outcomes; and other high-touch, high impact approaches. Supported the co-chairs of this program, Dr. Gretchen Schulthes, Director of Advisement; and John Urgola, Assistant Director of Institutional Research and Planning. Supported the participation of 800 new students in the *Hudson Scholars* program in fall 2021, and the hiring of five temporary full-time Hudson Scholars Academic Counselors to support these students.



As we approach the fall 2022 semester and the completion of the first year of this new pilot program, data pertaining to the retention and completion of the 800 students admitted last fall continue to show significant positive outcomes. Our Hudson Scholars and Educational Opportunity Fund (EOF) students continue to outperform their other HCCC peers by over 50% with respect to retention and enrollment last spring and next fall. In addition, the Hudson Scholars cumulative GPA is 27% higher than that of other HCCC students. Further, we are seeing significant reductions in equity gaps among Latino and African American students who are involved in the *Hudson Scholars* program. As a result of this remarkable success, we are currently recruiting approximately 800 additional new students to join a second cohort of *Hudson Scholars* in fall 2022.

This project and its outcomes have garnered growing national attention, including an interview on the American Association of Community Colleges (AACC) national podcast, *CC Voice*, and an invited 90-minute “Fireside Chat” with Ellucian President and CEO, Laura Ipsen, at Ellucian’s corporate offices in Reston, VA. At this meeting

with Ellucian and higher education executives, I was asked to discuss the Hudson Scholars project, its significance for HCCC and community college students nationwide, the implications for state and federal funding, and economic development at all levels, among others.

The HCCC Office of Financial Aid administered financial stipends totaling \$353,875 to 603 Hudson Scholars students for meeting academic milestones during the past year. One year into this project, results have succeeded our high expectations, and the increased retention of the students involved is more than paying for the lead investment of stimulus funding, allowing us to further grow the program during 2022-23. Vice President for Advancement and Communications Nicole Johnson is supporting the HCCC Foundation Board of Directors in their desire to advocate funding through gifts and grants for the continued scaling and sustainability of this work.

- Supported the *Hudson Helps* Implementation Team, co-led by Dean of Student Affairs Dr. David Clark, and Dean of Business, Culinary Arts, and Hospitality Management Dr. Ara Karakashian. Last spring, the Culinary Club achieved a milestone of preparing and donating 10,000 meals to the HCCC Food Pantries. Supported Drs. Clark and Karakashian in their partnership with the HCCC Early College Program to allow high school students to complete community service hours through the HCCC Hudson Helps Resource Center.
- Supported the Early Warning/Early Alert Implementation Team co-led by Assistant Professor of Medical Assisting Dr. Sirhan Abdullah, and Director of Advisement Dr. Gretchen Schulthes, in their research and selection of a new student success platform that includes a robust early alert/warning system.





- Supported Vice President for Student Affairs and Enrollment, Dr. Lisa Dougherty; Dean of Enrollment Services, Matthew Fessler, and their colleagues in multiple initiatives to remove barriers to student access, retention and completion. Examples include the elimination of the \$25 student application fee;

elimination of the practice of blindly dropping students for non-payment; discontinuation of our process of withholding transcripts for students having financial balances; discontinuation of the practice of charging students a \$25 fee for Examity's virtual proctoring service for the college placement test; elimination of the college placement test for NJ Stars students; technology improvements to make the course schedule available for student viewing in advance of registration; a regular review of, and support for, students approaching suspension or dismissal for lack of satisfactory academic progress (SAP); and other initiatives focused on keeping students enrolled and addressing their academic and life challenges.

- Supported investments in technology to better serve students and promote their success during the past year. Examples include an enhanced platform for communicating with students, including emails to students and prospective students; targeted emails to specific populations of students such as Nursing, and students served through the *Hudson Helps Resource Center*, among others; significant expansion of ChatBot Libby capabilities that resulted in more than 16,000 interactions and 5,000 live conversations with students and prospective students over the past year; utilization of COVIDEO technology to interact with students by video for all offices with a specific focus on reaching students with needs in the areas of mental health counseling, wellness, and financial aid; and the launch of Colleague technology to enable students to submit and upload necessary sensitive documents, among others.
- Supported the continued development and success of the Study Success Academy that has been created to help students placed on academic probation who have completed

at least two-thirds of their required courses. The Student Success Academy faculty and staff monitor, encourage, and support students as they complete their final degree requirements, leading to the success of students involved in the program who are otherwise at risk for not achieving their academic goals. Supported the Student Success Academy Implementation Team co-led by Associate Dean of Academic Affairs Dr. Pamela Bandyopadhyay and North Hudson Campus Executive Director Joseph Caniglia.

- Supported the Accessibility Services Implementation Team, co-led by Center for Online Learning Executive Director Matthew LaBrake, and Director of Accessibility Services Jacqueline Safont. The Team is developing goals and strategies to improve accessibility across the College, and an action plan and timeline for achieving those goals. Supported the offering of accessibility workshops for faculty and students, the implementation of assistive technologies to improve access and remove barriers, and the proactive updating of online courses and content to improve the learning experience for HCCC students.
 - Supported Vice President for External Relations and Senior Counsel to the President, Dr. Nicholas Chiaravalloti, and others in their successful efforts to secure a nearly \$1 million federal Earmark grant to outfit seven classrooms at the North Hudson Campus with Immersive Telepresence Video (ITV) synchronous capability. Congressman Albio Sires, and Senators Robert Menendez and Cory Booker, sponsored and supported this grant.
 - Supported Executive Director of Institutional Research and Planning John Scanlon and his colleagues in their analyses and support for all teams working on the implementation of the new Student Success Action Plan. Examples include analysis of pre-nursing student trajectories, admissions patterns for the nursing program, demographic disaggregation for pre-nursing and nursing students, and the ongoing analyses of English as a Second Language (ESL) student trajectories and outcomes by entering level, among many others.
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 the goals of the College's approved Student Success Action Plan.

Outcomes

- See Outcomes above.
- Led and supported HCCC's partnership and engagement with CampusWorks, a leading IT strategy firm that helps colleges and universities assess technology capacities and needs and develop a strategic approach to further leverage technology to support institutional goals and priorities. Supported a collaborative process for selecting a new student success platform to advance HCCC's student success retention and completion goals. Key stakeholders, including faculty, academic advisors, and counselors, were engaged throughout the platform selection process. This new platform, created by the Education Advisory Board (EAB), will empower faculty, academic advisors and counselors to rapidly identify students who are struggling and provide appropriate and timely interventions and supports.
- Supported the comprehensive involvement of the Institutional Research and Planning team in developing and implementing the highly successful *Hudson Scholars Program*. Examples include the leadership of John Urgola, in partnership with Dr. Gretchen Schulthes, to develop and implement the program and evaluate its success and outcomes. Supported the development of an Early Alert system to enable regular *Hudson Scholars* student progress reports from faculty.
- Supported Dean of Academic Affairs and Assessment, Dr. Heather DeVries, John Scanlon, and other members of the "Some Credit, No Degree" working group to



identify students who have stopped out, have not received a college credential elsewhere, and are candidates to complete a certificate or degree at HCCC.

- Supported John Scanlon and his team in the development of HCCC's application to become an *Achieving the Dream* Leader College.
 - Supported Vice President for External Affairs, Dr. Nicholas Chiaravalloti, and his colleagues in the distribution of more than \$300,000 in Hudson County Government scholarships. These scholarships have covered full tuition and fees for student recipients for the past six consecutive years.
 - Supported Associate Vice President for Continuing Education and Workforce Development (CEWD) Lori Margolin and her colleagues in their January 2022 launch of the Elevate platform to manage non-credit programs. Elevate provides students a seamless enrollment and payment experience, easy-to-use dashboard with metrics and trends to better manage the programs, and integration with Colleague. It also enables the Division of Continuing Education and Workforce Development to manage Workforce Development student enrollment, payment, and tracking and will eventually eliminate manual reports and processes. Further supported CEWD staff in their development of a management platform for the "Gateway to Innovation" grant project. Program outcomes, students, employers, and alumni are connected through the database and managed with dashboards developed for the key components of the programs. This platform is also used for marketing campaigns and business development.
 - Supported CIO Patricia Clay and Information Technology Services (ITS) staff in the development of procedures for data integrity and information security to improve quality data access across the College. Supported the development of new procedures to improve compliance.
3. 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 Dean of Financial Aid Sylvia Mendoza and colleagues college-wide in the distribution of more than \$22 million in CARES Act funding during the past year. These emergency funds assisted enrolled students who were at risk of dropping out due to pandemic-related factors by providing direct support, usually through direct deposit into students' bank accounts. The College distributed more than \$22 million to 9,333 students, with an average CARES emergency funding allocation of \$3,000 per student. The number of students receiving emergency grants increased by 47% over 2020-21, and 82% over 2019-20.**
- **Led and supported Vice President for Business and Finance, Veronica Zeichner; Dean of Financial Aid, Sylvia Mendoza; and colleagues college-wide in the expungement of \$4.8 million in outstanding financial balances for approximately 4,800 students since the beginning of the pandemic in spring 2020.**
- **Led and supported the Office of Financial Aid, Return to Campus Task Force (RTC), and colleagues college-wide in the distribution of federal stimulus funding to students who provided proof of vaccinations. Approximately 8,000 students received \$100 vaccine incentives. This funding continues to be offered to students who receive their initial vaccinations, and additional \$100 incentives are being offered to students who show proof of receiving a booster vaccine.**
- **Supported Director of Accessibility Services Jacqueline Safont and colleagues across the College in developing and refining services to ensure that all HCCC community members have access to College programs. During 2021-22, 478 students received**



accommodations in support of their goals and success. Supported the transition and expansion of services and office hours in the HCCC Office of Accessibility Services in order to provide remote, virtual and in-person service modalities. Supported the provision of alternative textbooks for visually impaired students, weekly audio files, and other services. Supported new captioning services for deaf and hard-of-hearing students. During the past year, the Office of Accessibility Services was expanded with a new centralized location in the lower level of Gabert Library, and

accessibility services were expanded at the North Hudson Campus.

- Led and supported the Department of Cultural Affairs in the offering of exhibits and programs focused on disability and related challenges.
- Supported Director of Transfer Pathways Jennifer Valcarcel in many initiatives to develop services and support students in their transfer to four-year colleges and universities. These included two transfer fairs held at the North Hudson Campus, providing students opportunities to gain knowledge and information from 13 participating colleges and universities; web site information about transfer opportunities; individual counseling and advisement of students and prospective students and their families regarding transfer pathways; coordination of messaging, outreach, and student support with colleagues in senior partnership colleges and universities; signing ceremonies and celebrations of new articulation agreements, and many others.

Since joining HCCC earlier this year, Jennifer has organized the current inventory of four-year partnerships in a comprehensive SharePoint site, developed a workflow for the new partnership process, and chaired the Transfer Pathways Council, a cross-functional group that meets regularly to review potential partnerships and review best practices for student transfer. HCCC is currently partnering with NJCU in the national Aspen-AASCU

Transfer Initiative, a year-long project that will culminate in a comprehensive Strategic Transfer Excellence Plan (STEP) that can also be applied to other transfer partnerships.

- Supported faculty and staff in the Abigail Douglas Johnson Academic Support Services Center in their offering of supplemental instruction and other services to help students succeed. Head Academic Mentor Rose Dalton assigned Academic Coaches and Supplemental Instruction Leaders to 170 classes, serving approximately 3,400 students in fall 2021. This



includes 36 ITV classes linking course sections at the Journal Square and North Hudson campuses.

- Supported Vice President for Human Resources Anna Krupitskiy and her colleagues in the creation, updating, and communication of college policies and procedures. All completed and updated policies and procedures are now included on the HCCC website. Upon approval by the Board and/or Cabinet, as appropriate, each policy and procedure is published on the website with a timeline for future review, and identification of offices/individuals responsible for continual review and updating of the policies and procedures. Policy categories include Academic Affairs, Accessibility, Campus Community, Center for Online Learning, Finance and Accounting, Financial Aid, Information Technology, Libraries, Public Safety and Security, Student Services, and Student Life.



- Supported ITS staff in their development of technology tiers for academic programs and their collaboration with pilot groups to communicate these systematically to Advising staff and students.
4. 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

- Supported Enrollment Management Council (EMC) members in the work of their five sub-groups: Lifelong Learners, Hudson Scholars, Marketing ROI, Simplifying Course Sections/Proactive Seat Management, and Transfer Pathways Council.



- Led and supported Dr. Gretchen Schulthes, John Urgola, and their colleagues in the planning, development, and implementation of the *Hudson Scholars* program. This innovative student support program yielded significant results with regard to student retention and engagement during its first year. The *Hudson Scholars* model focuses on proactive academic counseling and advisement, increased faculty engagement, and financial stipends linked to high impact practices. This cohort-based program was designed to expand the services offered to students in best-practice programs such as the College's Educational Opportunity Fund (EOF), and the City University of New York's Accelerated Study in Associate Programs (ASAP).

In the first year of this project, *Hudson Scholars* students were retained from fall to spring at a rate of 84%, in comparison to the 63% retention rate for all other students.

HUDSON COUNTY COMMUNITY COLLEGE ESTABLISHES 'HUDSON SCHOLARS,' AN INNOVATIVE, DEVELOPED-TO-SCALE STUDENT SUCCESS PROGRAM


"HCCC wants you to learn, and they go step-by-step in helping you understand challenging assignments, and assisting with any difficulties encountered in school. Hudson Scholars also helped me financially by providing a monthly stipend that aids in paying for books, bus fare, food, and minor bills."

- Latisha Straker, Hudson Scholar

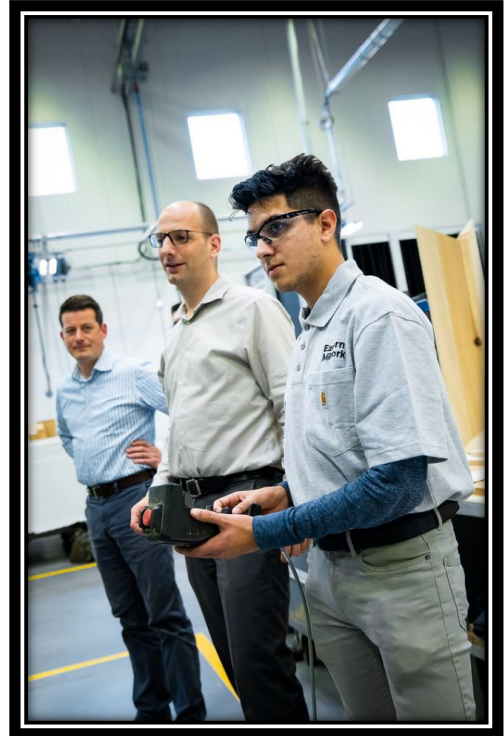


Thus far, fall-to-fall retention is also promising, with *Hudson Scholars* students registering earlier, and at a more accelerated pace, than other students. Further, Hudson Scholars earned a collective GPA for the academic year that was 27% higher than the collective GPA of all other incoming students. For the fall, the additional revenue associated with the higher retention rate of *Hudson Scholars* students covered all of the costs of the program and generated a net additional return on

investment of \$128,000. During 2021-22, more than 600 *Hudson Scholars* students received, collectively, over \$600,000 in financial stipends.

- Supported the efforts of Dean of Enrollment Services Matthew Fessler and his colleagues throughout the college to promote increased applications and enrollment. Applications increased by 26% in spring 2022 and are up by over 40% for fall 2022. Admissions recruiters have returned to in-person High School events, including information sessions, application days, testing, NJ Stars presentations, Parent Nights, College Fairs, and more. Supported the enrollment and admissions team members in their partnerships with the following organizations: Year Up New York New Jersey, Jersey City Housing Authority, RWJ Barnabas, Jersey City Public Library, Jump Start, Care+, NJ Step, Jersey City Youth Council, Jersey City Veterans Department, Hudson County One Stop, Hudson County Corrections Center, Amazon Career Choice, KIND, and others.
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- Led and supported college-wide efforts to develop new programs, grow and develop fully on-line programs, 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 the Enrollment Management Council's update of the HCCC student admission application by incorporating an accessibility services question and opportunity for prospective students to request additional information.
 - Supported Lori Margolin and her colleagues in their leadership for significant, continued enrollment gains in the Division of Continuing Education and Workforce Development (CEWD). Fiscal Year 2022 CEWD enrollment increased 31%. Continuing Education enrollment is flourishing due to the addition of remote classes and the Au Pair partnership program. FY 2022 CE enrollment increased by more than 100% over FY 2019 pre-pandemic enrollment. During the past year, Workforce Development partnerships that were on hiatus throughout the pandemic have resumed, and new partnership programs are being developed. These efforts are increasing the number and scope of transformational opportunities for students.

- Supported accessibility services professional development for faculty and staff, including a new webinar-style program for faculty members interested in learning more about accessibility services. Topics include the accommodation process; policies and procedures; changes and updates in HCCC services for differently-abled students, faculty, and staff; and others. The sessions were offered during the first six weeks of the fall and spring semesters, and will continue to be offered going forward.
- Supported the continued growth and development of HCCC's partnership with Eastern Millwork that has gained statewide and national recognition as a unique and forward-thinking partnership model. Supported a new articulation agreement with Thomas Edison State University (TESU) and efforts to develop additional 3 + 1 articulation agreements. Three of the apprentices in the inaugural HCCC/Eastern Millwork program graduated in May and have moved seamlessly into the four-year TESU program. During 2021-22, Eastern Millwork introduced three additional millwork employers based in other states to expand the Holz Technik model nationwide. HCCC partnerships with these additional employers will be implemented in FY 2023 in addition to recruitment of new Eastern Millwork apprentices.
- Supported EOF Director Jose Lowe and his colleagues in their leadership for the continued growth of the EOF program. The EOF program served 225 students in fall 2021, an increase of 8.7% over the previous fall; and 206 students in spring 2022, an increase of 4% over the previous spring.
- Supported Dr. Heather DeVries and colleagues in the Divisions of Academic and Student Affairs to develop outreach and recruitment strategies for adults in Hudson County and beyond who have earned some college credits but have not earned a degree. Supported the development of a digital marketing campaign, and a web landing page where prospective students can find information about programs and personalized services.
- Supported Matthew Fessler and Lori Margolin in their implementation of credit and non-credit program alignment. These include the development and approval of new cannabis programs, Operating Engineers 825 programs, IBEW programs, Prison



Reentry and Academic and Workforce Pathway programs, Veterans programs, Jersey City Housing Authority partnerships, Apprenticeship Working Groups in Health Care and Advanced Manufacturing, and others.

- Supported HCCC's successful application to the United States Department of Labor to become a Registered Apprenticeship sponsor, also known as an intermediary. This strategic recognition positions HCCC to add employers to Registered Apprenticeship programs more easily, streamlines the reporting process for employers, and better positions the College to apply for state and federal apprenticeship grants. During 2021-22, HCCC was able to add Eastern Millwork and Skopos Hospitality as employers, and Passaic County Community College has been added as an educational partner. Additional employers in manufacturing, culinary, and health care are anticipated to be added next year.



- Supported Dr. Nicholas Chiaravalloti, Lori Margolin, and their colleagues in the growth and development of labor partnerships and outcomes. During the past year, the International Brotherhood of Electrical Workers (IBEW) Local 164 resumed AutoCAD classes for its members. IBEW has expressed interest in additional HCCC continuing education

classes for members including financial literacy, basic computer classes, and technical writing. During the past year, the first IBEW apprentice enrolled in an HCCC degree program, taking advantage of HCCC's articulation agreement with IBEW's apprenticeship program. Through this agreement, 22 HCCC credits are awarded for completion of the union apprenticeship program and are applied toward completion of HCCC's associate degree in Construction Management.

- Led and supported Dr. Heather DeVries, Lori Margolin, members of the HCCC Incarcerated and Reentry Education and Training Task Force, and their colleagues in partnerships and outreach to serve Justice Involved students. During 2021-22, HCCC's Academic and Workforce Pathway Program (AWPP), funded by the Hudson County Department of Housing and Community Reintegration, was a success. Enrollment included 28 students in the fall semester, 25 in the spring semester, and 22 in the summer for a total of 75 students (duplicated headcount) in virtual HCCC courses.

Faculty and coaching support was and will continue to be offered on-ground in the facility. Thirty-five of these students participated in the degree (credit program) track, and 40 in the workforce track. All students were also enrolled in Life Skills and Financial Literacy and Employment Readiness classes offered by HCCC's partner, Women Rising. The program has been expanded with additional County funding for next year to serve 90 students including the addition of women. This program is nationally distinctive due to the virtual modality and offering of both degree and workforce pathways.

Also led and supported the continued growth and development of HCCC education and training opportunities for reentry citizens through the College's partnership with the New Jersey Reentry Corporation (NJRC) and the Governor's Reentry Training and Employment Center in Kearny. During 2021-22, HCCC offered a Hot Food Proficiency Certificate and two Basic Computer classes for reentry clients. Next year, HCCC will provide a course in welding instruction that will prepare students for an industry recognized credential from the American Welding Society in addition to the continued offering of Basic Computer classes.

- Supported the successful efforts of Lori Margolin, Heather DeVries, Grants Officer Sean Kerwick and their colleagues to develop and submit a grant for the nationally recognized American Association of Community Colleges (AACC) Metallica Scholars Initiative. HCCC is one of ten community colleges nationwide chosen to receive a \$100,000 grant for the Metallica Scholars Initiative funded by the *All Within My Hands* (AWMH) Foundation. This grant award will be used to support tuition and purchase welding instructional equipment and supplies for our prison reentry program.
- Supported Lori Margolin, Heather DeVries, Sylvia Mendoza, and their colleagues in leading HCCC's successful application to the U.S. Department of Education to be selected as a Second Chance Pell Institution. In spring 2022, HCCC received notification that the College is one of 73 two- and four-year postsecondary institutions selected to



participate in the national Second Chance Pell Experiment, an initiative first launched by the Obama-Biden administration to make Federal Pell Grants available to incarcerated individuals. Our selection has allowed HCCC to immediately offer Pell Grants to incarcerated individuals pursuing programs and training at HCCC.

This acknowledgement recognizes and expands work that has been underway at HCCC for more than a year to serve incarcerated individuals in the Hudson Correctional Facility, and reentry citizens through the Governor's Reentry Training and Employment Center in Kearny. Recently, the Hudson Board of County Commissioners approved a \$300,000 grant to HCCC to double the number of inmates taking courses in the Correctional Facility, adding a cohort of women prisoners.

- **Supported Institutional Research and Planning team members in their use of data and analysis to support Enrollment Management Council (EMC) subcommittees.**
5. 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 and colleagues across the College in the ongoing creation, development, and leadership for new and innovative approaches to professional development for all HCCC employees.**



HCCC has achieved national recognition in the comprehensive offering of professional development opportunities through collaborations across the college that include initiatives in the Office of Human Resources; Center for Teaching, Learning, and Innovation; Office of Diversity, Equity, and Inclusion; President's Advisory Council on Diversity, Equity, and Inclusion (PACDEI); Dream Team and Student Success Implementation Teams, and others.

Examples include HCCC's participation in the "Teaching at a Community or Technical College" course through the National Institute for Staff and Organizational Development (NISOD); offering of Professional Development Day workshops focused on ESL instruction and support in March 2022; creation and presentation of an Incarcerated and Reentry Student Workshop for instructors; offering of the 7th Annual Adjunct Faculty Conference attended by 75 faculty and staff in August 2021; College Service Days in Fall 2021 and Spring 2022 attended by more than 300 employees; All College Faculty Orientation in Fall 2021 and Spring 2022; Fall 2021 Convocation; Professional Development Day in March 2022 involving over 160 employees and featuring new FMLA training for managers and supervisors; ongoing offerings of Association of College and University Educators (ACUE) certificate training for faculty and staff; participation of employees across the college in regional and national conferences and institutes; professional development funding in support of 44 employees seeking advanced degrees and credentials during the past year, including 20 employees currently pursuing doctorates; and other professional development opportunities. The College offers up to \$9,000 annually to each employee participating in approved credential attainment and professional development activities.

- Supported HCCC employee involvement in professional development programs and with external partners including LinkedIn Learning opportunities; NISOD professional development programs; *Achieving the Dream* conferences, workshops, institutes, and webinars; College-wide training offered by our partner, TNG Consulting, in the areas of safe and inclusive learning and working environments; Title IX training offered to all students, faculty, and staff; and Title IX certification opportunities, among others. Approximately 160 HCCC employees have participated or will participate in the eCornell Diversity and Inclusion Certificate Program.
- Supported faculty, staff, and student scholarship, articles, and presentations at conferences and meetings in many professional associations across the nation. Examples include national 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); Phi Theta Kappa International Honor Society (PTK); National Institute for Staff and



Organizational Development (NISOD); College and University Professional Association for Human Resources (CUPA-HR); National Conference on Race and Ethnicity in Higher Education (NCORE); disciplinary conferences, and many others.

- Supported 11 HCCC faculty and staff who attended the May 2022 annual conference of the National Institute for Staff and Organizational Development (NISOD) in Austin, TX. HCCC team members attended workshops and activities related to teaching and leadership excellence. At the conference, twenty-nine HCCC faculty and staff were recognized with NISOD's 2022 Award of Excellence. On behalf of the College, I accepted our award as one of the 24 "Most Promising Places to Work in Community Colleges" presented to us jointly by NISOD and *Diverse Issues in Higher Education*.
- Supported Vice President Anna Krupitskiy and her team in the creation of a new Employee Development and Performance Review Process for Confidential Employees. Improved and expanded the employee development and performance review process for non-represented employees. The new review process includes development and approval of an annual Goal Setting and Professional Development Plan; Employee Self-evaluation and self- and supervisor ratings of employee core competencies; and an annual overall performance summary and rating. Supported training opportunities throughout the year for Goal Setting, Conducting Collaborative Performance Reviews, and Coaching and Counseling in Performance Management. Our goal is to implement the same or a similar process for Support Staff Federation and Academic Administrative Association employees going forward.



retention.

- Led and supported the development of a new Recruitment, Screening, and Hiring policy, and a related new procedure. The focus is on the College's commitment to continuous improvement in the development of a highly qualified, professional, talented, inclusive, and diverse workforce of faculty, staff, administrators, and Cabinet members. Supported opportunities to promote awareness and training about fair, equitable, and inclusive processes for all qualified employees and applicants. The procedure explicitly includes Diversity, Equity and Inclusion (DEI) checkpoints in the recruitment, screening, and hiring processes. Enhanced benefits information is now included on the new HCCC website to support employee recruitment and

- Supported the improved use of the new HCCC website for employee recruitment and retention. Improvements include use of additional publications and partnerships to expand diverse candidate pools, such as the *Chronicle of Higher Education*, *Latinos in Higher Education*, *HigherEd Jobs*, *Inside Higher Education*, Higher Education Recruitment Consortium, Indeed, EDUCAUSE, *Insight Into Diversity*, *Diverse Issues in Higher Education*, the American Association of Community Colleges, and partnerships with graduate programs, alumni networks, and community organizations. More than 80 positions were advertised using these outlets and partnerships during the past year. Supported enhanced engagement and communication with hiring managers to launch strategic campaigns that lead to diverse pools of qualified applicants for each position opening.
 - Supported the Office of Human Resources and others in the continuous improvement of employee recruitment, background checks, onboarding, benefits administration, payroll, timekeeping, records and data accuracy, and off-boarding processes.
6. 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

- Led and supported Dean of Student Affairs, Dr. David Clark; Hudson Helps Resource Center Director, Katherine Morales; and their colleagues in the continued growth, development, and student engagement activities and services of the Hudson Helps Resource Center (HHRC). HHRC offered student-centered programming including two Social Service Days on both campuses during which the Department of Family Services presented on benefits provided through this organization. Tabling events were offered through the HCCC Food Pantries on period poverty, food insecurity, and food drives for the Journal Square and North Hudson Campus food pantries. The first anniversary



of HHRC was celebrated by more than 100 attendees and included community partners to bring visibility to and celebrate the services offered with the support of these partners and partner agencies.



- Supported Assistant Dean of Student Life and Leadership Veronica Gerosimo, Associate Director Angela Tuzzo, and their colleagues in their leadership and support for more than 330 student events during the past year, the most ever offered at HCCC. These included a wide variety of in-person, virtual, and online social, educational, and cultural activities.

- Supported North Hudson Campus Coordinator Amaalah Ogburn; Associate Director of Diversity, Equity and Inclusion Natalia Vazquez-Bodkin; Assistant Dean Veronica Gerosimo, and other colleagues in their leadership for

the continued growth and development of the Diversity, Equity and Inclusion Student Passport Program (DEISPP). DEISPP is an eight-week intensive program that guides students through DEI topics such as implicit bias, privilege, microaggressions, social constructs, inclusive language and allyship, advocacy in action, and others. The fall 2021 DEISPP cohort enrolled 72 students, a 118% increase over the spring 2021 offering.

- Supported Assistant Professor of Education, Dr. Angela Pack, and her colleagues in the creation of the President's Advisory Council on Diversity, Equity, and Inclusion's (PACDEI) Student Action Group, through which students identify their own areas of interest and focus before developing interventions to address them.
- 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. 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 more than 600 students at seven "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 the first induction of HCCC students into Alpha Alpha Alpha, the National Honor Society for First-Generation College Students, which coincided with the anniversary of the signing of the Higher Education Act of 1965. The induction held in November 2021 honored 29 first-generation students and first-generation alumni staff Nakia Santos, Kyara Martin, and Yeurys Pujols.



- Supported Lecturer in Business Sharon Daughtry and other faculty and staff in their development of opportunities for students to engage in entrepreneurial and research activities at *Mission 50* in Hoboken. HCCC students are using space allocated to HCCC and other Hudson County colleges and universities at *Mission 50*. Four teams comprised of students from the Division of Business, Culinary Arts, and Hospitality Management, and the Division of STEM, participated in a *Mission 50* preliminary competition in May 2022, pitching ideas to a panel of HCCC judges that led to the selection of a team comprised of STEM students who advanced to the finals. The HCCC business pitch that advanced to the *Mission 50* competition focused on biodegradable

golf tees, supported and mentored by Instructor of Engineering Science, Dr. Clive Lee; Assistant Professor of Business, Dr. Peter Cronrath; and Assistant Professor of Accounting, Lester McRae. This was one of many opportunities developed to support active learning and engagement in areas of student entrepreneurial and business interest.

- Supported the sixth HCCC student cohort participating in the annual Goldman Sachs Local College Collaborative. This year's partner company was Coldwell Banker Richard Ellis (CBRE), and the focus of the case study was Data Center Efficiency.
- With Trustees Bakari Lee and Pamela Gardner, led and supported a team of eight HCCC trustees, staff, students and alumni who attended the invigorating National Legislative Summit (NLS) sponsored by the Association of Community College Trustees (ACCT) in Washington, DC last February. Eight of New Jersey's community colleges were represented at NLS, and HCCC again had the largest NJ delegation. First Lady Jill Biden spoke about the transformational role of community colleges, and HCCC

alumnus Warren Rigby was photographed with Dr. Biden and other student and alumni trustees. Our HCCC team met with members of our federal legislative delegation, including Senators Menendez and Booker, and a member of Congressman Sires staff. Vice President Nicholas Chiaravalloti and I also met with our Winning Strategies Washington federal lobbyists, Mike Merola and Laura Lay, where we discussed potential federal funding for HCCC.

While in Washington, I joined New Jersey Council of County Colleges (NJCCC) President Aaron Fichtner and several county college trustees in a meeting with ACCT Director of Retreat and Evaluation Services Colleen Allen. We reviewed a draft agenda for a proposed six-hour ACCT Governance Leadership Institute (GLI) program for new and other interested NJ community college trustees that will be offered twice annually, once in northern NJ and once in the south each year. This onboarding will address and satisfy the recently passed NJ statute for new community college trustee training to be offered through the NJCCC.



- Supported Executive Director John Scanlon and his colleagues in the Office of Institutional Research and Planning in their administration and analysis of the national “Survey of Entering Student Engagement” (SENSE), and the re-launch of a survey of graduating students.

- Supported Lori Margolin and her colleagues in their

administration of the national Ruffalo Noel Levitz (RNL) Student Satisfaction Priorities Surveys. These surveys are the national standard for benchmarking student satisfaction in Higher Education. According to the 2021 National Student Satisfaction and Priorities Report, the percentage of students who are satisfied or very satisfied at community colleges nationally is 66%. In FY 2022, 94% of HCCC students reported they are satisfied or very satisfied with their HCCC experience.

7. Lead and support the continued development of a college-wide *Culture of Care*. Support the continuing development of all components of *Hudson Helps*, 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

- Led and supported Dr. David Clark, Dean of Student Affairs; Katherine Morales, Director of the Hudson Helps Resource Center; Doreen Pontius, Director of Mental Health and Wellness Services; Jacqueline Safont, Director of Accessibility Services, and their colleagues in the development and continuous improvement of mental health and social work counseling and services, accessibility services, and other supports offered through the Hudson Helps Resource Center. Supported HCCC's grant-funded partnership with the Jed Foundation to develop a strategic plan for mental health services. Supported collaborations of Hudson Helps, Academic Services, Advising, Libraries, Office of Online Learning, Student Affairs, and other faculty and staff to address the holistic needs of HCCC students. Mental Health Counseling and Wellness team members provided a myriad of support groups and stress relief opportunities during the past year, including the "In Their Shoes" event in September 2020 and a Domestic Violence Prevention four-part series. Supported Doreen Pontius and her team of social workers and clinical graduate interns in their work with students through individual and group counseling.

This work helps ensure that students with cognitive or physical disabilities receive the appropriate accommodations related to their respective needs and abilities.

Supported the growth of partnerships with NYU, Rutgers, Montclair, and Fordham Universities that place MSW students at HCCC for semester- and year-long field experiences in support of HCCC students. Supported HCCC's partnership with the Hudson County Department of Family Services, through which qualified students are connected to state benefits such as SNAP, Medicaid, Medicare, WIC, TANF, and more. Through this partnership, housing assistance is also provided. Further supported HCCC's growing partnership with Saint Peter's University to expand and further develop both schools' food pantries and other services.



- Supported Dr. David Clark and the HCCC Care Team, which helped address a 500% increase in the number of cases of concern brought to the team's attention last year. The team meets weekly to review and assign incoming cases to appropriate staff. Supported the development of a new CARE manual for additional support.

Over 1,550 mental health counseling appointments were held with more than 230 individual students during 2020-21.



- Supported HCCC's partnership with TalkCampus, providing 24/7 access to peer support; our four-year partnership with the Jed Foundation through a grant received from the NJ Pandemic Relief Fund; the completion of our strategic plan for mental health services; mental health training for over 100 faculty, staff, and students conducted by Director of Mental

Health Counseling Doreen Pontius and Social Worker Deliana Acosta; and partnerships with MSW and BSW programs that provide social work interns for our Hudson Helps Resource Center. These partnerships have grown from an initial three graduate interns to eight interns. Under supervision, clinical interns provide mental health personal and group counseling for students. HCCC is now partnered with social work programs at NJCU, Rutgers University, Fordham University, NYU, and Montclair State University.



- Supported the continued growth and development of the Career (Clothing) Closet in the Hudson Helps Resource Center. During the past year, the Career Closet received two large in-kind donations from Lord Abbett and Dennis Hull. Through their generosity, these donations have provided an abundance of professional business attire for currently enrolled students.

- Supported the expanded use by students of "Single Stop," which offers a one-stop off-ramp out of poverty by supporting families in meeting their basic needs. Since August 2021, over 1,400 students have utilized the technical and staff services offered through this state-of-the-art software and system. Graduate-level social work interns assist students in navigating the resources for which they qualify.

- Supported Jacqueline Safont and colleagues across the college in the continued development of partnerships and collaborations to ensure accessibility of HCCC programs, services, and facilities for all members of the HCCC Family and surrounding community. These include new or growing partnerships with the Commission for the Blind and Visually Impaired; Division of Vocational Rehabilitation Services; the Workforce Recruitment Program; and Heightened Independence Progress (HIP), among others.
- Supported the Division of Continuing Education and Workforce Development (CEWD) in a new partnership with the Hudson County Office of Disability Services. Through this partnership, HCCC became a host business for the first Hudson County Young Adult Project SEARCH, a program to prepare young people with significant disabilities for success in competitive, integrated employment. Working with the Office of Human Resources, CEWD led outreach to HCCC offices on the Journal Square campus to identify interest in hiring Project SEARCH program interns. During the past year, two cohorts of interns were placed in HCCC offices, and a third cohort is planned for fall 2022. The program lasts approximately nine months, with each intern completing three 10-week experiences in different offices and areas of the College. During fall 2022, HCCC will further launch a new cohort of Project SEARCH high school students at the North Hudson Campus due to the success of the program at the Journal Square campus during the past year.
- Led and supported the Return to Campus (RTC) Task Force that oversaw our College community's primary goals of safety, and student academic support and progress, during the twin pandemics. Supported the RTC's campaign to implement the College's vaccine mandate and to offer education and vaccination services in partnership with the North Hudson Community Action Corporation.



the Workplace, Sexual Harassment, and Sexual Misconduct, among other topics. Implicit Bias training continues to be offered college-wide and for all prospective

- Supported Vice Presidents Yeurys Pujols, Anna Krupitskiy, and their colleagues in the offering of immersive, college-wide Title IX training for all faculty, staff, and students last spring. Training for new hires continues to be conducted by our partner, SafeColleges, with efforts to significantly increase training compliance. The training offered to employees includes Non-Discrimination/Anti-Harassment programs, Discrimination Awareness in

employee screening committee members, facilitated by Director of Faculty and Staff Development Lilisa Williams.

- Supported the Office of Human Resources in the coordination of programming and services to support a culture of care. These included the annual Wellness Fair, wellness workshops, Professional Development Day, and others. Usage of the Employee Assistance Program increased during 2021-22. Further supported training in Mental Health First Aid, Automatic External Defibrillator (AED) training offered by the Office of Public Safety and Security, Hudson Helps webinars, and others.
 - Supported the appearance and engagement of Dr. Sara Goldrick-Rab in HCCC's College Service Day in August 2021. Dr. Goldrick-Rab is Executive Director of the Hope Center at Temple University and a national scholar and expert on the needs of students who are food insecure, housing insecure, homeless, and/or challenged with other serious concerns and barriers to their academic success. Dr. Goldrick-Rab's work inspired our development of *Hudson Helps* and wraparound support services for students.
 - Supported Information Technology Services (ITS) staff in their implementation of WebEx Assistant for all virtual meeting users. This technology provides live captioning and transcripts for accessibility.
8. 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 Veronica Gerosimo and many other colleagues in their efforts to promote Student Government Association members' growth and development, and 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 New Jersey



community colleges to share best practices, collaborate, and develop community and networking opportunities during the 2021-22 academic year.

- Supported Veronica Gerosimo and her Office of Student Life and Leadership colleagues in their continued collaboration with Academic Affairs partners to enhance and continuously improve the classroom experience, support academic programs, and promote academic success. Supported collaborations and grants for guest speakers, off-campus site visits, trips to museums and galleries, Theatre Arts projects, on- and off-campus workshops and conferences, and other high-impact educational experiences and practices. The Office of Student Life and Leadership supported funding needs of the Student Success Academy, Learning Community Day, Honors Program poster presentations, Writing Center programs and essay contests, and the 2022 Academic Achievement and Excellence Luncheon recognizing graduating students' academic success, among others.



- Supported the Office of Student Life and Leadership in the offering of a record 330 events and activities, involving over 25,000 students, faculty, staff, and guests over the past year. Average attendance per event was 76.1, a near record.
- Supported HCCC student clubs and organizations in their hosting of approximately 175 events and meetings throughout the 2021-22 academic year. These included chapter meetings, community service events, movie nights, guest speakers, off-campus field trips, and many other social and educational activities.
- Supported partnerships and induction ceremonies of two new honor society chapters: Alpha Alpha Alpha, recognizing first-generation students, and Alpha Sigma Lambda, recognizing returning adult student learners. Supported the continued growth and development of HCCC's chapter of the National Society of Leadership and Success (NSLS). During the past year, NSLS welcomed 278 new HCCC student members, and congratulated 105 students for completing the Foundations of Leadership Certificate. The chapter earned 2021 Order of Omega status recognizing achievement in reaching all ten NSLS pillars of success, an honor earned by only 20% of NSLS chapters nationwide.

- Supported the participation of HCCC students in the annual HCCC Foundation Golf Outing, a new practice we expect to continue and expand in future golf outings.
- Supported and advocated the transformational work of student organization leaders and advisors. Brought national, regional, and college-wide visibility to the accomplishments of HCCC students including speeches, articles, podcasts, news releases, and other outreach.



- Supported Phi Theta Kappa Chapter Advisor, Professor Theodore Lai, and faculty and staff across the College in their leadership and mentorship of HCCC students. Supported members of Phi Theta Kappa in their service efforts, including volunteer activities at Liberty State Park, Bayonne Nature Club, Bike MS, Friends of Liberty State Park 5K Run, Making

Strides against Breast Cancer, New York City Triathlon, Lunar New Year Parade, and others.

Again this year, many Phi Theta Kappa students received academic, leadership, and service awards. These included Dina Thompson, Distinguished PTK Chapter Member and Chapter Member Hall of Honor; Racco Angelo Maristela, Chapter President Hall of Honor, Bronze Member, Hot 35 Chapter, and Middle States Region (MSR) Scholar; Marlenne Andalia, MSR Scholar and Chapter Officer Hall of Honor; Angel Beebe, Chapter Officer Hall of Honor, MSR Scholar, and Distinguished Officer Team Award; Jeffrey LeVine, MSR Scholar, Gold Chapter, Hot 35 Chapter, Reach Chapter; the Chapter's receipt of the Pattie Van Atter Servant Leadership Award and Five-Star Chapter Recognition; and the naming of Marlenne Andalia and Jeffrey LeVine to the New Jersey All-State Academic Team.

- Attended the Phi Theta Kappa International Honor Society Annual Conference in Denver with HCCC faculty, staff, and students in spring 2022. At this conference, HCCC Assistant Dean of Student Life and Leadership Veronica Gerosimo was honored with the International Distinguished College Administrator Award, and PTK Chapter Advisor Theodore Lai



received the 2022 Continued Excellence Award for Advisors. Many HCCC students received student and chapter awards.

- Supported the continued growth of the HCCC Honors Program during 2021-22. Fall 2021 Honors Program enrollment increased 26% over the previous fall. Supported the continued growth and development of Honors Paper Presentations and Honors Showcase Presentations. Supported a growing partnership of Honors and Phi Theta Kappa programs and activities.
- Supported the continued growth of the College's chapter of Sigma Kappa Delta (SKD), the national English Honor Society for Two-Year Colleges. Under the leadership of Instructor of English Heather Connors, SKD membership has continued to grow, with 25 new members inducted in April.
- Supported Model UN Advisor Joseph Caniglia, who coached and mentored seven students attending the New York Model UN Conference in April. This year, our students represented Switzerland in simulated UN proceedings. This high-impact experience brought our students into several days of Model UN activities with over 1,500 college students from around the world.
- Supported Interim Dean of College Libraries James Cox, and new Dean of Libraries John Hernandez, in their leadership for the continued growth, development, and outcomes of the Gabert Library and North Hudson Campus Library. Instagram metrics indicate continued growth of library engagement with 1,370 followers, 191 uploads, and 2,836 interactions over the past year. The HCCC Libraries hosted 79 virtual programs this year in collaboration with many campus offices, departments, and constituencies. The Makerspace in Gabert Library is now used by many student organizations and groups.
- Supported the Poetry and Language Collective, led by Assistant Professor of English Eric Adamson. The Collective hosted and facilitated many events over the past year, including *Destroy Your Exams!*; *It Became a Wild Horse: A Creative Writing Workshop on Turning the Mundane Into the Poetic*; *Poetry Radio*, and the creation of the Student Poet Laureate Program. This program had a very successful first year, naming the first student poet laureate, Natalie Akel, who was featured in events across the college and in my "Out of the Box" podcast, as well as local newspapers and publications including an interview in *NJ.com*. The Poetry and Language Collective continues to strive to bring poetry and linguistic art and education to HCCC and the surrounding community. Professor Adamson and Professor of Studio Arts Laurie Riccadonna collaborated on a

Poetry and Language Collective activity titled *Ekphrasis Writing About Art*, for which Professor Adamson received over 100 writing submissions.

9. 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

- Led and supported Vice President for Academic Affairs, Dr. Darryl Jones, in the restructuring of the Division of Academic Development and Support Services to achieve continuous improvement in important academic initiatives. These include the College's student orientation course, CSS 100; leadership for the post-tenure review process; oversight for learning communities; ongoing development and improvement of tutoring and student support services on both campuses; tutoring and coaching services; ESL; and the new \$3 million Title V grant to support the continued reform of our ESL program and support for Latino students. This collective work contributes to the realization of student success goals and outcomes, including enrollment, persistence, completion, and transfer.
- Supported the development of nine new degree and certificate programs over the past year through the College's Curriculum and Instruction Committee that is chaired by Dr. Heather DeVries, Dean of Academic Affairs and Assessment. Many of the approved certificate programs are stackable credentials from which students can articulate credit toward a full associate degree program. Examples include Academic Certificate in Accounting; Academic Certificate in Construction Management; Proficiency Certificate in Community Healthcare Navigator; and Proficiency Certificate in Personal Fitness Trainer.
- Supported the development of new curricula focused on elements of social justice. The Board of Trustees has approved a new Option in Social Justice Advocacy to the existing Associate of Science in Human Services Pre-Social Work degree.





Dr. Ara Karakashian led the development of three new curricula in Cannabis Studies: an Option in Cannabis Studies to the existing Associate of Science in Business Administration; an Academic Certificate in Cannabis Business Manager; and a Proficiency Certificate in Cannabis Business Agent. A core goal of the cannabis curricula is to provide equitable business opportunities and outcomes for members of the Hudson County

community who might not have ready access to training and education in this emerging industry.

In support of the College's partnership with Eastern Millwork, Inc., Dr. Clive Li and Dr. Burl Yearwood developed an Option in Woodwork to the existing Associate of Applied Science in Advanced Manufacturing degree program. Further supported Dr. Heather DeVries and faculty and staff colleagues across the College in the development and approval of 16 new courses during the 2021-22 academic year.

- **Supported Dr. Heather DeVries in her leadership of the College's Academic Assessment Committee. The Committee is now comprised of five designated Assessment Coordinators, who are assessment champions from each academic division. The Committee is taking an inventory of academic assessment work to date and evaluating the College's assessment reporting systems.**



- **Supported Dean of Nursing and Health Sciences Catherine Sirangelo and her colleagues in their successful efforts to achieve initial program accreditation for HCCC's Medical Assisting Program from the Commission on**

Accreditation of Allied Health Education Programs (CAAHEP). Assistant Professor of Medical Assisting, Dr. Sirhan Abdullah, and Instructor of Medical Assisting, Dr. Jihan

Nakhla, were the primary authors of the self-study document that led to this newest program accreditation, bringing the total number of HCCC accredited programs college-wide to 10.

- Supported Dean Burl Yearwood and his colleagues in their successful efforts to receive approval for the Computer Science-Cybersecurity Program from the National Centers of Academic Excellence in Cyber Defense. The program aligns with the requirements of the National Security Agency (NSA), Central Intelligence Agency (CIA), and Department of Homeland Security (DHS). Supported Assistant Professor of Computer Science and Cybersecurity Faisal Aljamal in the development and completion of the application and oversight for the approval process. The National Centers of Academic Excellence in Cyber Defense noted that the HCCC Cybersecurity Program’s “ability to meet the increasing demands of the program validation will serve the nation well in contributing to the protection of the National Information Infrastructure.” This was the first step in the College’s goal of becoming designated as a Center of Academic Excellence in Cyber Defense (CAE-CD). The College received that designation in June 2022.



- Supported HCCC’s successful application to join a select group of community colleges nationwide that have been invited by Carnegie Mellon University (CMU) to participate in a grant-funded Social and Interactive Learning-Community College (SAIL-CC) project. The project is a collaboration of the Technology for Effective Teaching and Learning Lab at CMU and the National Institute for Staff and Organizational Development (NISOD). The project’s goal is to create a more engaging and inclusive curriculum for teaching information technology and computer science in community colleges. HCCC was chosen because of our commitment to student success, the quality of our computer science programs, our faculty, and our dedication to

increasing the number of traditionally underrepresented graduates and professionals in STEM careers.

Through this project, HCCC’s STEM faculty will customize and offer our students entry-level Computer Science and Information Technology courses developed by CMU. HCCC STEM faculty will have access to the SAIL platform, a research-driven learning and teaching platform designed to incorporate best practices in project-based learning

and data-informed teaching while minimizing instructor workloads. Computer Science faculty will be provided and will participate in significant professional development opportunities.

- Supported Dr. Heather DeVries and Early College Executive Director Dr. Christopher Conzen in their successful efforts to gain approval from the Middle States Commission on Higher Education to offer full programs at the HCCC Secaucus Center, located at the Frank Gargiulo Campus of the Hudson County Schools of Technology.
- Supported Dr. Paula Roberson, Director of the Center for Teaching, Learning, and Innovation (CTLI), in her leadership for the continued growth and development of the Center's activities including professional development opportunities for the HCCC workforce and students. The Center continues to enjoy robust participation of internal and external stakeholders. The CTLI Advisory Board met nine times during the past academic year.
- Supported faculty and staff in their planning and implementation of activities funded through the College's three-year, \$3 million Title V Grant project, entitled *La Puerta Dorada/The Golden Door*. Supported the design of a new integrated skills curriculum for the entry levels of the English as a Second Language (ESL) program. The new curriculum features content-based instruction in topics that are critical to the success of HCCC students, including transition to college, academic planning, study skills, financial literacy, and career planning. Supported the opening of the new ESL Resource Center in May 2022. The Center will offer workshops and tutoring services for students in the ESL program at the Journal Square and North Hudson campuses. Academic coaches from the Center will be deployed to all lower-level classrooms on both campuses and will help identify students who are struggling academically. These students will in turn receive needed support early each semester.
- Led and supported the continued development of the new ESL Proficiency Certificate that has gained enrollment momentum and produced its first graduates in May. Students who complete the ESL Proficiency Certificate earn 15 college credits and obtain a credential that demonstrates their ability to work with high-level academic texts. Over 25% of HCCC's ESL students are now enrolled in the Proficiency Certificate program.





Theatre in Hoboken.

- Supported Associate Professor of Theatre Arts Joseph Gallo and other colleagues and students to continue to grow and develop the College's Theatre Arts program. Supported the College's Fall Theatre Festival, which was the largest production to date, and the showing of *The Girl Who Got Frozen*, a film written and performed by students in spring 2022. Supported the success of HCCC theatre graduates, including six HCCC alumni who now work at Mile Square

- Supported Professor of Studio Arts Laurie Riccadonna and her colleagues in their offering of high impact experiences for students last year, including student trips to Lower East Side Galleries and Artist Talks, New Museum, Whitney Museum of American Art, Brooklyn Gallery Tour, Metropolitan Museum of Art, and Chelsea Art Galleries, among others.



with the North Hudson Community Action Corporation (NHCAC) for its use of HCCC's Nursing Simulation Lab, and the NHCAC's continued vaccination and health services offerings on both HCCC campuses.

- Supported Dean of Nursing and Health Sciences Catherine Sirangelo and her colleagues in their successful efforts to establish new and expanded partnerships with clinical sites, including RWJ Barnabas Health and Englewood Hospital, for Medical Assisting clinical experiences. Supported the exploration of a partnership

- Supported Dr. Heather DeVries, Dean Cathy Sirangelo, and their colleagues in their successful leadership for approval of nursing students to benefit from HCCC's participation in the *New Jersey Pay It Forward Program*. Through this new program, students are eligible for loans and living stipends to support their educational goal attainment. NJ Secretary of Higher Education, Dr. Brian Bridges, encouraged HCCC to apply for participation in *Pay It Forward*, which taps outstanding programs with "strong mission alignment and commitment to serving students."



- Supported Dr. Darryl Jones in his coordination of a keynote address by Dr. Davis Jenkins at HCCC's Spring College Service Day in January 2022. Dr. Jenkins is Research Professor in Education and Social Policy at Columbia University, and a Senior Research Scholar at the Community College Research Center. Dr. Jenkins discussed

"Reimagining the Program Onboarding Experience to Ensure All Students Gain Momentum on a Path to College and Career Success." Dr. Jenkins is nationally recognized for his research on student success and community college best practices.

10. 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



- Led and supported the continued development of fully online programs as an opportunity to serve more residents of Hudson County and promote the increased postsecondary educational attainment of Hudson County's citizens. Four additional programs were added to the inventory of fully online programs during 2021-22, bringing the total number of fully online program offerings at HCCC to ten. These newest programs include

the Associate of Arts in English; Associate of Science in Health Services; Associate of Arts in Liberal Arts – Business; and Associate of Arts in Liberal Arts – Psychology. Three additional fully online programs are under development in the Division of Humanities and Social Sciences: Associate of Arts in Early Childhood Education, Associate of Arts in Elementary/Secondary Education, and Associate of Arts in Special Education. The Division of Business, Culinary Arts, and Hospitality Management anticipates that Transportation, Logistics, and Distribution curricula will be offered fully online in spring 2023.

- Supported Executive Director of the Center for Online Learning, Matthew LaBrake, and many faculty and staff across the College to strategize and plan for the continued and future development of fully online programs. At least three new fully online programs are planned in each of the next three years. Further, the Center for Online Learning completed 21 online course revisions in 2021-22 to improve student learning outcomes, engagement, and accessibility in these courses.
- Supported the redesign of the Center for Online Learning (COL) home page in all Canvas courses. In addition to enhancing the look and feel of online courses, the COL placed resources that contribute most to student success at point-of-need.
- Supported the continued development and expansion of the HCCC Online Student Orientation. All students participating in online and hybrid courses are now enrolled in this free online orientation course that introduces them to the Canvas platform and multiple aspects of online learning. During the past year, 663 HCCC students were enrolled in the orientation course, and 328 certificates of completion were awarded to students. The COL further produced a series of student orientation videos developed to address feedback from faculty about challenges students encounter in their online

learning experience. The COL now offers multiple student orientation workshops at the beginning of every term.



- Supported CIO Patricia Clay and her colleagues in the addition of 13 advanced Immersive Telepresence Video (ITV) spaces in the Culinary Conference Center kitchens and classrooms, funded through the “Securing Our Children’s Future” bond grant. Further supported the update of network cabling to support video streaming and remote access at the Joseph Cundari Center, and the replacement of all network switches at the

North Hudson Campus to enhance administrative and classroom activities, video streaming, and the addition of two ITV classrooms at the North Hudson Campus. Supported the addition of Zoom Conference Room Connection capability to ITS licenses college-wide in order to provide full video conferencing capabilities in ITV spaces.

- Supported Information Technology Services (ITS) staff in adding 200 new Chromebooks for the student laptop loan program during the past year, creating a total of 1,350 Chromebooks available for students going forward.



- Supported the EOF Program team in their creation of three-week fully online summer programs and experiences for EOF Scholars enrolled in fully online courses.

- Supported the Office of Student Life and Leadership team in their launch of a fully online New Student Orientation program. During the past year,

1,772 students completed this online orientation.

- Led and supported the offering of all student support services remotely for fully online students and students who choose to access remote services. Developed to serve students during the pandemic, the College is committed to the permanent offering of

remote services in addition to personal, on-ground services. This has led to significant improvement of the on-ground service experience as lines have been significantly reduced, allowing for more personal support for users of on-ground services.

- Led and supported the continued growth and development of accessibility services for students, faculty, staff and community members. Supported investments in technology to assist individuals with hearing and other disabilities.
- Supported expanded workshops and professional development opportunities in the Center for Online Learning. More than 60 faculty workshops involving over 200 faculty were offered during 2021-22.
- Supported the Institutional Research and Planning team to measure and analyze student success in online learning, and to improve the analysis of Canvas data in order to gain insight into student engagement.



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

Outcomes

- See Outcomes under Goal 1.9 above.



- Supported a wide range of professional development activities for faculty and staff, including workshops, speakers, and other activities offered through the Center for Teaching, Learning, and Innovation; the 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). During 2021-22, these included certificate training for effective online teaching; inclusive teaching for equitable learning; and designing student centered courses online.

- Supported HCCC’s invited participation in the Transfer Student Success and Equity Intensive offered by the Aspen Institute and the American Association of State Colleges and Universities (AASCU). The College’s partner institution in this project is New Jersey City University (NJCU). Our selection and participation in this year-long engagement will lead to the development of a Strategic Transfer Excellence Plan (STEP) to guide HCCC’s continuous improvement in the successful transfer of HCCC students who wish to pursue baccalaureate and graduate study at four-year and graduate institutions.
- Supported HCCC’s leadership and participation in the New Jersey Pathways to Career Opportunities (NJPCO), a collaboration of the New Jersey Council of County Colleges and the New Jersey Business and Industry Association (NJBIA). HCCC was chosen as a Center of Workforce Innovation for Construction Management, and a Center of Workforce Innovation for Supply Chain Management. The Centers are building pathways with aligned curricula shared across educational partners to serve the learning lifespan of students and workers in order to build an innovative workforce. Through this project, the College is collaborating with inclusive groups of industry leaders and educational partners across the state. Supported Dr. Burl Yearwood and Lori Margolin in their leadership of these Centers. Also participating and contributing to this project are Dr. Heather DeVries and Dr. Ara Karakashian. HCCC received grant

funding through the New Jersey Council of County Colleges (NJCCC) totaling \$837,200 for our administrative leadership of these Centers.

- Led and supported initiatives and outcomes across the college that were recognized with national awards of excellence during 2021-22. These included the following:
 - ACCT 2021 Northeast Region Equity Award;
 - *INSIGHT Into Diversity's* 2021 Higher Education Excellence in Diversity (HEED) Award;
 - *Desfile Salvadoreno* de New Jersey's 2021 Community Partner Award;
 - *Diverse Issues in Higher Education's* 2022 "Most Promising Places to Work in Community Colleges" Award;
 - AACC 2022 Advancing Diversity Award of Excellence Finalist;
 - *INSIGHT Into Diversity's* 2022 "Inspiring Programs in STEM" Award;
 - ModernThink/Chronicle of Higher Education's 2022 "Great Colleges to Work For" Award, Recognizing HCCC's Excellence in Professional Development, Confidence in Senior Leadership, Shared Governance, Faculty Experience, and Diversity, Inclusion, and Belonging; and,
 - League for Innovation's "Innovation of the Year" Award for the Hudson Scholars Program.



improve digital competency.

- Supported CIO Patricia Clay and her team in the coordination and offering of professional development opportunities related to academic technologies, including weekly ITV training, seasonal Epson Brightlink Interactive Projector workshops, information and data security, and WebEx training, among others. Patricia initiated "Weekly Technology Tips" that are sent to all employees to

12. 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 new 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 Early College Programs Executive Director Dr. Christopher Conzen and his team in their successful efforts to further grow and develop the Early College Program during the second year of the pandemic. During the past year, total unduplicated headcount enrollment in the Early College Program increased by 19%, new student enrollment increased by 54%, and cumulative credits earned by Early College students increased by 6%. The HCCC Family celebrated the graduation of 38 Dual Enrollment students at HCCC's May Commencement Ceremony. These students graduated high school with their HCCC associate degree, representing Dickinson, Ferris, High Tech, and Marist High Schools. Supported the creation of new Early College partnerships during 2021-22, including a new dual enrollment cohort from Kearny High School, and Culinary program partnerships with West Orange and Orange High Schools.**
- **Led and supported the continued development and expansion of articulation and partnership agreements with four-year colleges and universities. Supported the Division of Academic Affairs and the new Office of Transfer Pathways in the development of eight new program articulation agreements with New Jersey City University, Montclair State University, Stockton University, Thomas Edison State University, Rutgers University-Newark, and the College of Staten Island. Led signing ceremonies for each of these new agreements involving college leaders, faculty, staff, and students.**



- Supported the development of the Office of Transfer Pathways, the creation of a new Director of Transfer Pathways, and the hiring of Jennifer Valcarcel as HCCC's Inaugural Director. Jennifer and her colleagues provide leadership and oversight of the articulation and dual enrollment agreement processes, marketing and communication of partnerships, and outreach and support for HCCC



students who are interested in transferring to four-year and graduate college and university programs. Supported the creation of a new Transfer Council comprised of faculty, staff, and student leaders. During the past year, the Office of Transfer Pathways offered a wide range of transfer events, including “Instant Decision Days,” Partner Tabling, and four highly successful Transfer Fairs. Supported the creation of new dual admission/transfer articulations with New Jersey City University, Stockton University, Montclair State University, and Rutgers University-Newark.

- Supported Dr. Heather DeVries and Lori Margolin in their leadership to develop academic and workforce programs for individuals who are currently or were previously incarcerated. Partnered with the New Jersey Reentry Corporation to deliver instruction at the Governor’s Reentry Training and Employment Center in Kearny, NJ; and with the Hudson County Department of Housing and Community Reintegration to offer credit and non-credit instruction in the Hudson County Correctional Facility.



- Supported Dr. Heather DeVries; Dr. Alison Wakefield, Interim Dean of Humanities and Social Sciences; and their colleagues in the development of programs to assess and enhance skill levels of corrections police officer candidates at the Hudson County Public Safety Training Center. Through this work, corrections police officer

candidates are now eligible to articulate 13 credits towards HCCC's Associate of Science in Criminal Justice degree.

- Supported Lori Margolin, Dr. Burl Yearwood, and colleagues across the college in their leadership and participation in a state-wide collaboration of the New Jersey Council of County Colleges (NJCCC) and New Jersey Business and Industry Association (NJBIA). The collaboration is focused on efforts to address the rapidly changing needs of employers while providing students and workers with career pathways that lead to their success. HCCC is the administrative lead college for two of 10 Centers of Workforce Innovation specifically focused on building pathways to serve the learning lifespan of students and workers, a key component of this coordinated workforce preparation effort. HCCC has been funded over \$800,000 to lead the Center for Construction, and Center for Supply Chain and Logistics.
- Supported Lori Margolin and her colleagues in the development of several new pathway programs during the past year. These include short-term certificates and micro-credentials in construction management, three social justice courses, and a cannabis course and event. These continuing education courses provide pathways to academic certificate and degree programs.



- Supported HCCC's successful application for selection as one of 14 community colleges nationwide to participate in an innovative Noncredit and Credit Alignment Lab (NCAL). Launched by the Association of Community College Trustees (ACCT) and Education Strategy Group (ESG), the two-year initiative supports community college governance units in the development of new or improved pathways between non-credit and credit programs. As part of this initiative, participating community colleges are collectively diagnosing current efforts to align programs, set a vision, build a case among college constituencies, and receive

accountability from their peers for implementation. By the end of this project, HCCC will develop new and best-practice pathways between non-credit and credit programs that address critical barriers to alignment.

- Supported the Division of Continuing Education and Workforce Development (CEWD) in the creation of an HCCC Center for Adult Transition. This project is funded by the State of New Jersey to support the transition of individuals with intellectual and developmental disabilities up to the age of 24. Services and resources are provided that are necessary to experience more successful transitions from secondary school to postsecondary education, adult employment, and independent living opportunities and skills as appropriate.
 - Supported HCCC's partnership with Alliance Community Healthcare, based in Jersey City, to provide Certified Clinical Medical Assistant and Community Health Worker training beginning next year and expanding the HCCC training portfolio. Alliance Community Healthcare seeks to prevent substance abuse, homelessness, sex trafficking, domestic abuse, mental illness, and other areas of health and healing need.
 - Supported the Division of Continuing Education and Workforce Development (CEWD) in efforts to engage and provide opportunities for high school students through HCCC's Early College Program. During 2021-22, programs in marketing and supply chain management were offered with both an Early College and Continuing Education component.
 - Supported the Office of Institutional Research and Planning (IRP) staff in their involvement and contributions to the Transfer Pathways working group. IRP provides reports and analysis in support of HCCC's participation in the Aspen-AASCU Transfer Intensive and other transfer-related projects, programs, and services.
13. 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 College's partnership with *CampusWorks* to achieve continuous improvement in the processes and systems required for the identification, access, and disaggregation of data in order to inform our practice.

Outcomes

- Supported John Scanlon and his colleagues in the Office of Institutional Research and Planning (IRP) in their "data readiness" engagement with HCCC's partner, CampusWorks, during 2021-22. Examples include a campus-wide survey, focus groups,

interviews, process mapping, and a Data Summit held in December 2021. This and related engagement resulted in a roadmap to support continuous improvement of data governance, data literacy, and data infrastructure. Supported the IRP team's data submissions for the Voluntary Framework of Accountability (VFA).

- Supported Dean of Financial Aid Sylvia Mendoza and her colleagues in their successful work to deploy innovative student loan default management and reduction approaches. During the past year, the College's cohort default rate decreased by 7.6%. The College's cohort default rate for federal student loans that entered repayment in FY 2019 dropped significantly, from 11.7% to 4.1%, a record-low figure.
- Supported the Office of Financial Aid's preparation and submission of new certificate programs for Title IV (federal financial aid) eligibility. The United States Department of Education approved HCCC's new ESL Proficiency Certificate for Title IV Eligibility in August 2021. Additional programs currently under review by DOE include new certificate programs in accounting, cannabis business agent, cannabis business manager, construction management, community healthcare navigator, and personal fitness trainer.
- Supported Dean Mendoza and her team in their successful application to participate in the national Second Chance Pell experiment. HCCC was one of 73 two- and four-year colleges and universities in the nation that were selected to participate during the past year. Financial Aid team members will attend DOE webinars for Second Chance Pell applicants, and strategize to identify and solve challenges in the program's implementation during the coming year.
- Supported the Office of Institutional Research and Planning's improvement and automation of processes for federal, state, and accreditation-related compliance reporting.
- Supported the collaboration of colleagues in the Division of Academic Affairs, Office of Human Resources, Center for Online Learning, and Office of Institutional Research and



Planning in their efforts to improve and centralize the administration of the Student Evaluation of Instruction.

14. Lead and support efforts to achieve the goals and continuous improvement outcomes of the *Community College Opportunity Grant*. 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.

Outcomes

- **Supported Dean Sylvia Mendoza and her team in the processing of \$41 million in Financial Aid awards to 8,639 HCCC students during 2020-21. These included grants, scholarships, loans, federal work study earnings, and direct financial emergency funds. During 2021-22, more than 88.5% of HCCC graduates received some form of financial aid.**
- **Supported the Financial Aid team in their processing of over \$2.8 million in Community College Opportunity Grant (CCOG) funding to 1,245 students. This represents the largest CCOG allocation to the largest number of students of New Jersey's eighteen community colleges.**
- **Supported the awarding of approximately \$22 million in CARES emergency funds to 9,245 students since the beginning of the pandemic.**
- **Supported the processing of financial aid to 52 New Jersey dreamer/undocumented students through the New Jersey Higher Education Student Assistance Authority during 2021-22.**
- **Supported the Office of Financial Aid in its successful efforts to increase public awareness of the college financial literacy program, provide effective loan counseling, and promote free tuition grants that helped students pay for tuition without applying for loans. Through these proactive initiatives and services, the number of HCCC students applying for loans decreased 45% during 2021-22.**
- **Supported Dean of Humanities and Social Sciences, Dr. Alison Wakefield, and Assistant Professor of Education, Dr. Angela Pack, in their growing partnership with Greater Bergen Community Action Head Start. To date, six cohorts totaling 115 students have been enrolled and are seeking the Infant and Toddler Child Development Associate (CDA) credential.**

- Supported Dr. Nicholas Chiaravalloti and his colleagues in their continued leadership for developing and executing strategies to address priorities for HCCC through local, state, and federal sources. Vice President Chiaravalloti continues to conduct regular meetings with elected officials to pursue policy and funding priorities.
15. 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.
- Continued to support College Lecturer Michael Whelpley in his college-wide leadership for the expanded use of Open Educational Resources (OER) and textbook-free courses. These include use of virtual instructional materials in order to save students textbook costs. This is an increasingly significant financial challenge and barrier that delays or prevents many students from completing their degree programs. Supported expanding opportunities for students to identify course sections utilizing OER.
 - Supported staff in the HCCC Libraries; Academic Affairs; Business, Culinary Arts and Hospitality Management; Humanities and Social Sciences; and other offices and units in their growing development of textbook-free courses. Hundreds of textbook-free courses are now offered at HCCC, saving students more than \$500,000 in 2021-22. Supported OER professional development opportunities for faculty and staff and other efforts of the OER Task Force, which is partnering with sister institutions to create and allocate resources. HCCC is a member of NJ Virtual Academic Library Environment (VALE) Consortium, which organizes OER databases and best practices.



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 new Office of Diversity, Equity and Inclusion. Lead and support progress in the areas of 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 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 of data and analysis relevant to PACDEI initiatives.**
- **Supported the development of a logo and mission for the Office of Diversity, Equity, and Inclusion: "The Mission of the Office of Diversity, Equity, and Inclusion is to promote an institutional climate that embraces and celebrates differences while championing equitable and inclusive practices, policies, and procedures in all College activities. The Office leads and supports practices that foster safe, inclusive, and accessible facilities and activities for all community members."**



- **Led and supported the continued growth and development of the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI), including the development of By-**

laws; a steering committee to coordinate the Council's work; the integration of cultural affairs and accessibility services into the new Office of Diversity, Equity and Inclusion, and the activities of PACDEI; the creation of a new PACDEI Student Action Group; and others.



- Supported Dr. Paula Roberson; the Center for Teaching, Learning, and Innovation; and colleagues across the college in the successful national offering of the College's first-ever Virtual Teaching and Learning Symposium on Social Justice in Higher Education. Nearly 500 attendees from seven states participated in sessions presented by 25 educators, activists, authors, and thought leaders from

across the nation in spring 2022. Building on the success of this inaugural event, a second symposium is planned for spring 2023.

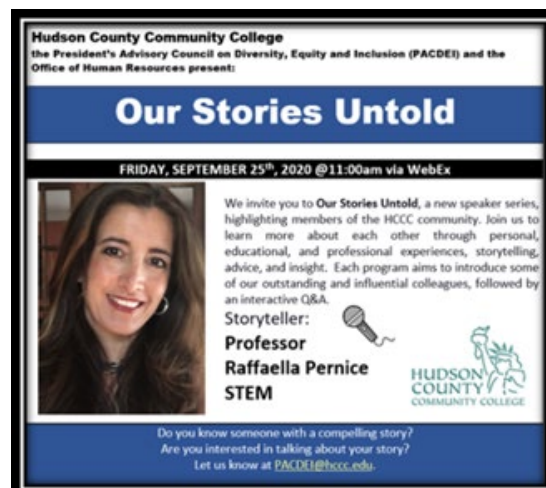
- Supported the Center for Teaching, Learning, and Innovation's first-ever National Day of Prayer Celebration. Leaders of many faith traditions volunteered to lead prayer for College and community members in attendance in spring 2022.
- Supported Dr. Peter Cronrath, Chair of the All College Council (ACC), and other colleagues in a revision of the ACC By-laws to appoint PACDEI members with DEI training to standing committees of the All College Council.
- Supported college-wide faculty, staff, and student participation in the eCornell Diversity and Inclusion Certificate Program.
- Supported the Office of Human Resources and other colleagues in the growing development and offering of a new Employee Recognition Program in Fall 2021, which honored more than 200 employees for excellence in their leadership and support of students and the College. Further supported the College's Ninth Annual Special Thanks and Recognition (STAR) program. At the STAR event, employees who reached milestone years of service, from five up to 30 years, were recognized in addition to 2021 and 2022 retirees. Further events for employees included "Take our Sons and Daughters to Work Day," and a luncheon honoring Administrative Professionals, both offered in April 2022.



- Supported North Hudson Campus Coordinator Amaalah Ogburn; Associate Director of Diversity, Equity, and Inclusion Natalia Vazquez-Bodkin; Veronica Gerosimo, and other colleagues in their leadership for the continued growth and development of the HCCC Diversity, Equity, and Inclusion Student

Passport Program. In its third semester, the program welcomed 127 students to the eight-week program dedicated to developing equity leaders among HCCC students. Workshops covered such topics as implicit bias, privilege, microaggressions, unlearning and relearning social constructs, inclusive language and allyship, and advocacy in action. Program facilitators were invited to present professional development sessions about the program at three regional and national conferences: the National Conference on Race and Ethnicity (NCORE) in Higher Education, NJCU's Community College Showcase, and HCCC's Teaching and Learning Symposium on Social Justice in Higher Education.

- Supported the offering of the "Our Stories Untold" Series through which HCCC employees and students are invited to share their life stories with one another. This has been an often powerful and highly successful series. After attending a session, one employee wrote, "I love that we are allowing our coworkers and students to get to know the stories that make us who we are and inspire them in their own journeys."



- Supported and participated in discussions and planning with Centre Pompidou staff to develop mutually beneficial partnerships that leverage both organizations to achieve shared outcomes. Met in March 2022 with Curator Charles Aubin; Anna Hiddleston, who works with the Pompidou collections; and Chloe Sigano, whose responsibilities are in the performing



arts. I shared our College Mission, Vision, Values, and *Hudson is Home!* Strategic Plan. I further discussed our Foundation Art Collection, Dineen Hull Gallery, and HCCC's performing arts and cultural affairs programs. The Centre Pompidou colleagues are enthusiastic about partnering with HCCC, and, particularly, about engaging students and faculty in the work of the Museum and its programs. The Centre Pompidou Museum is slated to open in 2024. Centre Pompidou leaders have also met with other HCCC colleagues over the past year.

- Supported the expansion of cultural affairs activities and resources at the North Hudson Campus, including a new Art Concourse that opened in April for the Campus' 10th Anniversary Celebration.
- Supported Vice President Anna Krupitskiy and other colleagues in offering the nationally recognized "Great Colleges to Work For" confidential survey of our workforce in spring 2022. Over 56% of faculty, administrators, exempt professionals, and a random sample of adjunct faculty and non-exempt staff completed the survey administered by ModernThink. Based on the responses of HCCC employees, HCCC has been selected by ModernThink as one of the 2022 "Great Colleges to Work For." The employee survey results identified HCCC as a best practice institution in the eyes of the workforce in five areas: Professional Development; Confidence in Senior Leadership; Shared Governance; Faculty Experience; and Diversity, Inclusion, and Belonging. The College will be acknowledged and congratulated in an upcoming issue of the *Chronicle of Higher Education*, the largest publication in American Higher Education.

- Led and supported the continued growth of the HCCC Latino Advisory Council (LAC), and African American Outreach Committee (AAOC), during 2021-22. Supported the LAC's marketing and outreach, including partnerships with Univision on targeted marketing and a college fair. The LAC offered "Hudson es Casa," a Latino Education and Community Fair at the North Hudson Campus in June 2022 that was attended by more than 300 prospective students, their families, HCCC students, faculty, staff, and guests. A similar event is currently being planned by the AAOC. Supported the continued recruitment of employees with multi-language skills in student-facing positions.



- Supported Dr. Nicholas Chiaravalloti in his leadership for developing partnerships with the growing Arabic and Asian communities in Hudson County.
- Supported Lori Margolin and her colleagues in their partnership with the Statewide Hispanic Chamber of Commerce of New Jersey (SHCCNJ) in collaboration with the Office of Student Life and Leadership. This partnership was initially focused on the Hispanic Entrepreneurship Training Program (HETP). During the past year, the partnership expanded to include membership in the SHCCNJ for HCCC's Latino students. Students were sent information about membership benefits and were auto-enrolled as members, with the option to opt out. Highlights of partnership activities during 2021-22 featured two events during Hispanic Heritage month – including a well-attended business panel and a "Conversation on Cuba;" in-class presentations on SHCCNJ programs; enrollment in free New Jersey Manufacturing Extension Program (NJMEP) certification programs; and the HETP and Latina Entrepreneurship Training Series (LETS) programs. Further, an agreement was approved to articulate three credits to students who complete the HETP program and enroll at HCCC for an academic certificate or degree.
- Supported Executive Director of Safety and Security Jack Quigley and his colleagues in the enhancement and continuous improvement of the safety and security of campus spaces and processes. Examples include coordination with the City of Jersey City to

install audible crosswalk signals at Sip Avenue and Academy Street intersections; improved pedestrian safety with the placement of decorative planter barriers at the STEM Building and Student Center and creation of a college loading zone; a partnership with the North Hudson Community Action Corporation to make COVID-19 vaccinations and boosters available to all students, faculty, staff, and trustees at both campuses; installation of live-vac, anti-choking devices in all food service areas; Narcan availability and training at all security posts; and ongoing safety and security training for the college community, among others.

- Supported the Safety and Security team in their leadership to maintain transparency and accountability in all safety and security activities and processes. Examples include consistent sharing of safety and incident reports with the CARE Team, Office of Human Resources, Hudson Helps staff, and others. Supported the maintenance of a publicly available incident log and the publishing of the college's Annual Security Report.
 - Supported colleagues in the Office of Institutional Research and Planning in their contributions of data and analysis for the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI). Examples include surveys on faculty awareness of, and satisfaction with, resources for including DEI principles and content in their pedagogy; and a follow-up survey to assess the work of the Campus Safety and Security Subcommittee of PACDEI.
 - Supported the Division of Continuing Education and Workforce Development, and Academic Affairs colleagues, in their application to the Veterans Rapid Retraining Assistance Program (VRRAP) for Educational Institutions. The program provides funding for Veterans who have exhausted their GI Bill educational benefits. A response from the United States Veterans Administration is forthcoming.
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 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.



- Led and supported North Hudson Campus Executive Director Joseph Caniglia and his team in DEI programming, including speakers and a range of programs and presentations. Supported the development of a new art gallery on the third floor of the North Hudson Campus where diverse artwork of faculty and other artists is displayed.



- Supported Dr. Paula Roberson in her leadership to coordinate and offer the inaugural HCCC Teaching and Learning Symposium on Social Justice in Higher Education. Nearly 500 participants from 47 colleges across seven states attended the four-day symposium in March 2022, which included 26 presentations by social justice agency leaders, educators, lawyers, holocaust survivors, historians, college presidents, trustees, and many others.

- Supported Dean of Enrollment Services Matthew Fessler and his colleagues to identify, update, and add questions to the admission application in order to ensure inclusiveness, equity, and obtain better data about our students. Supported the HCCC Application Update Team in their successful efforts to eliminate the \$25 student application fee; the deployment of automated communications about services available through Hudson Helps and Single Stop; the updating of questions about gender/sex to be more inclusive, and the identification of accessibility needs, among others.



3. Lead and support college-wide collaboration and participation in programs and cultural activities that examine and promote thought, reflection, creative expression, and open

and respectful dialogue. Promote openness and respect for the sharing and discussion of different points of view, concerns, and multiple perspectives about values, attitudes, beliefs, cultural traditions and other areas of difference. Support the empowerment of all community members and an environment in which all voices are welcomed and encouraged.

Outcomes

- See Outcomes above.



- Supported the Office of Student Life and Leadership, Department of Cultural Affairs, and other College and community offices and partners in the celebration of major cultural commemorative months including Hispanic 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 HCCC's partnership with the New Jersey Hispanic Chamber of Commerce for a Small Business Owner and Entrepreneur Panel and a "Conversation on Cuba," an Hispanic Heritage Month Faculty and Staff Meet and Greet, a documentary screening and conversation with Kim Haas of "Afro Latino Travels," and a lecture by Carlos Andres Gomez on "What Does Being Hispanic Look Like?"
- Black History Month highlights included former Jersey City Poet Laureate Rashad Wright's poetry performance and permanent installation for MLK Day, a mail-to-home shirt and lanyard giveaway, Black Student Union Meet and Greet and Programming, guest speakers, trivia nights, and a coffeehouse.
- Women's History Month highlights included Broadway Stories, Art & Feminism Wikipedia Event with Seton Hall University, HCCC Women in STEM panel, Women's Empowerment Festival, "The Road to CRISPR," Sisterhood/La

Hermidad women's group, Trivia Night, Book Club discussion, and HR's Career Path Employee Panel.

- HCCC PRIDE programming featured HCCC's first-ever PRIDE Parade, bringing together College community members and partners from NJCU, Saint Peter's University, and local non-profits such as the Hudson PRIDE Center and Project LOL. Events also included the LGBTQIA+ Student Social, Safe Space training, an off-campus trip to New York's Greenwich Village for an LGBTQIA+ History Walking Tour, and Behind the Scenes with "In Full Color's" display of LGBTQ identities and women of color performances.



- Arab American Heritage Month featured a first-ever Arab Heritage Fashion Show celebrating fashion and traditions in many Arab countries. This event has inspired the offering of future fashion shows in celebration of multiple cultures.
- Asian American and Pacific Islander (AAPI) Heritage Month included a "Laugh at Lunch" comedy show featuring AAPI comedians, and Wajahat Ali, Pakistani-American writer and political commentator.
- Led and supported collaborations with partners and agencies to bring speakers, presentations, and conversations to HCCC. Examples of this work include:
 - Yoleidy Hernandez-Rosario's presentation about "Deconstructing Thanksgiving" that introduced audience members to Native American history related to the Thanksgiving holiday;
 - Nicole Lynn Lewis' data-informed presentation that highlighted the challenges faced by student parents;
 - Dr. William Harvey's open conversation about higher education's past, present, and future. Themes of the discussion included history, engagement, race, and community building; and,

- Published author, speaker, talk show host, and writer for the *New York Times* Wajahat Ali's virtual discussion about DEI and current events.



- Supported Michelle Vitale, Director of the Department of Cultural Affairs, and many HCCC community members in the development of multiple partnerships with local universities, the Port Authority of New York New Jersey, the World Trade Center, Jersey City Arts House, Seton Hall

University, Art Fair 14C, Apple Tree House, New Jersey City University, In Full Color, and others. Supported HCCC presentations of nationally recognized writer David Mills, Jersey City Poet Laureate Rashad Wright, Broadway stars Catherine Walker and Scarlett Strallen, and celebrated jazz musician Jason Sacks, among others.

- Supported Michelle Vitale and her colleagues in a growing partnership with Jersey City Public Schools that led to a highly successful poetry festival involving more than 200 students, families, teachers, and community members in the HCCC Dineen Hull Gallery during National Poetry Month.
- Supported HCCC's inaugural Juneteenth Celebration held on June 16, 2022. Assemblywoman Angela V. McKnight offered welcoming remarks; nationally recognized American poet David Mill performed; HCCC alumnus Chef Claude Lewis provided food; and HCCC alumnus D.J. Vaselli showcased a "Songs of Freedom" mix. This event will be held annually going forward.
- Supported HCCC's Artist Residency Series throughout the year. This year's offerings included "In Full Color," a local performing arts organization dedicated to celebrating self-identifying women of color; and workshops and performances every Sunday from January through mid-March, many of which were highlighted in *NJ.com* and the *Jersey Journal*.
- Supported colleagues across the college in the hosting of a writing residency involving HCCC Student Poet Laureate Natalie Akel, Former Jersey City Poet Laureate Rashad Wright, and nationally acclaimed author Nancy Mendez-Booth.

- Supported events celebrating Veteran students, faculty, and staff; Easter; Ramadan, and other traditions and communities with family-friendly events.

- Supported and participated in graduation celebrations for some of HCCC's most at-risk student populations, including Kente Graduation, Lavender Graduation, ESL Graduation, and induction ceremonies for honor societies that celebrated honors students, first-generation students, returning adult students, and others.



- Supported Dr. Ara Karakashian and Assistant Professor of Business Elana Winslow in their organization and offering of HCCC's first annual Holocaust and Armenian Genocide Commemoration in April 2022. Offered by three scholars and a panelist, the program was attended by over 150 participants from around the world and was supported through partnerships with the Anne Frank Center and others. Senator Robert Menendez offered a special message to attendees.
- Supported Kenny Fabara, Director of Academic Affairs, and other faculty and staff in their publication of *Crossroads*, HCCC's art and literary magazine. The magazine showcases the diligent work and contributions of the College's vibrant student population and is a platform for artists, poets, writers, advocates, activists, dreamers, and pragmatists to share their visions, passions, and worldviews with the HCCC community and beyond. A total of 56 submissions were published in this year's magazine.



- Supported the development of HCCC's Black Faculty Caucus, chaired by Instructor of English Dr. Jeanne Baptiste. Objectives of the Caucus include promoting the interests of Black students and faculty; supporting the recruitment, retention, and completion of Black students; advocating the

recruitment, retention, and promotion of Black faculty; and supporting the academic and professional development of Black students and faculty through research, scholarship, and publication.

- Supported Dean Burl Yearwood and his team in their offering of "Women in STEM" in March 2022. Speakers discussed their successes, challenges, and lived experiences as HCCC women in STEM. Panelists included Dr. Nadia Hedhli, Associate Professor of Biology; Dr. Fatma Tat, Assistant Professor of Chemistry; Rumana Syed, Adjunct Instructor of Computer Science; Claudia Delgado, Assistant Professor of Mathematics; Elisa Flores, HCCC alumna; and Angel Beebe, SGA President, who moderated and facilitated this highly successful event.
4. 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 2021-22. Participated in a myriad of 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 2021-22 to bring visibility and appreciation to the inspirational stories and achievements of members of the HCCC Family. Interview topics during the past year included HCCC’s Five-Star Chapter of Phi Theta Kappa International Honor Society; HCCC STEM Programs and Achievements; Continuing Education and Workforce Development Programs and Partnerships; HCCC Programs for Veterans; Women in Business; the College’s Student Poet Laureate Program; *Year Up New York New Jersey*; Culinary Arts Institute Programs and Achievements; Goldman Sachs Local College Collaborative; *Achieving the Dream*; and the Hudson Scholars Program. All podcast videos are posted on the College YouTube channel and the College website.
- Led and supported growing partnerships with community leaders and members of the region’s Latino and African American communities. Participated actively on the Latino



Advisory Council, and the African American Outreach Committee led by Trustee Pamela Gardner with the support and participation of Trustee Bakari Lee. Hosted periodic meetings with Hispanic community members through *Café con Chris*, a virtual and on-ground program organized by Atabey Consulting Group President and CEO, Wendy Martinez, with the support of the Office of Communications; Office of Diversity, Equity, and Inclusion; and others.

- Co-hosted, with the Professional Association, an end-of-year dinner recognizing HCCC faculty and celebrating retiring faculty. Participants reflected on all they have been through together and celebrated the contributions of so many faculty and other colleagues who have made it possible for us to achieve positive and even best-practice outcomes in the most challenging of circumstances. It was a memorable evening and an event that we plan to offer annually going forward.
 - Supported Culinary Arts Institute (CAI) faculty and students in their continuing preparation of food for College community members in need. Through this voluntary project, over 10,000 meals have been prepared and distributed through the College's two food pantries to date.
 - Led and supported a continued, College-wide project to review and update all college policies and procedures (see above).
 - Supported Dr. Nicholas Chiaravalloti and his colleagues in their presentations and discussion of goals and plans for the Tower project at college-wide meetings involving all college constituencies. Topics included parking and other related initiatives. Ensured full transparency and inclusion of multiple perspectives in the planning processes.
5. 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 and celebrations 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, Phi Theta Kappa, 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 Hudson *YouTube* page.
- Supported many programs that served as a platform for college-wide discussion, planning, and action to advance our shared goals of confronting racism, injustice, and inequities. Supported members of the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) in their leadership for College engagement to empower positive change through our mission of education and community service.
- Attended many meetings and activities of student organizations and other members of the College community during the 2021-22 academic year.
- Attended All College Council, HCCC Foundation, meetings and events of the four Professional Associations, and other events 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 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.

- Supported special events, such as the Student Center Grand Opening, Hudson Helps Resource Center First Anniversary Celebration, many graduation celebratory events, and the largest Commencement in HCCC history at Red Bull Arena in Harrison. Supported Vice Presidents Lisa Dougherty and Nicholas Chiaravalloti in their leadership for the 45th Annual Commencement Ceremony attended by 7,000 graduates, faculty, staff, families, friends, and community members.
- Hosted seven in-person and virtual “Pizza with the President” events involving, collectively, over 600 students. Engaged students in discussions about their goals, plans, aspirations, and dreams; shared College updates; and answered students’ questions.



- Supported Dr. Nicholas Chiaravalloti, the Board of Trustees, Joseph Caniglia, other colleagues, local and state elected officials, and friends in the planning and coordination of the naming ceremony for the Congressman Albio Sires Atrium at the North Hudson Campus. The Naming Ceremony highlighted the North Hudson Campus tenth anniversary celebration.

- Supported Dr. Ara Karakashian, Lori Margolin, and their colleagues in hosting a full-day conference at the Culinary Conference Center for members of the community who are interested in learning more about the emerging cannabis industry. Offered in

partnership with *Cannademix*, an organization dedicated to providing cannabis industry information and training, the event featured information about new HCCC programs and educational opportunities including licensing and other Continuing Education workshops, proficiency certificates, academic certificates, and a new cannabis-focused associate degree.

- Worked closely with members of the Journal Square Community Association, to whom I was invited to speak last spring and who meet regularly in the HCCC Student Center;

and the Journal Square Special Improvement District (JSSID) as a member of the JSSID Board.

- Supported the NJCU Doctoral Program in Community College Leadership, which enrolls many HCCC colleagues who are pursuing doctoral degrees. Accepted an invitation to join the program's Advisory Board and have participated actively in support of the program's growth and development, including HCCC's special alignment with this program as NJCU's sister community college.

Board Goal #3: Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Review and support initiatives to update employee position descriptions, develop an employee position classification system, and conduct market analyses to identify and address potential salary and equity gaps.

Presidential Goals:

1. Pursue continuous improvement with regard to employee salary structures and equity. Support the development of an employee classification system through the input and recommendations of Evergreen Solutions, LLC, HCCC's selected Human Resources consultant. Encourage and facilitate collaborative college-wide discussion, communication, and planning through the College's budgeting and collective bargaining processes.

Outcomes

- On May 17, 2022, the Board of Trustees approved new, three-year contracts for all four of HCCC's Collective Bargaining Units: the Professional Association, Academic Administrative Association, Adjunct Faculty Federation, and Support Staff Federation. The Board also approved the adoption of a new HCCC Employee Compensation and Classification System created over the past two years in partnership with Evergreen Solutions, LLC to provide a structure, informed by data, which helps ensure internal compensation equity, external market equity, modernization of position descriptions and titles, while also addressing issues of salary compression among other positive outcomes.

The Trustees further approved resolutions to transition non-represented Confidential staff and part-time staff into the new Employee Compensation and Classification System in the same manner as union employees.

These outcomes bring the College full circle in the achievement of the shared goals of comprehensive updating and reform of employee compensation, including equity considerations, employee support, and ongoing professional development.

2. Provide leadership and support for constructive and productive Collective Bargaining Agreement negotiations leading to new, multiple-year contracts with each of HCCC's four unions. Seek consensus in achieving progress in support of employees and the College's Mission.

Outcomes

- **Led and supported the successful renegotiation of all four union contracts with new three-year contracts for the Professional Association; Academic Administrative Association; Adjunct Faculty Federation; and Support Staff Federation. Further achieved the adoption of a new Employee Compensation and Classification System that was created over the past two years to provide a structure, informed by data, to help ensure internal compensation equity, external market equity, and to modernize position descriptions and titles while also addressing issues of salary compression, among other very positive outcomes. Led the process for transitioning non-represented Confidential staff and part-time staff into the new system in the same manner as union employees. These outcomes, made possible by the full support and counsel of the Board of Trustees, reflect the input and contributions of HCCC community members from all parts of the College. This historic set of achievements will make a lasting and positive impact on our College and its people for years to come.**



- **Supported Vice President Darryl Jones and the Professional Association Executive Committee in their successful negotiation of a Memorandum of Agreement clarifying the roles, responsibilities, and compensation of area/program/subject faculty**

coordinators and the newly formed position of Assessment Coordinator. The MOA was approved by the Board of Trustees in October 2021.

3. 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 develop 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

- **Supported Dr. Darryl Jones and Dr. Heather DeVries in their development of a policy and process for conferral of Retired Faculty Emeritus and Staff Emeritus status. This new policy was approved by the Board of Trustees in November 2021.**
- **Led and supported Vice President Anna Krupitskiy and other colleagues in an ongoing college-wide project of creating and updating all College policies and procedures in every part of the institution. These policies and procedures, approved by the Board of Trustees and Cabinet as appropriate, are now prominently displayed and are easily accessible on the College's new website.**



in academic pathways that align with students' academic and professional goals, helping students persist and achieve their academic goals.

- **Led and supported Dr. Heather DeVries and Lori Margolin in the development of policies and procedures for seamless articulation of HCCC credit and non-credit programs. This work promotes equity in recognizing different types of learning experiences, such as industry-recognized credentials for the awarding of academic credit. The new procedures support student success by providing "on-ramps" and "off-ramps"**
- **Supported HCCC's invited participation in the national "Non-Credit and Credit Alignment Lab" created by the Association of Community College Trustees (ACCT) and Education Strategy Group (ESG). HCCC was selected as one of 10 community colleges nationwide to develop new or improved pathways between non-credit and credit programs, supported by a \$1.2 million grant from the ECMC Foundation. Our collective**

work and outcomes will be shared as best practices throughout the nation's community college sector.

- 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.)
- 4. 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 community 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 under Board Goals 2.2 and 3.3 above.
- 5. Lead and support the development of the recently revised employee annual review process for non-represented employees. Ensure that the new annual review process timetable aligns with the academic year and includes employee self-assessment, the development and approval of employee goals, and an approved employee professional development plan for each HCCC employee.

Outcomes

- Led and supported Anna Krupitskiy and other colleagues in the implementation of new performance management processes for confidential (non-represented) employees. Transitioned the employee development and performance review timeline from the calendar year to the academic year. The new process began in July 2021 with employee goal setting and development of an approved professional development plan. The annual process includes a review of employee competencies and performance in the areas of communication, accountability, institutional commitment, support for DEI, effective management and supervision, visionary and

strategic thinking, and job-specific competencies. The new process further includes a mid-year review and an employee self-evaluation at the end of the academic year. The new process for confidential employees has been effective and appreciated by employees. Several of HCCC's unions are considering a similar model for performance review and professional development in their units going forward.

- Supported Accounting and Finance Office colleagues in their development of a process to support employee tuition reimbursement in collaboration with the Office of Human Resources. Employees are now able to receive college tuition funding assistance and payments in advance of course and program completion.
6. Lead and support opportunities for systemic employee professional development as included in the *Hudson is Home! 2021-24 College Strategic Plan*. Consider broadening 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.

Outcomes

- See Outcomes above under Goals 1.9 and 1.11.
- 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 the offering of the eCornell Diversity and Inclusion Certificate Program that is open to HCCC students, faculty, and staff. Supported a partnership with Cornell University to provide 159 Hudson County Community College members the opportunity to enroll in and complete this nationally recognized certificate program through spring of 2024. Supported with grant funding, the training reinforces competency in employee engagement, interventions surrounding unconscious bias, and diversity and inclusion strategies and best practices.
- Led and supported college-wide Title IX and Gender Equity training for faculty, staff, and students throughout the spring 2022 semester. More than 650 members of the HCCC Family attended. Through our partnership with TNG Consultants, the sexual harassment and Title IX training focused on promoting, creating, and sustaining an inclusive campus environment free from hostility, intimidation, sexual harassment, and sexual discrimination. Training options included live in-person and remote

learning. Training addressed federal and state compliance regulations including Title IX and other best-practice models in Higher Education.



- Supported the creation and offering of a professional development series for faculty and staff focused on Accessibility Services. Sessions were held regularly throughout the academic year.

- Supported HCCC's hosting last spring of more than 130 colleagues from two- and four-year institutions throughout New Jersey and New York

in a virtual conference of the New Jersey/New York Association of Collegiate Registrars and Admissions Officers. This meeting provided an opportunity for professional development and networking of registrars and colleagues in the areas of admissions, enrollment management, student services, and institutional research. The association has over 1,200 members. HCCC's Associate Registrar, Irma Williams, was elected president of the association for the coming year.

Board Goal #4: Review and update the Facilities Master Plan, including planning for the Academic Tower, sale of current HCCC facilities, parking considerations, development of a campus signage and wayfinding project, and use of the new Student Center.

Presidential Goals:

1. Lead and support all areas of continued planning for the proposed Academic 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



agreements and partnerships with the Jersey City Redevelopment Agency, Hudson County Economic Development Corporation, Hudson County Improvement Authority, and other organizations.

- Supported the leadership of Board of Trustees Chairman William Netchert, the Board of Trustees Capital Projects Advisory Committee, Vice President Nicholas Chiaravalloti, Vice President Veronica Zeichner, and many others in the full planning process for the Tower project and facility. The comprehensive planning continues and includes architectural design; financial stack; advocacy for permitting, funding, parking, and related issues;
 - Supported planning for and the successful closing on the sale of HCCC's 70 and 162-168 Sip Avenue properties to the Jersey City Redevelopment Agency (JCRA). Sales proceeds of \$16 million were wired to the College in April 2022. The sales agreement includes the College's continuing occupancy and use of these facilities for the next three years for \$1/year, enhancing the value to HCCC of this partnership and transaction. Further, the sales proceeds add to our financial stack for the new Tower facility. We thank Chairman William Netchert and the Capital Projects Advisory Committee for their stellar leadership of this and all capital projects.
 - Supported Dr. Nicholas Chiaravalloti and his colleagues in their presentations and discussion at college-wide meetings of all college constituencies regarding the goals and plans for the Tower project. Topics further included parking and other related initiatives. Ensured full transparency and inclusion of multiple perspectives in the planning processes.
 - Supported Dr. Nicholas Chiaravalloti and other colleagues in the continued planning for new campus signage, physical brand identity on our campuses, and wayfinding. Participated in this planning in partnership with MAST Construction, NK Architects, and others.
2. Support the Board of Trustees Capital Projects Advisory Committee and others in the processes of completing Academic Tower planning, financing, construction, and occupancy.

Outcomes

- See Outcomes above.



- Supported Vice President Nicholas Chiaravalloti and his colleagues in their writing and submission of a \$3.2 million federal Earmark funding request to Congressman Albio Sires for installation of Interactive Telepresence Video (ITV) in Tower classrooms.
- Supported Vice President Veronica Zeichner and her colleagues in their ongoing efforts to identify and review the financial elements of the Facilities Master Plan, Tower, and related projects; and HCCC's continued successful advocacy of Chapter 12 capital bond financing. Supported financial planning, outreach initiatives, reports, and schedules for the Tower project.
- Supported ITS staff in their planning for technology in the proposed Tower and their ongoing development of new technology standards and options for classrooms and interactive technology.

Supported Safety and Security staff in planning for security and safety systems in the Tower.

2021-22 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

- Led and supported marketing and communications strategies college-wide. Supported the continued development and refinement of HCCC's new 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 Nicole Johnson, Jennifer Christopher, and the Communications team in growth of public relations strategies, initiatives, and outcomes across the college. During the past year, over 446 print, web, electronic, and other public relations materials were developed for use within and outside of the College. These included flyers, brochures, catalogs, programs, print, digital advertising, business cards and stationery, press releases, social media, and signage for the College. HCCC saw a 67% increase in news coverage during 2021-22. Nearly 400 news clippings were recorded this year, a 48% increase over 2020-21. Nearly 70 news releases were issued by the College in 2021-22, generating news coverage in a wide range of publications, including those with national, state, local, government, business, educational, and trade audiences.
- Supported significant increases in social media for HCCC. The College's Facebook page now has over 8,780 followers, an increase of 803 (+9%) in "Likes" over last year. Twitter now has 2,286 followers, Pinterest has 4,288 pins, YouTube increased by 21,402 views for a total of 104,587 (a 20% increase) with 1,006 subscribers, Instagram increased by 408 followers for a total of 2,543 (+16%), and Instagram posts increased by 333 to a total of 3,576 (+9%). LinkedIn has grown to over 15,490 followers, an increase of 1,340 (+9%). Snapchat now has 1,480 followers, an increase of 238, or 16% over last year.
- Supported Dr. Nicholas Chiaravalloti and his colleagues in the Office of External Affairs in their planning for outreach to the Arabic and Asian communities of Hudson County and beyond. Our goal is to establish Advisory Committees for these communities similar to the Latino Advisory Council and African American Outreach Committee models.





- Offered the Keynote Address at the launch of *Diaspora DR* in Newark in fall 2021. *Diaspora DR* is a new organization dedicated to helping immigrants from the Dominican Republic with immigration, citizenship, legal services, job training, housing, and

other services. HCCC Latino Advisory Council member Rev. Bolivar Flores led the establishment of this organization and invited me to speak about HCCC's programs, facilities, and educational opportunities.

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.

Outcomes

- See Outcomes above.
- Supported the continued growth and development of the new HCCC website. During 2021-22, Communications staff collaborated with academic deans and campus leaders to obtain biographies and headshots of faculty, staff, and trustees. Supported initiatives to engage students, alumni, and other stakeholders through video testimonials; development of a rich and diverse photo library with College, student, staff, facilities, and events images; and increasing stock footage for website pages, among others.
- Supported the two-day celebration of the tenth anniversary of the North Hudson Campus in April. The first day's events honored community members, faculty, staff, and administrators. The College recognized Congressman Albio Sires for his many years of dedicated support to Hudson County Community College. Supported the dedication of the North Hudson Campus Entrance Atrium in honor of Congressman Sires. The second day's events honored the achievements of North Hudson Campus students over the last ten years.

- Accepted an invitation to participate in a panel discussion at the annual meeting of the Hudson County Chamber of Commerce held at Liberty House Restaurant in April 2022. County Executive Tom DeGise delivered the “State of the County” address. My remarks were focused on HCCC excellence, outcomes, and our vision for future growth in opportunities to serve Hudson County. Joining me on the panel were Jeanne Cretella, President and Co-Founder of Landmark Hospitality and a member of the HCCC Foundation Board; Dr. Adrian France, Executive Director of the Guarini Institute at NJCU; and Michael Prilutsky, President and CEO of Jersey City Medical Center/RWJBarnabas Health.



- Participated on a panel of industry leaders at the annual AACC Workforce Development Institute in Jacksonville, FL in January 2022. My session, entitled “Embedding Equity in Strategic Workforce Development Planning,” provided an opportunity to share HCCC excellence, best practices, and leadership in Continuing Education and Workforce Development with a national audience of 600 community college leaders and representatives.
- Accepted the Hudson Chamber Legends “Spirit Award” at the annual Chamber Legends Gala held at the Harborside Atrium in December 2021. The award was presented in recognition of the College’s leadership and compassion throughout the pandemic. I accepted the award “on behalf of the College’s trustees, students, faculty, staff, and other members of the HCCC Family for their collective excellence, compassion and dedication throughout the pandemic and beyond.”
- Participated with Trustee Pamela Gardner, Vice President Yeurys Pujols, Alumna Koral Booth, and Assistant Professor Eric Adamson in an invited capstone presentation at the nationwide ACCT Virtual Diversity Institute in July 2021. Our presentation, “Diversity, Equity, and Inclusion: A Case Study for Developing DEI Models and Best Practices,” was well received by attendees from throughout the United States. We

thank Trustee Pamela Gardner for bringing HCCC's best-practice DEI work to the attention of the ACCT Committee on Diversity, Equity and Inclusion, which led to the invitation to share our DEI model in this national venue.

- Participated with Trustee Bakari Lee in an invited panel presentation at the ACCT Governance Leadership Institute (GLI) held at the Community College of Philadelphia in March 2022. We discussed "Building a Strong CEO/Board Relationship." It was a pleasure to share our experiences and thoughts about effective Board and Presidential leadership and governance. Attending the GLI were more than 65 community college trustees and presidents from throughout the United States and as far away as Guam.
- Supported the rebranding of all HCCC shuttle vans with "Hudson is Home" images.
- 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 under Board Initiatives 1.1 and 1.2 above.
- 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 expanded use of Instagram, reaching 2,200 Instagram followers, an increase of 700 (+32%) over last year. The Office also launched a new TikTok account with 235 current followers.

2021-22 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.
- 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 comments above under Board Goal 1.10, and below under Presidential Goal #1.
 - Supported the full offering of student services on-ground and remotely. During the past year, we experienced record numbers of student advising appointments: 10,970 General Advisement appointments, of which 8,764 were conducted remotely. Hudson Scholars students participated in 3,779 appointments, nearly all of which were conducted virtually.
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.
- Supported the work of the Latino Advisory Council (LAC), including many programs offered by its members. Supported and participated in the LAC's June 2022 flagship program, "Hudson es Casa" Education and Community Fair attended by more than 300 community members at the North Hudson Campus in Union City. Collaborated in and supported the work of the African American Outreach Committee, chaired by Trustee Pamela Gardner, including the organization and conduct of meetings and invitations to the membership to participate in College programs.
- Supported ITS collaborations with the Center for Online Learning (COL) to help achieve virtual program and service goals. Examples include needed new technology to support student success outcomes; ITV facilities in the Center for Online Learning; installation of a multi-media



studio for faculty use as a joint project of the COL and Center for Teaching, Learning, and Innovation (CTLI); enhanced WebEx and Zoom technology, including increased interactivity with Zoom in ITV spaces using Zoom Conference Room Connection licensing; technology required for faculty training in the CTLI, including Brightlink Interactive Projector, computers, webcams, tablets, academic software, and WebEx Board; enhanced support for hybrid and virtual events, and others.

Additional Presidential Goals:

1. Lead and support the implementation of the new *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 Goals. Ensure the full engagement of all college constituencies in the implementation and continuous assessment of the Strategic Plan, its goals, initiatives, and outcomes.

Outcomes

- Led and supported the completion of the new 2021-24 College Strategic Plan following a two-year planning process that engaged a broad cross-section of the College and surrounding communities. The Board of Trustees approved the new plan, named "Hudson is Home!" in honor of our students, in September 2021. The completion and adoption of HCCC's new strategic plan is an important milestone in the evolving Hudson County Community College story. It is fundamentally and strategically aligned with the College's updated Mission, Vision, and Values Statements; Board of Trustee Goals; Academic Master Plan; Student Success Action Plan; and DEI Action Plan.

Supported Dr. Heather DeVries in her continued leadership for implementation and measurement of outcomes of the strategic plan through regularly scheduled meetings with the leaders of each functional area assigned responsibility for one or more strategic initiatives.





- Supported Dr. Darryl Jones, Interim Director of ESL Jedediah Palmer, and their colleagues in the redesign of the English as a Second Language (ESL) and Developmental Education Programs. Supported the development of the ESL Pathway Academy; Skills for Success Spanish-language sections; development of the new grant-funded ESL Resource

Center dedicated to supporting ESL students on the Journal Square and North Hudson campuses; refinement of the process for determining final grade outcomes for ESL writing and grammar sections; development and piloting of a new Basic English Common Assignment to debut in Fall 2022; improvement of programs, services, policies, procedures, technology and other resources dedicated to promoting inclusivity and accessibility for all students, and support for the continued growth and development of the new HCCC Office of Accessibility Services. Supported the launch in fall 2021 and the continued growth and development of the Center for Teaching, Learning, and Innovation.

- Supported Dr. Darryl Jones and his team in their leadership for improvements in the procedures and practices associated with recruiting full-time faculty. Supported changes to better reflect the needs of the 21st century community college. Position vacancy announcements have been redesigned to provide a more comprehensive overview of the college and highlight the specific benefits of working at HCCC. Faculty position descriptions now require experience with writing and managing grants, demonstrated experience using instructional technology in classroom and online adaptations, and a willingness to adopt new and emerging technologies.
- Supported the advancement of a culture of student success and completion through collaborative pathways and partnerships. Led and supported the creation of a Director of Transfer Pathways position and office to lead, coordinate, and manage virtual and on-campus transfer events and services, and assist with the development of transfer articulation agreements coordinated by the academic deans. Hosted four articulation signings on campus including student, faculty, and staff attendees in addition to leaders and staff at sister colleges and universities.

- Supported Center for Online Learning Executive Director Matthew LaBrake and faculty and staff across the college in their creation of a strategic plan for *Hudson Online*. Currently under development, the plan will include a new policy to empower faculty to make responsive changes in online instruction; expanded training focused on best practices in Online teaching and learning; implementation of Center for Online Learning multimedia in course design; increased focus on the holistic online student experience; enhanced student orientation to Canvas instruction; faculty engagement and personalization to improve student learning outcomes; continued development of more fully online programs and courses; and strategic marketing for online enrollment growth beyond the Greater New York Metropolitan area.



- Supported staff in the Office of External Affairs and Division of Continuing Education and Workforce Development (CEWD) in a comprehensive planning process to establish goals aligned with the HCCC Strategic Plan, Student Success Action Plan, Academic Master Plan, and DEI Action Plan. CEWD FY 2023 planning was conducted in May and June and included the participation of all

Division staff. The planning kickoff event energized staff and resulted in many suggestions for continuing momentum and implementing new ideas. Staff brainstormed around four themes: Staff Wellness and Development, Marketing and Technology, New Programs, and Operational Processes and Communication.

2. Provide leadership and support in the ongoing evolution of the post-pandemic, “new normal” environment, encouraging best practices in 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 increased student completion and success.

Outcomes

- See Outcomes above.

- Led and supported Dr. Lisa Dougherty and Dr. Heather DeVries in their leadership of the Return to Campus (RTC) Task Force, which continued to meet at least bi-weekly this year until March 2022. College-wide priorities continued to focus on the health and safety of all members of the College



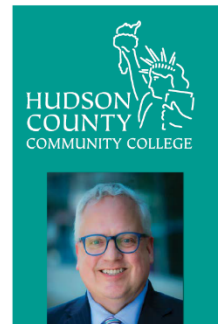
- community, and students' ability to make appropriate progress in achieving their academic goals. As pandemic conditions continued to change and a "new normal" has begun to emerge, nearly 50% of fall 2021 course sections were offered on-ground. Supported the implementation of the RTC's COVID-19 vaccine mandate beginning December 21, 2021 and continuing through summer 2022. Supported the implementation of a \$100 vaccine incentive for students, plus an additional \$100 for students providing proof of receipt of a booster vaccine. Supported an ongoing educational campaign regarding pandemic health issues, vaccines, and related issues and concerns.
- Supported Vice President Anna Krupitskiy and her colleagues in their leadership to create a policy and procedure for employees to request, and supervisors/Cabinet to approve, flexible work arrangements. In areas requiring remote and online work, and/or when members of the workforce benefit from remote work while fully supporting students and College goals, flexible work arrangements have been approved and are underway. The outcomes of these flexible working arrangements are reviewed and assessed periodically.
- Supported the expansion of accessibility office hours and services for students in remote and virtual modalities in addition to on-ground, in-person services. Supported expanded note-taking accommodations for students in remote courses in addition to on-ground courses. During 2021-22, services were offered in over 182 courses. Supported Executive Director Matthew LaBrake and his colleagues in the Center for Online Learning to add note-takers for online and remote classes to Canvas.
- Supported ITS and other colleagues in improved information security through training and phishing testing in order to better secure College information and processes. During 2021-22, HCCC faculty and staff participated in more than 170 hours of

information security training. Email hygiene has been enhanced through the use of the Mimecast platform, which blocked 21% of email for spam, threats, and malware during the past year. Added improved authentication systems to protect the college from malware and ransomware attacks.

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 third annual Board of Trustees Retreat in July 2021 facilitated by our strategic planning consultant, Dr. Jim Davy. The agenda again included a discussion ACCT-administered Board Self-Assessment, Individual Trustee Self-Assessment, and Presidential Evaluation survey reports. This year's Board Retreat will be held in fall 2022.
 - Attended All College Council (ACC) meetings throughout the 2021-22 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 2021-22 ACC Governance Recommendations.
 - Supported John Scanlon and members of the All College Council Technology Committee in their initiatives to draft, administer, and analyze IT surveys of students to inform continuous improvement and goal attainment.
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



- Working closely with Trustees and Cabinet members, successfully advocated a 5.1% increase of nearly \$1 million in County operating allocation next year, supported by data and discussion with the HCCC Board of School Estimate and County leaders. The County also approved HCCC's requested \$5.3 million in fiscal year 2023 capital project bond funding through the Chapter 12 program.

- Supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in the offering of

virtual FY 2023 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.

- Led and supported Vice President for Business and Finance/CFO Veronica Zeichner and her colleagues in the development and refinement of services and processes that enhance efficiency and effectiveness in supporting College goals and priorities in our emerging "new normal" environment. These included embracing HCCC's culture of care by reaching out to students and constituents with phone calls and text messages rather than email; customer service training focused on improved interactions with students; new initiatives for sharing meaningful financial data to all stakeholders; removing barriers of minor student account balances to support student success; the procurement and implementation of a data readiness and student success advising platform; purchasing and procurement support for expanded state and federal grant

expenditures; review and enhancement of handicap parking spaces to support growing accessibility services college-wide, and other initiatives.

- Supported Business and Finance team and colleagues across the college in leadership and management for sound and best-practice budget stewardship. The College again recorded a positive revenue variance during 2021-22, an increase in net position, and a clean audit with no management issues or comments for the sixth consecutive year. Ensured responsible stewardship of federal payments issued to HCCC through the Grant Management System; the effective administration of the college's liability insurance program including incident reporting and claims processes, and others.
- Supported EOF Director Jose Lowe and his colleagues in the continued growth of Educational Opportunity Fund (EOF) Title III grants. Grants disbursed to EOF Scholars in 2021-22 totaled \$202,591. These have grown by 86%, to a total of \$377,600 in approved grant funding to be awarded in 2022-23.
- Supported Lori Margolin and her team in the continued growth of net revenue in the Division of Continuing Education and Workforce Development (CEWD). Annual CEWD net revenue increased from -\$198K in FY 2020, to \$789K in FY 2021, and to more than \$1.3 million in FY 2022. FY 21 was the first year CEWD was in a positive financial position and that momentum has continued to grow in FY 22. Revenue in the first nine months of FY 22 was 18% greater than all of FY 21. Net revenue for the first nine months of FY 22 exceeded all of FY 21 by 60%. The increase in gross revenue is partly attributed to the growth of the Au Pair program and the increase in workforce grant funding. The increase in net revenue is due to increased gross revenue and strategic management of expenses. We expect results to continue to be strong for FY 23 due to a recent investment in CEWD organizational infrastructure.



- Supported Culinary Conference Center Operations during 2021-22, which began to resume more regular services as the pandemic has waned. The Culinary Conference Center reopened in September 2021 after being closed since mid-March 2020. The new Hudson Market in the Gabert Library is now open for the same hours as the Library, providing fresh

food, snacks and beverages during daytime and evening hours throughout the week and on weekends. The espresso and blended drinks were moved from the Liberty Café and are now located at Libby's Home Kitchen in the Student Center. In previous years, the Cafes were closed in the summer and during semester breaks; however, Libby's Home Kitchen has remained open during the entire 2021-22 calendar year to provide fresh and convenient food and refreshment options for students, faculty, and staff.



- Supported the Department of Cultural Affairs in multiple successful collaborations with partnership organizations that contributed thousands of dollars of in-kind services during the past year and also in previous years. These organizations have helped HCCC with marketing, outreach, press

releases, and the sharing of a multitude of resources.

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 new Vice President for Advancement and Communications to lead this area of institutional opportunity and priority. 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.
- Following an extended search, successfully recruited and retained Nicole Johnson as HCCC's inaugural Vice President for Advancement and Communications. Nicole is leading and supporting the College's and HCCC Foundation's continuous improvement including an upward trajectory of external funding through major gifts, grants, and the development and growth of an HCCC endowment. Vice President Johnson is also developing the framework and infrastructure to launch and lead the College's first comprehensive capital campaign, likely coinciding with the College's year-long 50th anniversary celebration in 2025-26.

- Supported significantly improved in-house grant writing capacity for the College in both scope and quality during the past year. This was accomplished through targeted collaborations across the College for the crafting of grant applications that included several seven-figure grant proposals. Total grant awards for FY 2022 exceeded \$9 million. Among these was a grant for nearly \$3 million from the United States Department of Education's Title V Program to support Latino students and redesign and expand HCCC ESL programs and services; and \$3.25 million in grant support from the Office of the NJ Secretary of Higher Education. Technology upgrades were further expanded to seven classrooms at the North Hudson Campus as a result of a nearly \$1 million federal Earmark community funding award sponsored by Congressman Albio Sires and supported by Senators Robert Menendez and Cory Booker. The College's FY 22 Carl D. Perkins grant allocation for support of career and technical education totaled a record \$1.25 million, the largest allocation of New Jersey's 18 community colleges.



- Supported the implementation of HCCC's successful Title V grant from the United States Department of Education. The three-year, \$3 million grant project, titled *The Golden Door/La Puerta Dorada*, focuses on strategies to increase persistence, retention, and completion of English Language Learners, particularly Spanish-speaking students, by leveraging curricular redesign, wraparound supports, and faculty and staff professional development.

- Supported Dr. Burl Yearwood, Dr. Azhar Mahmood, and their colleagues in their administration of a \$300,000 National Science Foundation Advanced Technical Education grant for

the Construction Management program. During the past year, a one-year certificate program was approved that is stackable to the HCCC Associate of Applied Science in Construction Management degree.

HCCC is the only community college in New Jersey to have been accepted into the NSF-funded Business & Industry Leadership Team (BILT) academic training program. The BILT Academy provides leadership development for teams of employers and college personnel to foster sustainable partnerships yielding measurable benefits for students and local economies. Supported the Division of Continuing Education and Workforce Development (CEWD) in their formation of an Employment Advisory Board (EAB) using the BILT model, which met in February and April 2022.

- Supported Lori Margolin, Burl Yearwood, and colleagues across the college in HCCC's distinctive partnership with International Union of Operating Engineers (IUOE) Local 825. Through this partnership, an NJ PLACE 2.0 grant was awarded to the Operating Engineers. HCCC is the only community college in New Jersey to partner in a dual education program through NJ PLACE 2.0. An articulation agreement with the Operating Engineers Local 825 was approved to provide apprentices and journey workers 30 credits towards an HCCC Associate in Technical Studies degree. The NJ PLACE program, titled "Learn and Earn," began in spring 2022 with 30 students enrolled. Students register for six credits each semester and complete the degree in five semesters. A new concentration in Construction has been proposed to address employer skill needs for the Local 825 students. Student tuition is paid by the grant (50%) and the Operating Engineers Local 825 (50%). The Operating Engineers also pay for students' books. HCCC's Student Success Coach communicates regularly with students to provide support and resources in order to ensure successful outcomes.

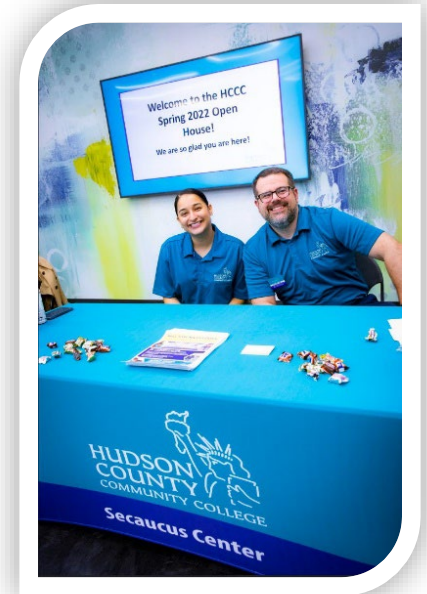
Participated in a signing ceremony and celebration at Local 825's training facility in Middlesex County during National Apprenticeship Week in November 2021. The ceremony was attended by New Jersey Commissioner of Labor and Workforce Development Robert Asaro-Angelo, International Union of Operating Engineers Local 825 Business Manager Greg Lavee, New Jersey Council of County Colleges President Aaron Fichtner, and others.

- Supported staff in the Division of Continuing Education and Workforce Development (CEWD) in their completion and submission of 17 grant proposals during 2021-22. CEWD was awarded 12 of the 13 grants that have been issued to date for total grant funding of \$1.6 million. Another \$5.1 million in grant proposals are pending with award announcements anticipated over the next several months. The funding awarded in 2021-22 is added to the funding that continues to be drawn down from grant awards in previous years. Of special note are the number of applications, diversity of funders including county, state, federal, and private foundations, and the diversity of partnerships, all of which have grown over the past several years.



- Supported HCCC's participation in the grant-funded Association of Community College Trustees (ACCT) and Education Strategy Group (ESG) Noncredit and Credit Alignment Lab (NCAL). This nationally competitive initiative is focused on aligning credit and non-credit curricula. HCCC is one of 14 colleges throughout the United States that were selected to participate.
- Supported Dr. Heather DeVries, Lori Margolin, Dr. Burl Yearwood, and Grants Officer Sean Kerwick in their successful application for a \$100,000 grant through the American Association of Community Colleges (AACC) Metallica Scholars Initiative. Funded by the *All Within My Hands* (AWMH) Foundation, the funding will be used for welding training and certification for reentry students. HCCC is one of ten community colleges nationwide chosen to receive this funding.
- Led and supported Vice President for Advancement and Communications Nicole Johnson, the HCCC Foundation, Dean Ara Karakashian, and Culinary Arts Institute faculty, staff, and students in the offering of the 24th HCCC Foundation Gala in December 2021. This year's event was dedicated to our *HCCC Heroes* throughout the pandemic and beyond. Over \$200,000 was raised for scholarships at this spectacular event.
- Supported Lori Margolin and her colleagues in their launch and successful completion of major milestones in an \$850,000 grant awarded to HCCC by JPMorgan Chase. The grant-funded program was developed to address the systemic challenges of the pandemic. Grant accomplishments include the launch of Single Stop, a one-stop off-ramp out of poverty that supports families in meeting basic needs; personal, one-on-one financial counseling for students; alumni services with individual and group career development workshops and placement services including HCCC Alumni Connect, a platform for alumni that has engaged hundreds of HCCC students to date. In addition, health care training in four occupations was completed: Certified Nurse Aide, Patient Care Technician, Pharmacy Technician, and Hemodialysis Technician. During the past year, 128 students were trained through these programs, and 77% were placed in employment earning an average of nearly \$20 per hour with a 100% retention rate in the first 90 days.

- Supported grant proposals and funding in various areas of the Division of Student Affairs and Enrollment, including use of Carl D. Perkins grant funding for two positions in the Office of Career Services; a New Jersey Career Accelerator Grant from the NJ Office of the Secretary of Higher Education; Grants from PSE&G and Horizon Blue Cross Blue Shield for the Hudson Helps Resource Center; and two large in-kind donations to the Career Closet from Dennis Hull and Lord Abbett, among others.
- Supported Dr. Chris Conzen in his leadership for HCCC's successful application to the NJ Office of the Secretary of Higher Education (OSHE), which awarded the college a \$500,000 grant through the "Opportunity Meets Innovation Challenge" program to provide safe and inclusive learning environments for students, faculty, and staff. This grant supported several activities described above, including the eCornell Diversity and Inclusion Certificate; Gender Equity and Title IX training for all HCCC community members; an enhanced and sustainable plan for the Diversity, Equity, and Inclusion Student Passport program; and a community-wide speaker series.
- Supported Lori Margolin and her colleagues in their partnership with the Hudson County Economic Development Corporation (HCEDC) to successfully apply for a grant from the Local Initiatives Support Corporation (LISC). LISC develops and connects people, places, and businesses to grow inclusive local economies and drive equitable access to opportunity. LISC secured a one-year grant from the Wells Fargo Resiliency Program to develop a Small Business Resiliency Network. Grantees will establish a network of disaster resiliency coaches to provide specialized and culturally responsive technical assistance to small businesses in order to ensure that businesses are prepared for disasters. During the coming year, HCCC will work with HCEDC to train students to assist small businesses in this planning process.
- Supported the Division of Continuing Education and Workforce Development (CEWD) in the third year of grant activities associated with the four-year U.S. Department of



Labor Scaling Apprenticeship Program for *Advanced Manufacturing*. During the past year, training was completed with ZT Systems, a Secaucus-based computer



manufacturer. Systems Test Technician, a customized training program, was developed and delivered to employees. A program review was also completed with no significant concerns identified. Next year, the program will be enhanced with additional grant funding for two new staff positions. Online and classroom lab programming

that can be customized to each employer's business needs will be developed next year.

- Supported CEWD in the third year of grant activities associated with the four-year U.S. Department of Labor Scaling Apprenticeship Grant for *Health Care*. During the past year, agreements with additional facilities have been developed, and employer partnerships for apprenticeships and clinicals have been established. Three programs have been approved for offering: Enhanced Certified Nursing Aide (CNA), Fast Track Patient Care Technician, and Pharmacy Technician. A new program, Certified Clinical Medical Assistant, is also being developed with plans to deliver training in FY 2023. Also in development is the Community Health Worker training program.
- Supported Institutional Research and Planning staff in their contributions to all major grant proposals, including data, analysis, and support. Examples include the National Science Foundation (NSF) Louis Stokes Alliances for Minority Participation (LSAMP), NSF Scholarships in Science, Technology, Engineering, and Mathematics (S-STEM), Title III grant application, and ACCT Noncredit and Credit Alignment Lab (NCAL), among others.
- Supported a Division of Continuing Education and Workforce Development/Office of Student Life and Leadership partnership with the Jersey City Housing Authority (JCHA). Through this partnership, a grant was received to identify HCCC student volunteers who will teach computer literacy to JCHA senior residents.

- **Successfully advocated a 5.1% increase, totaling nearly \$1 million, in County appropriation funding following large increases during each of the previous four years.**
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.**
- **Supported Vice President for Advancement and Communications Nicole Johnson and her team, the HCCC Foundation Board, and colleagues across the College in the development of technology, structures, processes, and infrastructure required to move to the next level of fund-raising including major gifts, grants, and the creation and growth of a College endowment. Much progress was made in these areas during 2021-22. Examples include:**



- **Development of a standard operating procedure for thanking donors through timely acknowledgements of all gifts.**
- **Development of a targeted list of philanthropic priorities including Endowment support, the HCCC Foundation Art Collection, English as a Second Language, Online Learning, Campus Accessibility, Open Educational Resources, and others.**

- Development of resources to facilitate gifts of stock, leading to a major stock gift from long-serving Foundation Board Member Philp Johnston.
- Facilitation of Online giving through the installation of a new Payer Express platform allowing donors to make online gifts securely using debit and credit cards. The platform also facilitates recurring gifts.
- Development of a new Employee Giving Campaign to facilitate employee giving to the HCCC Foundation seamlessly through payroll deduction and other means that best align with employee needs and preferences. Planning is underway for launch of a first-ever comprehensive employee campaign in fall 2022.
- Establishment in March 2022 of a first-ever HCCC Foundation Endowment Policy creating an endowment structure for large, long-term gifts that ensure financial stability and funding to maintain a perpetual margin of excellence for the College. Through this new investment policy, endowment donors will receive regular reports of earnings on donated endowment funds and use of those funds to support the donor's endowed gift priorities.
- Development of new materials regarding bequests and other forms of planned giving to encourage long-term support of the College and Hudson Family.
- An increase in the number of HCCC Foundation Board meetings to better lead and manage the Foundation's work and outcomes. Many achievements during 2021-22 were made possible by the Foundation Board's increased engagement and collective support of fund-raising events.
- Creation of a part-time Foundation Bookkeeper position to guide investments and achieve positive return on those investments of endowment funds; and modernization of ledgers, account records, and conversion of CD investments into higher-yielding investments, and, in some cases, more liquid assets.
- Supported endowment and memorial gifts during the past year, including creation of the Richard J. McCormack Scholarship; an endowment gift from long-serving Foundation Director James Egan and his wife, Kathleen; creation by the HCCC Professional Association of the Javedd Khan Essay Prize (JKE) Endowed Fund; gift of the Michael De Matas Memorial Bench in the Culinary Plaza Park in memory of HCCC math professor Michael De Matas by his daughter, Maureen De Matas; and continued giving to the Christopher M. Reber Scholarship Endowment, among others.

- Supported HCCC Foundation Art Collection Curator, Dr. Andrea Siegel, and other colleagues and friends in significant growth of gifts to the collection. During 2021-22, the Foundation received 341 donations of fine art, one of the largest donation groups in HCCC history. Many of these works will be installed in the new HCCC Tower. The Foundation also received more than 330 art books and brochures, miscellaneous items including 118 Playbills for the permanent theatre exhibit, and others.
- Supported a myriad of special events during the past year, several of which recorded significant increases in gifts and revenue. These included the 2021 Foundation Golf Outing; Gala 2021 that raised \$200,000 for scholarships; the Fall 2021 and Spring 2022 Foundation Subscription Dining Series; the 2022 Grad Salute sponsored by Lakeland Bank, representing the first time this pre-Commencement program has received corporate sponsorship; and others. Net revenue from the July 2022 Foundation Golf Outing is expected to be at least three times that of last year's outing, with the addition of students in foursomes and a student golf clinic supported with corporate funding.
- Supported the development of IT infrastructure required to achieve future fundraising and marketing goals. Examples include the development of a new employee contribution Smartsheet process; evaluation of a new email marketing platform; continued development and expansion of the new website including press releases, Homepage video, and testimonials; enhanced digital quality, accessibility, and search engine optimization metrics, and others.

