



Letter of Agreement between Hudson County Community College located at 70 Sip Avenue, Jersey City, New Jersey and William Paterson University on behalf of the College of Science and Health located at 300 Pompton Road, Wayne, New Jersey.

Herein, William Paterson University will be known as the “University” which includes both graduate and undergraduate programs in the College of Science and Health Hudson County Community College will be known as the “Cooperating Agency.”

Policies and/or agreements governing each party are herein listed for use of the facilities at Hudson County Community College in connection with Hudson County Community College’s Nursing Program.

1. Cooperating Agency.

- a. The Cooperating Agency shall provide classrooms, conference rooms, and laboratory areas that are available for in-patients, out-patients, and special therapies.
- b. The Cooperating Agency shall provide to the instructional staff from the University available audio-visual aids for student learning.
- c. Locker space for change of clothing and/or the placement of personal belongings is to be provided by the Cooperating Agency, if available.
- d. The Cooperating Agency reserves the right to remove student(s) and/or faculty of the University when it is in the best interest of the Cooperating Agency.
- e. Master prepared nurses of the Cooperating Agency shall directly preceptor advanced practice nursing students.
- f. Parking in and around Cooperating Agency is limited. There is on street parking and garage parking available across the street from the facilities. Cooperating Agency cannot guarantee parking.
- g. The Cooperating Agency maintains the ultimate responsibility for the nursing care of its patients. The assignment of nursing students to nursing duties does not relieve said responsibility.
- h. The Cooperating Agency will make available emergency medical care to students and instructors who may become ill or who may be injured while on duty. The sick or injured student or instructor is responsible for the costs arising from the provision of such emergency medical care.

2. University.

- a. The University shall provide qualified faculty who shall control the instruction of students in theoretical content, in clinical conferences, and during laboratory session.
- b. The nursing faculty from the University shall select the learning experiences and make student assignments in conjunction with the manager or charge nurse.
- c. The University shall determine the number of students to be enrolled at one time but not to exceed ten (10) with one (1) instructor.
- d. Each student will wear the uniform of the University when in the clinical laboratory units unless otherwise specified.
- e. The University assures that each student and instructor has met the following health requirements prior to the first day of the clinical experience at the Cooperating Agency and can present documentation of such upon request:
 1. Entire physical exam.
 2. Negative Mantoux test within the past twelve months or, if positive Mantoux history, chest x-ray negative for tuberculosis within one (1) year.
 3. Documentation of status (immune or susceptible) to chicken pox (varicella), measles (rubeola) and German measles (rubella). Immunity must be documented by either a physician's note or blood test titer or proof of vaccination.
 4. Documentation of Mumps history or copy of blood test titer or date of mumps vaccination, immunity must be documented by a primary care provider, or blood test titer as indicated.
 5. Documentation of Hepatitis B initial vaccine, signed waiver or documentation of a positive HBsAb prior to their affiliation at the Agency is also required.

Additionally, exposure to any of these communicable diseases by a susceptible person must be reported within 48 hours to the Occupational Medicine at the Cooperating Agency.

3. General Agreement between the University and the Cooperating Agency.

- a. The number of students to be assigned to the laboratory areas shall be determined by mutual consent of the parties involved.
- b. Changes in policies or procedures of the Cooperating Agency and/or the University shall be communicated in writing through the nursing administrator of the agency and the Dean of the College of Science and Health, who will communicate these changes to their respective personnel.
- c. This agreement shall be in force for the term commencing on **February 1st, 2025** and terminating on **February 1st, 2027**.

- d. This contract may be canceled by either party, giving one-hundred-twenty (120) days' notice in writing for the ensuing academic year. The Cooperating Agency retains, at all times, the control and responsibility for patient care.
- e. The University and its employees are covered by the provisions of the New Jersey Tort Claims Act. N.J. S.A. 59:1 -1 et seq.; Therefore, there is no requirement for the University to secure additional liability insurance to cover the acts or omissions of the University and its employees. The University shall provide for professional and general liability coverage for the students performing activities under this Agreement providing limits of coverage of \$2,000,000/\$4,000,000 on an occurrence type basis. The University upon request shall provide the Cooperating Agency with documentation of such coverage.
- f. The University agrees to complete and provide evidence to the Cooperating Agency that a criminal background check has been performed on its Students. The University shall immediately advise the Cooperating Agency regarding any issues raised during the criminal background check process.
- g. Between University and the Cooperating Agency, the University, subject to the provisions of New Jersey Tort Claims Act and the New Jersey Contractual Liability Act, shall be responsible for, and shall at its own expense, defend itself against any and all suits, claims, losses, demands or damages of whatsoever kind or nature, arising out of or in connection with any act or omission of the University, its employees or agents, in the performance of the obligations assumed by the University pursuant to this agreement.
- h. The University shall demonstrate that all of its employees are covered for worker's compensation and disability benefits insurance in accordance with the laws of the State of New Jersey.
- i. The University agrees to notify the Cooperating Agency if they or any of their employees, students or agents are sanctioned by or otherwise excluded from participation in any federally funded plan or program.
- j. Both the University and the Cooperating Agency shall at all times comply with standards of documentation and confidentiality mandated by the state and federal regulatory agencies and accrediting agencies, as same may be modified and amended from time to time including applicable requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the standards of the Joint Commission on Accreditation of Healthcare Organizations, administrative and medical record policies and guidelines established and approved by Cooperating Agency, which shall be made available to students.

IN WITNESS WHEREOF, the University and the Cooperating Agency hereby agree to the terms and conditions of this Agreement. The Agreement shall be effective when fully executed by the authorized representatives of both parties.

William Paterson University

By: _____

Venkat Sharma, Ph.D.,
Dean, College of Science and Health

Date: _____

By: _____

Kirsten Loewrigkeit,
VP for Finance and Administration & CFO

Date: _____

Hudson County Community College

By: _____

Christopher Reber, Ph.D.,
President

Date: _____

HUDSON COUNTY COMMUNITY COLLEGE
AND
THE NEW JERSEY IMAGING NETWORK AFFILIATION AGREEMENT

This agreement (the "Agreement") is made this _____ of _____ 2024 between New Jersey Imaging Partners, Inc., (the "Imaging Center") located at 59 Newark Street, Hoboken NJ 07030 and Hudson County Community College, (the "School") for the provision of clinical experience for Students ("Students") enrolled at School.

A. TERM

This Agreement covers the period from February 1, 2025 through January 31, 2027, and may be renewed thereafter upon the execution of a new agreement or written amendment to this Agreement. Each Party will undertake an annual review of this Agreement.

B. SCHOOL RESPONSIBILITIES

1. The School will assume the responsibility for planning, directing and implementing the educational Program of the Students, including clinical assignments and the general supervision and instruction of the educational Program, (the "Program").
2. The School will respect the autonomy of the Imaging Center to set its own program as a service delivery system.
3. A Program Faculty member will be assigned by the School and will communicate the objectives of the clinical experience and the responsibilities of the Students directly to the appropriate Imaging Center liaison and/or clinical personnel.
4. The School will work cooperatively with the Imaging Center Staff in selecting and assigning clinical experiences to Students.
5. School Faculty ("Faculty") and Students will observe the rules, regulations, policies and procedures in effect at the Imaging Center.
6. The School will provide the Imaging Center with the names, days and times for the Students' clinical rotation at least one week prior to the beginning of the clinical rotation.
7. The School will provide an in-service training session at a mutually agreed upon day and time for Imaging Center staff to outline the clinical competency aspects of the Program.
8. The School will work with the Imaging Center to assign Imaging Center staff radiographers as clinical instructors and provide necessary continuing education for Imaging Center staff on mutually agreed upon days and times.
9. All Faculty and Students will be made aware that all patient information including patient medical records are to be kept strictly confidential.
10. School assures that all Faculty and Students participating in any clinical activities at Imaging Center will be covered by general liability insurance coverage in the amounts of one million dollars (\$1,000,000) per occurrence and three million (\$3,000,000) million dollars in the aggregate, as well as malpractice insurance as required in Section E. below, and that proof of such insurance will be carried by each Student and Faculty member, with copies of the applicable Certificates of insurance provided to Imaging Center.

11. Prior to beginning the clinical experience, Faculty and Students are required to meet the following health requirements:
 - i. P.P.D. Intermediate Skin Test (within the last year) except for those Students who have received BCG.
 - ii. Chest X-ray for those with a positive P.P.D. or at the option of the examining physician and documentation of evaluation by a physician on an annual basis. Or T-spot/or Quantiferon Gold Test. If negative it is ok. If positive, a chest x- ray is required.
 - iii. Rubella: Must have documentation of having received live vaccine on or after their first birthday or laboratory evidence of immunity. Adults born before 1957, except women who can become pregnant, can be considered immune.
 - iv. Updated COVID and FLU vaccines.

C. IMAGING CENTER RESPONSIBILITIES

1. Imaging Center will designate a liaison to coordinate with Faculty.
2. Imaging Center will remain ultimately responsible for patient care at Imaging Center.
3. Imaging Center will cooperate with Faculty in planning for the clinical experience and evaluating it in order to provide Students with the maximum opportunities to develop diagnostic medical imaging skills and enhance professional growth.
4. Imaging Center will assume responsibility for the continuity of care of all patients assigned to the Students and will allow use of its facilities for direct contact and care of patients during their clinical rotation period.
5. Imaging Center will provide the Program with copies of the Imaging Center's policies and procedures and will advise the Program of policy and/or service charges which may have an impact on Student education.
6. In case of accident or illness incurred by Students while they are engaged in a clinical experience at the Imaging Center, the School shall be notified immediately. The Imaging Center may provide for emergency care within its clinical capabilities or shall otherwise arrange for emergency care to be provided.
7. An orientation will be provided by Imaging Center for Faculty and Students prior to commencement of the clinical experience.
8. Imaging Center will observe the Program's calendar with respect to school holidays, school closures, and vacation periods, so long as Imaging Center is provided reasonable notice of such days.
9. School will be advised of possible Student/Faculty exposure to contagious disease that become known following the clinical experience.
10. Imaging Center will provide space for Student record maintenance, including JCERT required program documentation.

11. Imaging Center will provide parking and access to the staff lounge and locker facilities for Students and Faculty.
12. Forms required by the appropriate professional accrediting association(s) will be completed and exchanged between the parties as necessary, and such information as is reasonably requested by either party for such purpose will be supplied by the other.
13. Imaging Center will provide information and/or reports which may be needed by the School for compliance with accreditation.
14. Imaging Center will notify the School immediately in the event of any emergency or problem which may threaten the Student's successful completion of the clinical education program.
15. Imaging Center will provide release time to Imaging Center staff radiographers designated as clinical instructors, as requested.
16. Imaging Center shall provide adequate staffing at the Imaging Center so that Students are never used as Imaging Center staff replacements. Imaging Center shall comply with all accreditation guidelines to be followed regarding staff radiographers and all staffing.

D. MUTUAL RESPONSIBILITIES

1. A schedule of hours and days for clinical experience and number of Students will be mutually agreed upon in writing by the School and the Imaging Center at least one week before the beginning of each semester.
2. Either Party may withdraw any Students whose performance does not comply with School's standards, or fails to comply with the policies, standards, and procedures of Imaging Center. Prior to requesting withdrawal of a Student, an Imaging Center representative will meet with a Faculty member to see if performance issues can be addressed by corrective action other than withdrawal. However, Imaging Center shall maintain the right to withdraw Students and shall be responsible for its determination to withdraw any Student.
3. The Parties will ensure that any services provided pursuant to this Agreement comply with all pertinent provisions of Federal, State and Local statutes, rules and regulations.
4. Imaging Center retains the right to have a Student or Faculty excluded from Imaging Center. Imaging Center maintains the right to immediately remove a Student from Imaging Center if Imaging Center determines that a Student's behavior is unsafe, disruptive, detrimental to patient care, or violative of existing rules and regulations of Imaging Center in such matters as procedures, policies, conduct, manner of dress, patient contact, and in such other respects as Imaging Center may require to prevent interference with its proper operation. Imaging Center will use its best efforts to meet with a Faculty member to see if performance issues can be addressed by corrective action prior to removing a Student from Imaging Center. Imaging Center shall be responsible for its decision to exclude or remove a Student from Imaging Center.
5. The Imaging Center and School will not discriminate against any employee, applicant, or Student enrolled in their respective programs because of age, handicap, color, national origin, race, religion, sex, sexual orientation, veteran status, marital status, any other characteristic protected by law. Both parties are equal opportunity employers.

6. Both parties shall inform one another of the following: changes in academic curriculum, changes in the availability of learning opportunities, and staff changes affecting either academic preparation or clinical teaching of Students. In the event that such changes will affect the number of Students accepted in any one time period, the Imaging Center will make every effort to inform the School of such changes at least one week in advance of that time period.

E. INSURANCE

1. School will require each Faculty member and Student to provide proof that the Faculty member and Student is covered by a policy of professional liability and malpractice insurance, with single limits of at least \$1,000,000 per occurrence and \$3,000,000 aggregate per year.
2. School shall provide Workmen's Compensation and disability Insurance coverage for all its employees and Students pursuant to the laws of the State of New Jersey.
3. The Imaging Center warrants that it will ensure that its employees and staff performing under this Agreement carry professional liability insurance, with single limits of at least \$1,000,000.00 per occurrence, \$3,000,000.00 in the annual aggregate, to protect itself and its participating employee and staff members, from the consequences of bodily injury arising out of negligence, malpractice, error, or mistake in the rendering or failure to render of any professional service by said employee or staff members, with respect to this educational clinical experience program in the Imaging Center. Such professional liability insurance shall be either the type commonly known as "occurrence" or the type commonly known as "claims made plus tail." If it is "claims made plus tail," the tail shall be for a period of time acceptable to School. Imaging Center shall obtain commercial general liability insurance with coverage not less than \$1,000,000.00 per occurrence and \$3,000,000.00 annual aggregate for employees and staff participating in the program covering the entire educational period. The general liability coverage shall continuously remain in effect at all times that this Agreement is in effect. Proof of insurance to be provided upon execution of this Agreement and from time to time upon request of the School.
4. Imaging Center shall provide immediate notice to School of any material change in any of the insurance coverages requested to be carried pursuant to this Agreement. Insurance coverage(s) provided under this Agreement shall not limit or restrict in any way liability arising under or in connection with this Agreement. The School agrees to indemnify and hold harmless the Imaging Center, its affiliates, subsidiaries, and parent and their directors, trustees, officers, agents, servants and employees from and against any and all claims and liabilities (including reasonable attorney's fees and expenses incurred in the defense thereof) relating to personal injury or property damage to the extent arising out of the negligent acts or omissions of the School's Students, faculty members, employees, servants, trustees, officers, directors, or agents. The Imaging Center agrees to indemnify and hold harmless the School and its trustees, officers, agents, servants and employees from and against any and all claims and liabilities (including reasonable attorney's fees and expenses incurred in the defenses thereof) relating to personal injury or property damage to the extent arising out of the negligent acts or omissions of the Imaging Center's employees or agents in connection with their duties at the Imaging Center. Each party agrees that it shall give the other party prompt notice of any claim, threatened or made, or suit instituted against it which could result in a claim for indemnification above; provided however, that delay in giving or failure to give such notice shall not be a waiver of the party's right to indemnification from the other, unless such delay or failure materially prejudices the indemnifying party in its defense of such claim.

F. TERMINATION

1. Either Party may terminate this Agreement without cause by providing at least one hundred and eighty (180) days prior written notice to the other Party. This paragraph shall not apply if this Agreement is cancelled by mutual consent of the Parties. This termination shall not take effect with respect to Students already enrolled in the Program until such Students shall have completed their clinical experience.
2. Either Party shall have the right to immediately terminate this Agreement without notice by either Party in the event of the revocation of any required accreditation, license or registration, or the notice or threat thereof by the Department of Health or any other applicable federal, state, local agency or course of competent jurisdiction, which prohibits or adversely affects in whole or in part the performance of the Agreement by the parties hereto.
3. Either Party shall have the right to terminate this Agreement for "cause." In general, "cause" is any material and substantial violation of this Agreement by either of the Parties. If either Party desires to terminate this Agreement for cause, such Party shall give written notice of default to the other Party of the specific grounds for termination. The Party receiving any such written notice shall have thirty (30) days to cure the default stated in said notice. If the Party receiving notice of termination fails to cure the default within thirty (30) days, the Party who gave the original notice shall, thereafter, have the right to terminate this Agreement by giving written notice of termination to the defaulting Party in which event this Agreement shall terminate as of the giving of such notice of termination.
4. Either Party also may terminate this Agreement by giving thirty (30) days prior written notice to the other Party in the event that the other Party becomes an "Ineligible Entity," and requires the immediate removal of any Student who has become an "Ineligible Person" where that term is defined as follows:

"An entity or person that:

- i. is currently excluded, debarred, suspended, or otherwise ineligible to participate in the Federal health care programs or in the Federal procurement or nonprocurement programs; or
 - ii. Has been convicted of a criminal offense that falls within the ambit of 42 U.S.C. §1320a-7(a), but has not yet been excluded, debarred, suspended, or otherwise declared ineligible."
5. Termination for Lack of Legal Compliance. This Agreement is intended to comply with all Federal and state Laws, rules and regulations. Either Party may terminate this Agreement at any time upon thirty (30) days written notice to the other if any modification or interpretation of any Federal, state or local government law, regulation, or policy impairs in any substantial manner the continuing legal validity and/or effectiveness of any material provision of this Agreement, or places the tax- exempt status of either Party or any of its component parts at risk. Prior to the end of such notice period, the Parties shall use their best efforts to agree on a modification of this Agreement that, in the opinion of the Parties and their respective legal counsel, satisfactorily addresses and removes the impairment. This Agreement shall continue in full force and effect if, prior to the end of such notice period, the parties agree on such a modification of this Agreement; otherwise this Agreement shall terminate as set forth herein.

G. MISCELLANEOUS

1. In accordance with Federal Law, the parties do not discriminate on the basis of sex, sexual orientation, race, color, creed, marital status, national and ethnic origin, age, or any other protected characteristic (subject to local, State and Federal requirements) in the administration of their program and policies and are equal opportunity employers.
2. Security and Privacy. The Parties acknowledge that Imaging Center is a covered entity as defined in the privacy regulations promulgated pursuant to the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"). To the extent that the Students and Faculty have access to protected health information by virtue of their participation in the clinical placement program at Imaging Center, the Parties agree that said Students and Faculty are deemed to be part of Imaging Center's workforce for HIPAA compliance purposes and subject to the Imaging Center's policies and procedures governing the use and disclosure of protected health information, as defined in HIPAA, by School and School's staff. Students will be required to sign a "Student/Intern/Agency/Temporary Staff confidentiality agreement. The Parties agree that the sponsorship of a clinical placement program as contemplated by this affiliation agreement does not constitute a business associate agreement under HIPAA.
3. Confidentiality.
 - a. Both School and Imaging Center shall at all times comply with standards of documentation and confidentiality mandated by state and federal regulatory agencies and accrediting agencies, as same may be modified and amended from time to time, including medical record policies and guidelines established and approved by Imaging Center, which shall be made available to Students.
 - b. The Parties recognize that from time to time, either of them and/or their respective employees and agents, and Students, may learn or come into contact with confidential patient or proprietary information of the other Party (hereinafter, "Confidential Information"). Each Party agrees and acknowledges that it, Faculty and Students shall, except to the extent that disclosure of the information is required by law, not disclose the Confidential information and, further:
 - i. Take all reasonable steps to hold Confidential Information in confidence
 - ii. Instruct its employees and agents, and Students to exercise the highest degree of care to preserve from disclosure the Confidential Information, and not to copy or otherwise duplicate same for any Purpose, without the other Party's prior written permission;
 - iii. Give at least five business days prior written notice to the other Party before making any disclosure of the Confidential Information purportedly required by law.
 - c. Excluded from "Confidential Information" shall be any information or data which (i) the other Party was lawfully in possession of prior to the negotiation and execution of this Agreement; (ii) is lawfully acquired by the other Party in a manner not resulting from, or from a source not derived from or related to, the negotiation, execution, or performance of this Agreement; (iii) becomes part of the public domain in any manner other than the unlawful publication thereof by the other Party; or (iv) required to be disclosed pursuant to applicable law.
 - d. Upon the termination of the Agreement for any reason (including, but not limited to, the expiration of the stated term hereof), each Party shall promptly return to the other Party or

destroy, with confirmation to the other Party of satisfactory evidence of such destruction, all records, documents, and other materials containing information or data which shall be proprietary to the other Party, unless such destruction is impracticable.

4. No Employment Relationship. It is not intended that an employer/employee, joint venture, or partnership agreement be established, hereby expressly or by implication, between Imaging Center and School.

Neither Imaging Center nor School is authorized or permitted to act as an agent or employee of the other. Nothing in this Agreement shall in any way alter the freedom enjoyed by either Imaging Center or School, nor shall it in any way alter the control of the management, operation, and affairs of either Imaging Center or School; it being the intent of this Agreement that Imaging Center and School shall maintain separate and independent management, and each has full, unrestricted authority and responsibility regarding its organization and structure.

5. Notices. All notices which either Party is required or may desire to give to the other under or in conjunction with this Agreement shall be in writing and shall be given by addressing the same to such other party at the address set forth below, and by depositing the same addressed, certified mail, postage prepaid, return receipt requested, or by overnight mail or by reputable courier service, or by delivering the same personally to such other party to the address set forth below. The notice shall be effective upon receipt (or when receipt is refused).

As to Imaging Center:

New Jersey Imaging Partners, Inc. 1510 Cotner Avenue
Los Angeles, CA 90025 Attention: Legal Department
Email: LegalDepartment@radnet.com

As to School:

Cheryl Cashell, MS, R.T. (R)(M) (QM) Hudson County Community College Director, Radiography Program Hudson County Community College 870 Bergen Avenue- 2nd floor
Jersey City, NJ 07306

6. It is the intent and understanding of the Parties to this Agreement that each and every provision required by Law be inserted herein. Furthermore, it is hereby stipulated that every such provision is deemed to be inserted herein, and if through a mistake or otherwise, any such provision is not inserted or is not inserted in correct form then this Agreement shall forthwith upon the application by either Party be amended by such insertion so as to comply strictly with the law, without prejudice to the rights of either Party; provided however, that if the insertion of such provision is contrary to the underlying intent of the Parties, then either Party may terminate immediately on written notice to the other.
7. Advertising. No Party shall use the other's name or logo in any descriptive or promotional literature, newspaper, news release or communication of any kind without the other's prior written approval.
8. No Fee. It is agreed and understood that Imaging Center and School as a public service enter into this Agreement. Accordingly, there will be not charge or fee by either party to the other.
9. In the event any term or provision of this Agreement is rendered invalid or unenforceable by any valid act of Congress or the state legislature, or by any regulation duly promulgated by offices of the United States of the State of New Jersey acting in accordance with law, or declared null and void by any court of competent jurisdiction, the remaining provisions of the Agreement shall remain in full force and effect.

10. Waiver. Failure by either Party to enforce at any time any provision of this Agreement shall not be construed to be a waiver of such provisions nor of the right of that Party to enforce each and every provision.
11. Severability. In the event that any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision, and this Agreement shall be construed as if such invalid, illegal or unenforceable provisions had never been contained in it. To this end, the provisions of this contract are declared to be severable.
12. Entire Agreement. Both Parties agree that this Agreement represents the entire understanding of the Parties with respect to the subject matter covered and supersedes and nullifies any previous agreements regarding the subject matter covered between the Parties.
13. Amendments. Any additional responsibilities, obligations, or duties undertaken by either party in connection with the performance of this Agreement shall be detailed in writing, must be signed by authorized representatives of both Parties, and attached as an addendum to this Agreement.
14. Captions. The captions to the sections in this Agreement are included for convenience only and are not intended to and shall not be deemed to modify or explain any of the terms of this Agreement.
15. Recitals. The recitals set forth at the beginning of this Agreement are incorporated into this Agreement as though repeated at length herein.
16. Governing Law. This Agreement shall be governed and construed in accordance with the laws of the State of New Jersey without regard to New Jersey's conflict of laws principles.
17. Assignment. The Parties recognize that this Agreement is based upon the skill and expertise of the Parties and therefore agree that the Agreement and obligations thereunder may not be assigned or delegated without the written consent of the other party, which shall not be unreasonably withheld, except as expressly allowed by this Agreement.
18. Authority. The persons signing below on behalf of the Parties warrant that they have the authority to execute this Agreement according to its terms on behalf of Imaging Center and School.
19. Successors. All of the agreements, obligations, terms, provisions and conditions herein shall apply to and bind to the benefit of the heirs, administrators, executors, legal representatives, trustees and successors of the Parties hereto.
20. Non-Exclusive. This Agreement is not exclusive. Each party shall have the right to enter into agreements with other facilities relating to matters covered by this Agreement.
21. Venue. To the extent any litigation should be brought or arise out of, in connection with, or by reason of this Agreement, the parties agree that such controversy shall be submitted exclusively to a court of competent jurisdiction in Hudson County, New Jersey, and each party consents to the jurisdiction and venue of such court. This section shall survive termination or expiration of this Agreement.
22. Imaging Center agrees to comply with the requirements of the Mandatory Equal Employment Opportunity language annexed hereto, as applicable.

23. Pursuant to N.J.A.C. 17:44-2.2, Imaging Center shall maintain all documentation related to products, transactions or services under this contract (no matter by whom provided) for a period of five years from the date of final payment. Such records shall be made available by Imaging Center to the New Jersey Office of the State Comptroller upon request.

Agreed to as of the date set forth above.

HUDSON COUNTY COMMUNITY COLLEGE

By: _____

Christopher M. Reber, Ph.D

NEW JERSEY IMAGING PARTNERS, INC.

By: _____

Peter Sulovski

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L.1975, c.127)

N.J.A.C. 17:27 et seq.

GOODS, GENERAL SERVICES, AND PROFESSIONAL SERVICES CONTRACTS

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.

EXHIBIT A (Cont)

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval;

Certificate of Employee Information Report; or

Employee Information Report Form AA-302 (electronically provided by the Division and distributed to the public agency through the Division's website at: http://www.state.nj.us/treasury/contract_compliance/).

The contractor and its subcontractors shall furnish such reports or other documents to the Division of Purchase & Property, CCAU, EEO Monitoring Program as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Division of Purchase & Property, CCAU, EEO Monitoring Program for conducting a compliance investigation pursuant to N.J.A.C. 17:27-1.1 et seq.



PROPOSAL FOR COUNTY OF HUDSON

Prepared October 15, 2024 by Joyce Alvarez jsalvarez@hccc.edu

ABOUT US:

We deliver results-driven, quality programming for your organization's success. The Center for Business and Industry at Hudson County Community College helps businesses, government, and non-profits attain the edge to succeed in today's global economy. We offer affordable, customized training taught by industry experts. We tailor classes and programs to your workforce's needs. Classes and programs will be scheduled at dates and times convenient for you and held at your facility or at the College's state-of-the-art facilities on the Journal Square or Union City campuses. Our training covers a wide range of topics, including Microsoft Office, ESL, Customer Service, and Leadership Skills.

Hudson County Community College's Center for Business and Industry will improve your workforce and add value to your organization.

PROPOSAL OBJECTIVES

The Center for Business & Industry (CBI) at Hudson County Community College will provide the County of Hudson (COH) professional development training for County employees in order to better serve the Hudson County community.

TRAINING PLAN

All course offerings, unless specifically modified by the mutual consent of COH and CBI, will have the following conditions:

1. See Appendix A for courses proposed. Customized courses may vary from the standardized course lengths.
2. Training will be provided between 9 a.m. and 11 p.m., based on the County of Hudson staff schedule. COH must schedule all classes in advance through CBI's Coordinator, Joyce Alvarez, by email at jsalvarez@hccc.edu or by phone at 201-360-5482.
3. Training will be conducted at a training facility located at a County work site or HCCC Journal Square Campus. When training needs warrant, alternate training locations will be utilized through agreement by COH and CBI.
4. Eating and drinking are only allowed in designated areas, which does not include classrooms. For more information, visit our Return to Campus website at <https://www.hccc.edu/community/returntocampus/index.html>.

5. Class size shall be a maximum of 25 for remote instruction and up to 25 students for in-person training, depending on the capacity of the room. The class size for "Americans with Disabilities Act" and "Diversity" training will be extended to a maximum of 40.
6. Instructors will be selected based upon their expertise in the specific subject matter.
7. All course offerings shall be for the exclusive use of the employees of Hudson County or its designees.
Any new course offerings will be developed by CBI with input from COH. At least 30 days preparation period will be allowed for the development of new course offerings from the date of the request by COH. Requests must be made directly to CBI's Coordinator, Joyce Alvarez by email at jsalvarez@hccc.edu or by phone at 201-360-5482.
9. Feedback will be obtained from participants through satisfaction surveys.
10. A Certificate of Completion will be awarded to each participant who completes training.
11. No training will take place on official holidays recognized by Hudson County and Hudson County Community College.

REMOTE CLASSES - COURSE FORMAT:

- Remote training will be provided between 9 a.m. to 11 p.m., based on the County of Hudson staff schedule. COH must schedule all classes in advance through CBI's Coordinator: Joyce Alvarez by email jsalvarez@hccc.edu or phone: 201-360-5482.
- We recommend that any class longer than three hours be delivered in more than one session.

MINIMUM REQUIREMENTS

Participants can attend the training from their workstation or a laptop. However, for successful remote learning, the computers must meet the minimum system requirements for video conferencing as listed below. We recommend that the employees work with County of Hudson's Information Technology team to ensure that the computers meet these requirements

To send or receive a video with a resolution of 360p, ensure that your system meets the following minimum requirements:

- A webcam capable of producing high-quality video.
- A computer with at least 1 GB of RAM and a dual-core processor.
- A fast network connection.

To send or receive a video with a resolution of 720p, ensure that your system meets the following minimum requirements:

- A webcam capable of producing HD video.
- A computer with at least 2 GB of RAM and a quad-core processor.
- A fast network connection.

In addition, we encourage attendees to turn their cameras on, so the instructor can fully engage with participants and monitor their responses for a completely interactive experience.

FEE STRUCTURE

1. Classes with up to 25 trainees will be billed at \$200 per hour. Classes over the maximum will be billed at \$225 per hour.

2. Upon full reopening of the College, the class size for "Americans with Disabilities Act" and "Diversity" training up to 40 attendees will be billed at \$200 per hour. Over a maximum of 40, the class will be billed at \$225/hour.

Included in the cost are:

- Instructor fees
 - Coordinator fees
 - Training course materials and equipment (includes certificates, printing, and copying of employee materials, etc.)
 - Computer lab and training facilities
 - Overhead/indirect expenses associated with the training program
3. We customize course development at \$80/hour. A quote will be sent to the COH for approval prior to development.
 4. Training needs assessment provided upon request. A quote (based on specifications) will be sent to COH for approval prior to assessment.

PAYMENT

The Center for Business & Industry will submit an invoice to the County of Hudson on the 5th business day of each month for all the courses that ended in the previous month. The County of Hudson will pay said invoice within 30 days of receipt of the invoice.

TRAINING TIME FRAME

The terms outlined herein shall remain in effect from January 1, 2025, to December 31, 2025.

CANCELLATIONS

The County of Hudson will notify instructors at least 48 hours before the class start time of any cancellations unless in cases of emergency such as power outages or inclement weather.

NO MODIFICATION UNLESS IN WRITING.

No modification of this Contract Proposal shall be valid unless in writing and agreed upon by both parties.

APPENDIX A
COURSE OFFERINGS

1. Workforce

Diversity in the Workplace	4 hours
American Disabilities Act Training	Varies

2. Leadership Management

Leadership Skills for Supervisors: Communication, Coaching, and Conflict (10 Hours)	10 hours (2 sessions of 5 hours)
--	-------------------------------------

3. Writing and Grammar

Business and Report Writing	10 hours
Effective Report Writing for Law Enforcement Officers	4 hours

4. Time Management Strategies

Time Management: Get Organized for Peak Performance	4 hours
---	---------

5. Supervision Skills (Supervisors)

Dealing with Unacceptable Behavior – Conflict Resolution	5 hours
--	---------

6. Computer Skills/MS Products

Microsoft Suite 2010/2013 (Word, Excel, Access, PowerPoint, Publisher, & Outlook) – <i>From basic to advanced level</i>	6 hours to 12 hours
Keyboarding level 1 and 2	12 hours

7. Client Service Training

Customer Service Excellence	5 hours
Customer Service Training - Critical Elements of Customer Service	5 hours

8. Change Management

Change Management - Change and How to Deal With It	5 hours
--	---------

NEW COURSES AVAILABLE UPON REQUEST

1. Leadership Skills

Performance Management	5 hours
------------------------	---------

2. Office, Administrative Support & Front Desk

Skills for the Administrative Assistant	5 hours
The Minute Taker's Workshop	5 hours
Practical Applications - Minute Taking With OneNote 2007	5 hours

3. Communication Skills

Public Speaking - Presentation Survival School	10 hours
Critical Thinking	5 hours
Communication Strategies	5 hours

4. Project Management

Project Management – Basic, Intermediate, and Advanced	10 hours each module
--	----------------------

5. Personal Development

Problem Solving & Decision Making	5 hours
Business Etiquette - Gaining That Extra Edge	5 hours

6. Team Building

Team Building - Developing High-Performance Teams	5 hours
---	---------

7. Case Managers

Effective Report Writing for Case Managers	10 hours
--	----------

ADDITIONAL COURSE OFFERINGS TO HELP TRANSITION TO REMOTE INSTRUCTION

1. Computer, remote work, and video conferencing

Introduction to Windows and Remote Work	Five sessions of 3 hours each
Video Conferencing	Six sessions of 3 hours each

2. Surviving change

Time Management and Working From Home	One 2-hour session
Successfully Managing Change (and Embracing Unexpected Changes)	Two Sessions of 3 hours each

Notes:

There will be an additional fee for customization of new courses, billed at \$80/hour.

**LICENSE AGREEMENT
THE REGENTS AS LICENSOR**

THIS AGREEMENT is dated March 8, 2025 ("Effective Date"), by and between THE REGENTS OF THE UNIVERSITY OF CALIFORNIA, a California corporation, on behalf of the University of California, Irvine, Division of Continuing Education ("Licensor") and Hudson County Community College, a public community college ("Licensee").

WHEREAS, Licensee seeks to acquire the right to enter upon Licensor's property located at 510 E. Peltason Drive, Irvine, CA 92697 (the "Premises"), for the purpose specified in Paragraph 1 below.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Licensor and Licensee do hereby agree to enter into the Agreement including the Exhibit in accordance with the following terms and conditions:

1. Use. Licensor hereby grants to Licensee, its agents and contractors, a non-exclusive, revocable License to enter upon and use the Premises and the right of ingress and egress to and from the Premises, subject to the terms and conditions herein, for the purpose of teaching courses, seminars, and other educational programs in accordance with the terms set forth as follows ("License")

2. Room Requests: Licensee shall submit a room request to Licensor in writing on an as-needed basis, at least fourteen (14) calendar days prior to proposed use. Licensor will put forth its good faith efforts to reasonably accommodate Licensee's request. If the request is approved by Licensor, confirmation will be provided in writing. The fee for the rooms shall be as outlined in this Agreement.

3. Room Cancellations: If Licensee needs to cancel a previously confirmed room rental, it must do so in writing at least fourteen (14) calendar days prior to the commencement of use. Licensor will confirm the cancellation in writing, and Licensee will not be charged for the use of the room on the cancelled dates. Failure to provide proper notice of cancellation will result in fees being charged as established in this Agreement.

4. Term. This License shall commence upon March 8, 2025 and shall continue until December 31, 2025 ("Term"). Notwithstanding the forgoing, either party may terminate this License at any time by giving sixty (60) days written notice to the other party. At the expiration or earlier termination of this License, Licensee shall immediately cease use of the Premises.

5. Consideration. During the term of this Agreement, as consideration for this License and the use of the rooms and spaces, Licensee shall pay to Licensor in accordance with the rates set forth in Exhibit A. Every three (3) months, Licensor shall provide to Licensee an invoice for Licensee's use of the various rooms and spaces at the rates set forth in Exhibit A. Licensee shall pay all undisputed portions of the invoice within thirty (30) days from Licensee's receipt of the invoice. In the event Licensee disputes any portion of an invoice, Licensee shall promptly advise Licensor and the parties shall try to resolve the dispute amicably.

6. Conditions Applicable to License. This License is subject to all existing covenants, conditions, reservations, contracts, leases, licenses, easements, encumbrances, restrictions and rights of way with respect to the Premises, whether or not of record.

7. No Transfer or Assignment. This License is personal to Licensee. Any attempt to transfer or assign this License shall terminate it.

8. Permits and Regulations. Licensee shall be responsible for securing any required approvals, permits and authorizations from any federal, state or local agencies and shall comply with all applicable laws and regulations.

9. No Interference. Licensee shall not interfere with the normal operation and activities of Licensor, and Licensee shall conduct its activities on the Premises to minimize damage to the Premises and inconvenience to Licensor, its agents, employees and invitees.

10. Repair and Restoration. If Licensee, its agents or contractors cause any damage to the Premises, or to Licensor's roads, infrastructure or other property and improvements (collectively "Property") in connection with the exercise of this License, Licensee shall repair and restore the Premises and Property to their original condition prior to Licensee's use of the Premises pursuant to this License. Licensee shall perform the repair and restoration required hereunder prior to the expiration of this License, or within ten (10) days of the earlier termination of Licensee's rights hereunder. In the event that repair and restoration is performed following the termination this License, the Licensee's Indemnity and Insurance obligations in paragraphs 13 and 14 shall continue until repair and restoration is completed as provided herein.

11. Breach and Cure. In the event that Licensee breaches any of its obligations under this License, Licensor shall send Licensee written notice specifying the nature of such breach. Licensee shall have ten (10) days from the receipt of such notice within which to cure such breach. If more time is reasonably required for Licensee's performance, then Licensee shall notify Licensor in writing of its proposed schedule for performance and commence performance within such ten (10) day period; thereafter, Licensee shall diligently proceed to completion. If Licensee fails to cure or to commence cure within such ten (10) day period, then Licensor shall have the right to terminate this License immediately by serving Licensee with written notice of termination. Licensor shall have all rights and remedies available under California law including, but not limited to, actions for damages and specific performance, for any breach of Licensee's obligations hereunder.

12. Alteration in Writing. This License supersedes any and all prior understandings and agreements, whether written or oral, between the parties with respect to the subject matter of this License. No alteration or variation of this License shall be valid unless made in writing and signed by Licensor and Licensee.

13. Notice. Any notice required hereunder shall be in writing and shall be addressed as follows:

Licensor: Real Estate Services
University of California, Irvine
440 Aldrich Hall,
Irvine, CA 92697-7475

with a copy to:

Division of Continuing Education
510 E. Peltason Drive
University of California, Irvine
Irvine, CA 92697
Attn: Office of the Dean

Licensee: Hudson County Community College
70 Sip Avenue
Jersey City, New Jersey, 07306
Attn: Chastity Farrell, Assistant Vice President, CEWD

or to such other address as either party may indicate in a written notice to the other. All notices and communications given under this License Agreement shall be deemed to have been duly given and received: (i) upon personal delivery, or (ii) as of the fourth business day after mailing by United States certified mail, return receipt requested, postage prepaid, addressed as set forth above, or (iii) the immediately succeeding business day after deposit(for next day delivery) Federal Express or other similar overnight courier system.

13. Indemnification.

Licensee shall indemnify, defend, and hold harmless Licensor, its officers, agents and employees, from and against any third-party claims, damages, costs, expenses, or liabilities (collectively "Claims") arising out of or in any way connected with this License including, without limitation, Claims for loss or damage to any property, or for death or injury to any person or persons but only in proportion to and to the extent that such Claims arise from the negligent or intentional acts or omissions of Licensee, its officers, agents, partners, invitees or employees.

14. Insurance

14.1 Licensee's Insurance. Licensee, at its sole cost and expense, shall insure its activities in connection with this License and obtain, keep in force, and maintain insurance as follows:

1. Commercial Form General Liability Insurance (contractual liability included) with minimum limits as follows:
 - a. Each Occurrence \$1,000,000
 - b. Products/Completed Operations Aggregate \$1,000,000
 - c. Personal and Advertising Injury \$1,000,000
 - d. General Aggregate \$2,000,000

If the above insurance is written on a claims-made form, it shall continue for three (3) years following termination of this License. The insurance shall have a retroactive date of placement prior to or coinciding with the commencement of the Term of this License.

2. Business Automobile Liability Insurance for owned, scheduled, non-owned, or hired automobiles with a combined single of not less than one million dollars (\$1,000,000) per occurrence.
3. Property Insurance, Fire and Extended Coverage Form in an amount sufficient to reimburse Licensee for all of its equipment, trade fixtures, inventory, fixtures and other

personal property located on or in the Premises including leasehold improvements hereinafter constructed or installed.

4. Workers' Compensation as required by California law.
5. Such other insurance in such amounts which from time to time may be reasonably required by the mutual consent of Licensor and Licensee against other insurable risks relating to performance.

The coverages required herein shall not limit the liability of Licensee.

The coverages referred to under 1. and 2. of this Section 14.1 shall include Licensor as an additional insured. Such a provision shall apply only in proportion to and to the extent of the negligent acts or omissions of Licensee, its officers, agents, and employees. Licensee, upon the execution of this License, shall furnish Licensor with certificates of insurance evidencing compliance with all requirements. Certificates shall provide for thirty (30) days (ten [10] days for non-payment of premium) advance written notice to Licensor of any material modification, change or cancellation of the above insurance coverages.

14.2 Waiver of Subrogation. Licensee hereby waives any right of recovery against Licensor due to loss of or damage to the property of Licensee when such loss of or damage to property arises out of an act of God or any of the property perils included in the classification of fire or extended perils ("all risk" as such term is used in the insurance industry) whether or not such perils have been insured, self-insured, or non-insured.

14.3 Licensor's Insurance. Licensor will maintain a program of self-insurance.

15. Lien Free Condition.

Licensee shall not cause or permit any liens to be placed against the Premises or against Licensor's other property as a result of Licensee's exercise of rights under this License. In the event of the filing of any such liens, Licensee shall promptly cause such liens to be removed. In no event shall such lien removal require more than thirty (30) days.

15.1 Payment of Taxes. Licensor specifically calls to Licensee's attention the fact that this License may create a possessory Interest subject to property taxation, and Licensee may be subject to property tax levied on such interest. Licensee alone shall pay such tax. If the right is given to pay any of the taxes, assessments or other impositions which Licensee is herein obligated to pay either in one sum or in installments, Licensee may elect either mode of payment.

16. Force Majeure. "Force Majeure" shall mean any prevention, delay or stoppage of a party's performance of its obligations under this License which arises as a result of (i) events beyond the reasonable control, prevention and foreseeability of the party affected by the delay, including, but not restricted to, strikes, curfews, insurrection, rebellion, riots, acts of God, pandemics, epidemics, quarantine restrictions, freight embargoes, inability to obtain labor or materials, temporary governmental order, restriction or delay (but only to the extent that any such delay is not attributable to the failure of the party whose performance is delayed to comply with requirements imposed by Applicable Laws) or other temporary governmental acts, war, invasion, enemy action, civil commotion, explosion, fire, earthquakes, or other casualty, but expressly excluding financial inability, and expressly acknowledging that the actions of any party's employees, agents and invitees are to be deemed to be within the reasonable control, prevention and foreseeability of such party for the purposes of this definition; (ii) in the case of Licensor, any

condition that threatens the security or safety of persons or property within the Premises, Building or the Real Property, or (iii) with respect to a claim of Force Majeure by Licensee as the affected party, any default by Licensor, which adversely affects Licensee's ability to perform, and Licensor as the affected party, any default by Licensee, which adversely affects Licensor's ability to perform. If any event of force majeure prevents a party from performing an obligation under this License or causes a delay in the performance of such obligation, such party shall be excused from such performance and such performance obligation shall be postponed for the duration of the Force Majeure event.

17. California Civil Code Waiver. Licensee waives the provisions of California Civil Code Sections 1932(2) and 1933(4) with respect to the destruction of the Premises, California Civil Code Sections 1941 and 1942 with respect to Licensor's repair duties and Licensee's right to repair, California Civil Code Section 1950.7 with respect to the return of a security deposit (if applicable), and California Code of Civil Procedure Section 1265.130, allowing either party to petition the Superior Court to terminate this License in the event of a partial taking of the Premises by condemnation as herein defined, and any right of redemption or reinstatement of Licensee under any present or future case law or statutory provision (including California Code of Civil Procedure Sections 473 and 1179, California Civil Code Section 3275) in the event Licensee is dispossessed from the Premises for any reason, and California Civil Code Section 1950.7 with respect to time periods during which any Security Deposit must be returned. This waiver applies to future statutes enacted in addition or in substitution of the statutes specified herein.

18. OFAC Representation. Licensee represents and warrants to Licensor, and agrees, that each individual executing this License on behalf of Licensee is authorized to do so on behalf of Licensee and that the entity(ies) or individual(s) constituting Licensee, or which may own or control Licensee, or which may be owned or controlled by Licensee, or any of Licensee's affiliates, or any of their respective partners, members, shareholders or other equity owners, and their respective employees, officers, directors, representatives or agents are not and at no time will be (i) in violation of any applicable laws relating to terrorism or money laundering, or (ii) among the individuals or entities with whom U.S. persons or entities are restricted from doing business under regulations of the Office of Foreign Assets Control ("OFAC") of the Department of the Treasury (including those named on OFAC's Specially Designated Nationals and Blocked Persons List for the purpose of identifying suspected terrorists or on the most current list published by the U.S. Treasury Department Office of Foreign Assets Control at its official website, <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx> or any replacement website or other replacement official publication of such list) or under any statute, executive order (including the September 24, 2001, Executive Order Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism, known as Executive Order 13224) or other governmental action and Licensee will not Transfer this License to, contract with or otherwise engage in any dealings or transactions or be otherwise associated with such persons or entities.

19. Foreign Entities. Licensee represents and warrants to Licensor that the entity(ies) or individual(s) constituting Licensee, or which may own or control Licensee, or which may be owned or controlled by Licensee, or which may be an affiliate of Licensee, are not a Foreign Source, as defined in Section 117 of the Higher Education Act (HEA) of 1965. If, at any time

during the Term of this License, any such entity(ies) or individual(s) shall be deemed to be a Foreign Source, Licensee shall promptly notify Licensor of such fact and shall provide all relevant information required to be reported by Licensor under the HEA.

20. Governing Law and Venue. This License shall be governed by the laws of the State of California. The exclusive jurisdiction and venue for any and all actions arising out of or brought under this License is in a state court of competent jurisdiction situated in the County of Orange, State of California.

IN WITNESS WHEREOF, the parties have executed this License Agreement the day and year first above written.

LICENSOR:
THE REGENTS OF THE UNIVERSITY
CALIFORNIA

LICENSEE:
HUDSON COUNTY COMMUNITY OF
COLLEGE

Initial
DC

By: _____
Name: Setsuko Okumura
Its: Interim Executive Director, RES

By: _____
Name: Dr. Christopher Reber
Its: President

Exhibit A - Prices

<u>Room #</u>	<u>~Capacity</u>	<u>On Campus Groups: Half Day / Full Day</u>	<u>Off Campus Groups: Half Day / Full Day</u>
1015, 1020 or 1030	30	\$145 / \$235	\$290 / \$465
1025 (Lab)	30	\$145 / \$235	\$290 / \$465
1035 (Open Lab)	30	\$145 / \$235	\$290 / \$465
1045 (Zoom Room)	36	\$160 / \$255	\$290 / \$465
2020, 2030 or 2040	24	\$145 / \$235	\$290 / \$465
Courtyard A, B, or C		\$175/ \$295	\$350/ \$580
Courtyard AB or BC		\$350/ \$470	\$610 / \$870
Courtyard ABC 264		\$525/ \$645	\$840 / \$1155
2070, 2080 or 2090*	48	\$175 / \$295	\$350 / \$580
2070 and 2080*	96	\$350 / \$470	\$610 / \$870
2080 and 2090*	96	\$350 / \$470	\$610 / \$870
2070, 2080, and 2090*	144	\$525 / \$645	\$840 / \$1155
3000, 3010, 3050, 3060, 3070 or 3080	30	\$145 / \$235	\$290 / \$465
3020 or 3040	24	\$145 / \$235	\$290 / \$465
3030	36	\$160 / \$250	\$290 / \$465
3050 and 3060	60	\$290 / \$430	\$580 / \$810
3070 and 3080	60	\$290 / \$430	\$580 / \$810

*Yosemite rooms (2070, 2080 and/or 2090) can accommodate 88, 176 and/or 264 individuals in a theatre setting. Rooms 3050 and 3060 can accommodate 100 individuals in a theatre setting.

HUDSON COUNTY COMMUNITY COLLEGE ACADEMIC CALENDAR ❖ WINTER/SPRING 2026

Winter Session

Jan. 5 – Jan. 20 **Winter Intersession** Last day to add: 1/5 Last day to drop: 1/6 Last day to W: 1/14 Grades due: 1/23
 Mon. Jan 19 *Martin Luther King, Jr. Day – College Closed*

Semester Start-Up Events

Wed. Jan. 21 College Service Day
 Thurs. 22 All College Adjunct Faculty Orientation – 6 p.m.

15-Week Terms: Regular, Online Regular/Hybrid, and Early College: January 23 – May 18

Fri.	Jan.	23	Classes begin for Regular, ONR/Hybrid, and Early College	
Thurs.	Jan.	29	Last day to add* for Regular, ONR/Hybrid, and Early College	
Thurs.	Feb.	5	Last day to drop** 15-Week Regular, ONR/Hybrid, and Early College	
Fri.	Feb.	13	Classes in session - Administrative Offices Closed	
Mon.	Feb.	16	<i>Presidents' Day – No classes - College Closed</i>	<i>*Registration should occur at least one day prior to first class meeting.</i>
Fri.	Mar.	13	Midterm Exams/Advisement Period	
Thurs.		19		
Fri.	Mar.	20	Eid al-Fitr – No classes – College Closed	<i>**For a complete list of refund dates, please consult the Winter/Spring 2026 Student Refund Calendar.</i>
Thurs.	Mar.	26	Last day to submit Midterm Advisory Grades	
Mon.	Mar.	30	Spring Break – No classes	
Sun.	Apr.	5		
Fri.	Apr.	3	Easter Break – No classes	
Sun.		5		
Mon.	Apr.	20	Last day to complete official withdrawal (W) for 15-Week Regular, ONR/Hybrid, and Early College	
Sat.	May	9	Last classes and/or final exams for 15-week Regular, ONR/Hybrid, and Early College classes meeting on Saturday or Sunday	
Sun.		10		
Tues.	May	12	Last classes and/or final exams for 15-Week Regular, ONR/Hybrid, and Early College classes meeting Monday through Friday	
Mon.		18		
Thurs.	May	21	Last day to submit final grades	

Important Dates for Special Sessions

5-Week Culinary Cycles:

Jan 23 – Feb 27	Culinary Cycle I	Last day to add*: 1/29 Last day to drop**: 2/3 Last day to W: 2/10 Grades due: 3/4
Mar 2 – Apr 10	Culinary Cycle II	Last day to add*: 3/6 Last day to drop**: 3/13 Last day to W: 3/20 Grades due: 4/15
Apr 13 – May 18	Culinary Cycle III	Last day to add*: 4/17 Last day to drop**: 4/24 Last day to W: 5/1 Grades due: 5/21

7-Week Sessions: Online and On-Ground/Remote

Jan 23 - Mar 13	Online Session A	Last day to add*: 1/26 Last day to drop**: 1/30 Last day to W: 3/6 Grades due: 3/18
Jan 23 – Mar 16	On-Ground/Remote 1	Last day to add*: 1/28 Last day to drop**: 1/30 Last day to W: 3/6 Grades due: 3/19
Jan 23 – Mar 18	Culinary On-Ground 1	Last day to add*: 1/28 Last day to drop**: 1/30 Last day to W: 3/6 Grades due: 3/23
Jan 24 – Mar 14	Culinary Hybrid 1	Last day to add*: 1/26 Last day to drop**: 2/2 Last day to W: 3/5 Grades due: 3/18
Mar 19 - May 18	Culinary On-Ground 2	Last day to add*:3/24 Last day to drop**:3/26 Last day to W:4/28 Grades due: 5/21
Mar 21 – May 16	Culinary Hybrid 2	Last day to add*:3/23 Last day to drop**:4/6 Last day to W:4/30 Grades due: 5/20
Mar 23 – May 18	Online Session B	Last day to add*: 3/24 Last day to drop**: 4/6 Last day to W: 5/5 Grades due: 5/21
Mar 23 – May 14	On-Ground/Remote 2	Last day to add*: 3/25 Last day to drop**: 4/6 Last day to W: 5/5 Grades due: 5/19

12-Week Session (Quick Term)

Feb 13 – May 18 **“Q” Sections (12-wk)** Last day to add*: 2/24 Last day to drop**: 2/24 Last day to W: 4/20 Grades due: 5/21
 (Sat & Sun classes end on May 9 and 10)

HUDSON COUNTY COMMUNITY COLLEGE ACADEMIC CALENDAR ❖ SUMMER 2026

Summer I: May 26 – July 1, 2026

Monday	May	25	Memorial Day – College Closed	
Tuesday	May	26	Classes begin, Summer I	*Registration should occur at least one day prior to first class meeting.
Thursday	May	28	Last day to add*, Summer I	
Tuesday	June	2	Last day to drop** classes for Summer I	
Thursday	June	18	Last day to complete official withdrawal for Summer I	
Friday	June	19	Juneteenth	**For a complete list of refund dates, please consult the Summer/Fall 2026 Student Refund Calendar.
Thursday	July	2	Independence Day (Observed) – College Closed	
Tuesday	June	30	Final Exams for Summer I	Last day to submit grades: July 8, 2026
Wednesday	July	1		

Online Session A: May 26 – July 7, 2026

Tuesday	May	26	Classes begin, Online A	
Wednesday	May	27	Last day to add*, Online A	
Tuesday	June	2	Last day to drop** classes for Online A	
Thursday	June	18	Last day to withdraw from Online A	
Tuesday	July	7	Final Exams for Online A	Last day to submit grades: July 13, 2026

Summer II: July 15 – August 20, 2026

Wednesday	July	15	Classes begin, Summer II	
Monday	July	20	Last day to add*, Summer II	
Wednesday	July	22	Last day to drop** classes for Summer II	
Monday	August	10	Last day to complete official withdrawal for Summer II	
Wednesday	August	19	Final Exams for Summer II	Last day to submit grades: August 26, 2026
Thursday	August	20		

Online Session B: July 13 – August 23, 2026

Monday	July	13	Classes begin, Online B	
Tuesday	July	14	Last day to add*, Online B	
Monday	July	20	Last day to drop** classes for Online B	
Monday	August	10	Last day to withdraw from Online B	
Sunday	August	23	Final Exams for Online B	Last day to submit grades: August 26, 2026

Special Sessions:

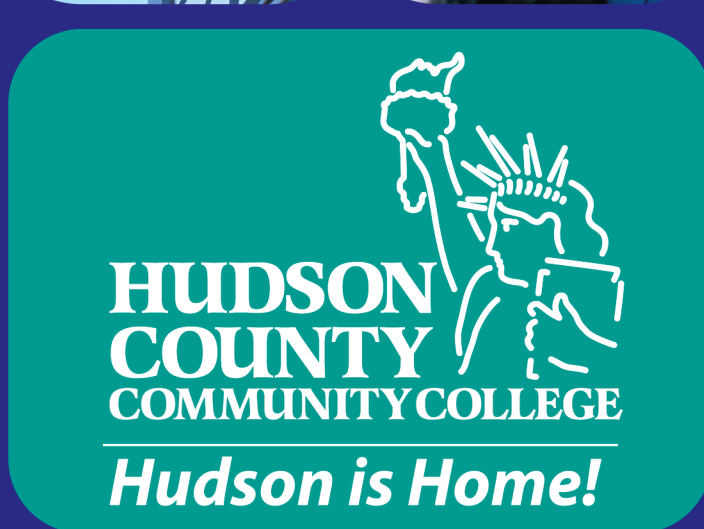
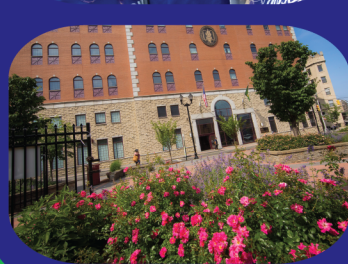
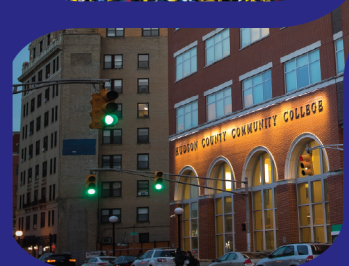
Summer Enrichment Program	May 19 – June 4, 2026 (Tentative)
Summer Bridge Program – Basic Math and Basic Algebra	June 24 – July 8, 2026 (Tentative)
Summer Bridge Program – Basic Reading/Writing	July 8 – July 22, 2026 (Tentative)
EOF Summer Program for New Students	July 7 – August 13, 2026 (Tentative)

Note: The College reserves the right to modify the calendar.

Academic Affairs • ACP Endorsed 12.20.2024

2024-2029 STRATEGIC PLAN

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





Mission

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

Vision

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

Values

Hudson County Community College is committed to these values:

Holistic Services

Understanding through Data

Diversity, Equity and Inclusion

Student Success

Open to All

National Distinction

Collaboration and Engagement

Academic Excellence

Responsible Stewardship of Resources

Ethical Behavior, Integrity, and Transparency

Support of Innovation and Leadership



TABLE OF CONTENTS

Letter from the President	3
Strategic Direction #1: Empowering Student Success: Nurturing Every Dimension of Student Growth through Personalized Support and Equity, In and Beyond the Classroom	16, 19
Strategic Direction #2: Unlocking Unlimited Student Potential: An Inclusive, High-Quality Education Informed by Data and Best Practices to Expand Access, Flexible Learning Options, and Technology-Enhanced Innovation	16, 26
Strategic Direction #3: Expanding Hudson Scholars: A Comprehensive Support Environment Empowering Every Student to Thrive Academically, Grow Personally, and Excel Professionally	16, 32
Strategic Direction #4: Cultivating Individual and Institutional Excellence through Employee Development Best Practices: Fostering a Culture of Continuous Growth, Professional Development, and Employee Engagement	17, 36
Strategic Direction #5: Expanding Our Footprint: Creating Inclusive, Sustainable Spaces and Facilities for Future-Ready Learning and Institutional Growth	17, 40
Strategic Direction #6: A Catalyst for Community Transformation: Harnessing Institutional Strengths and External Alliances To Address the Diverse, Evolving Needs of Our Students and Community	17, 46



DEDICATION

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

Letter from President Reber



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

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

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

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

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

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

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris", written in a cursive style.

Christopher M. Reber, Ph.D.
President

Executive Summary

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

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

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

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

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

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

Introduction

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

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

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

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

Core Themes

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

Student-Centered Excellence, Accessibility, and Innovation

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

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

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

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

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

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

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

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

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

Support Systems and Infrastructure

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

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

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

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

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

Professional Excellence and Growth

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

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

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

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

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

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

Community Engagement

At its core, HCCC is the community's college. As one of the nation's leading and most diverse urban community colleges, we aspire to offer consistently best-practice, transformative educational and economic opportunities for our students and all residents of Hudson County. This vision is realized through partnerships with industry, engaging the community through cultural programming, and leveraging relationships to provide access to services.

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

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

Strategic Planning Process

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

In May 2024, upon approval by the Board of Trustees, HCCC retained Dr. James Davy of the Center for Applied Appreciative Inquiry at Rutgers University – Newark to facilitate the development process. Appreciative inquiry and the Strengths, Opportunities, Aspirations, Results (SOAR) framework utilized by Dr. Davy aligned with the College's strategic planning vision and values. A Core Planning Team consisting of more than 50 internal and external stakeholders was formed, and through various fora, more than 300 members of the internal and external College community were engaged in the development of the 2024-29 Strategic Plan.

Timeline of Strategic Plan Development

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

Members of the Core Planning Team

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

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

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

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

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

HUDSON COUNTY COMMUNITY COLLEGE

2024-29 STRATEGIC DIRECTIONS

Strategic Direction #1:

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

Vision Statement:

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

Strategic Direction #2:

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

Vision Statement:

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

Strategic Direction #3:

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

Vision Statement:

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

Strategic Direction #4:

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

Vision Statement:

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

Strategic Direction #5:

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

Vision Statement:

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

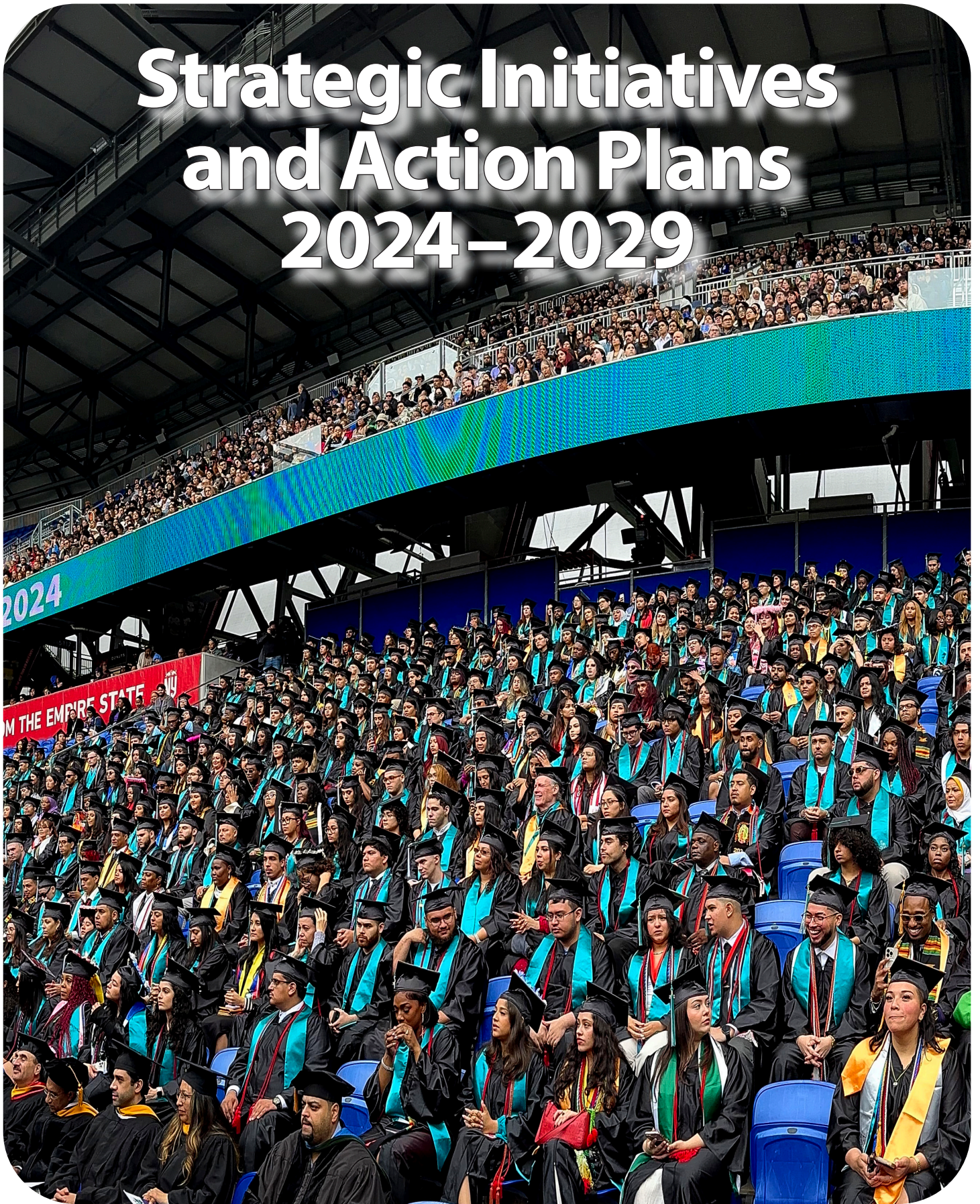
Strategic Direction #6:

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

Vision Statement:

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

Strategic Initiatives and Action Plans 2024–2029





Strategic Direction #1:

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

Vision Statement:

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

Strategic Initiative 1A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- Abigail Douglas-Johnson Academic Support Services
- CARE Team
- Center for Online Learning
- College Libraries
- Educational Opportunity Fund (EOF) Program
- Hudson Helps Resource Center
- Office of Academic Affairs
- Office of Accessibility Services
- Office of Advisement
- Office of Career and Transfer Pathways
- Office of Communications
- Office of Diversity, Equity and Inclusion
- Office of Financial Aid
- Office of Human Resources
- Office of Information Technology Services
- Office of Mental Health Counseling and Wellness
- Office of Public Safety and Security
- Office of Student Affairs and Enrollment
- Office of Student Life and Leadership
- Office of Veterans Affairs and International Student Services
- School of Business, Culinary Arts, and Hospitality Management
- School of Continuing Education and Workforce Development
- School of Humanities and Social Sciences
- School of Nursing and Health Professions
- School of Science, Technology, Engineering, and Mathematics

Partnering External Agencies/Organizations

- Achieving the Dream
- Active Minds Organization
- All Transfer Institutions (CONNECT Model)
- Bridgeway Crisis Center
- College and University Partners
- Hoboken Family Planning
- Hudson County Department of Family Services and Reintegration
- Hudson County Housing Resource Center
- Hudson Pride Center
- Hudson SPEAKS
- Jersey City Department of Health and Human Services
- Jersey City Housing Authority
- Mental Health Organizations
- New Jersey Council of County Colleges
- New Jersey Division of Disability Services
- Northeastern New Jersey Legal Services
- North Hudson Community Action Corporation
- Puertorriquenos Asociados for Community Organizing
- Support Team for Addiction and Recovery
- The Jed Campus Foundation
- The Waterfront Project
- Women Rising

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



Strategic Initiative 1B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Intercollegiate Athletics

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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



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

Strategic Initiative 1C

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Academic Affairs (Accreditation Liaison Officer)

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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



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

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

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

Strategic Initiative 2A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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

Action Step	Date To Begin	Deadline For Completion	Metrics Of Success
1. Analyze comprehensive student success metrics across instructional modalities, course lengths, and program designs to identify key factors driving academic achievement and retention.	Spring 2025	Fall 2025	• Creation of data-driven success factor report identifying top predictors of student achievement.
2. Design personalized learning pathways that integrate identified success factors with flexible scheduling options, affordable resources, and targeted support services for all students, including those who are justice-involved.	Spring 2026	Summer 2026	• Increase in course completion rates for students in redesigned pathways.
3. Implement data-driven assessment protocols to evaluate program effectiveness, measure student outcomes, and refine learning pathways based on performance analytics.	Fall 2026	Spring 2027	• Establishment of operational dashboard tracking key performance indicators with standard review cycles.

Strategic Initiative 2B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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



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

Strategic Initiative 2C

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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



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

Strategic Direction #3:

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

Vision Statement:

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

Strategic Initiative 3A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Advisement

Partnering Organizational Units/Parties for Implementation

- | | |
|---|---|
| <ul style="list-style-type: none"> • Center for Student Success • Office of Diversity, Equity and Inclusion • Office of Institutional Research and Planning • Office of Student Affairs and Enrollment • School of Business, Culinary Arts, and Hospitality Management | <ul style="list-style-type: none"> • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|---|---|

Partnering External Agencies/Organizations

- | | |
|--|--|
| <ul style="list-style-type: none"> • Achieving the Dream (ATD) • Burning Glass Institute • Business Higher Education Forum (BHEF) • City Colleges of Chicago One Million Degrees Program | <ul style="list-style-type: none"> • Potential Funding Partners • The City University of New York’s Accelerated Study in Associate Programs (ASAP) |
|--|--|



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

Strategic Initiative 3B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Faculty and Staff Development

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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





Action Step	Date To Begin	Deadline For Completion	Metrics Of Success
1. Establish multi-stakeholder mentorship task force to design program framework, develop implementation strategies, and create mentor-mentee matching protocols.	Fall 2026	Ongoing	<ul style="list-style-type: none"> • Creation and approval of a comprehensive mentoring program framework.
2. Develop and implement a comprehensive mentoring program structure that facilitates opportunities for students to connect with faculty and staff.	Fall 2026	Ongoing	<ul style="list-style-type: none"> • Increased sense of belongingness for students in mentoring programs.
3. Launch mentor recruitment and training initiative to build a diverse pool of faculty and staff mentors equipped with effective mentoring strategies.	Fall 2026	Ongoing	<ul style="list-style-type: none"> • Recruit and train qualified mentors.

Strategic Direction #4:

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

Vision Statement:

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

Strategic Initiative 4A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Human Resources

Partnering Organizational Units/Parties for Implementation

- | | |
|--|---|
| <ul style="list-style-type: none"> • Center for Teaching, Learning, and Innovation • Office of Career and Transfer Pathways • Office of Faculty and Staff Development • Office of Financial Aid • School of Business, Culinary Arts, and Hospitality Management | <ul style="list-style-type: none"> • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|--|---|

Partnering External Agencies/Organizations

- | | |
|---|---|
| <ul style="list-style-type: none"> • American Association of Community Colleges (AACC) • Association of Community College Trustees (ACCT) • Achieving the Dream (ATD) • Association of College and University Educators (ACUE) • Business Higher Education Forum (BHEF) • College and University Professional Association for Human Resources (CUPA-HR) | <ul style="list-style-type: none"> • EDUCAUSE • Hispanic Association of Colleges and Universities (HACU) • National Institute for Staff and Organizational Development (NISOD) |
|---|---|



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

Strategic Initiative 4B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Human Resources

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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





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

Strategic Direction #5:

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

Vision Statement:

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

Strategic Initiative 5A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- | | |
|--|--|
| <ul style="list-style-type: none"> • Hudson Helps Resource Center • Office of Academic Affairs • Office of Advisement • Office of Business and Finance • Office of Engineering and Operations • Office of Financial Aid • Office of Grants and Sponsored Programs • Office of Human Resources • Office of Mental Health Counseling and Wellness | <ul style="list-style-type: none"> • Office of Public Safety and Security • School of Business, Culinary Arts, and Hospitality Management • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|--|--|

Partnering External Agencies/Organizations

- | | |
|--|--|
| <ul style="list-style-type: none"> • Generation Hope • Hudson County Childcare Providers (Various) | <ul style="list-style-type: none"> • State Agencies • Urban League |
|--|--|



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

Strategic Initiative 5B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- | | |
|---|--|
| <ul style="list-style-type: none"> • Educational Opportunity Fund (EOF) Program • Office of Admissions and Enrollment • Office of Advisement • Office of the Bursar • Office of Early College Programs • Office of Financial Aid • Office of the Registrar • Office of Testing, Assessment, and Multiple Measures • Office of Veterans Affairs and International | <ul style="list-style-type: none"> • Student Services • School of Business, Culinary Arts, and Hospitality Management • School of Continuing Education and Workforce Development • School of Humanities and Social Sciences • School of Nursing and Health Professions • School of Science, Technology, Engineering, and Mathematics |
|---|--|

Partnering External Agencies/Organizations

- | | |
|---|--|
| <ul style="list-style-type: none"> • Bergen Community College • Generation Hope • Institute for Student Services Professionals | <ul style="list-style-type: none"> • Middlesex College (NJ) • Montgomery County Community College (PA) |
|---|--|





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

Strategic Initiative 5C

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Student Affairs and Enrollment

Partnering Organizational Units/Parties for Implementation

- Hudson Helps Resource Center
- Office of Accessibility Services
- Office of Advisement
- Office of Diversity, Equity and Inclusion
- Office of Financial Aid
- Office of Grants and Sponsored Programs
- Office of Mental Health Counseling and Wellness
- Office of Procurement and Contracts
- Office of Public Safety and Security
- Office of Student Affairs and Enrollment

Partnering External Agencies/Organizations

- College and University Partners
- Hudson County Agencies (Various)
- Hudson County Department of Family Services and Reintegration
- Hudson Pride
- State Agencies (Various)
- Women Rising





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

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

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

Strategic Initiative 6A

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- School of Continuing Education and Workforce Development

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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

Action Step	Date To Begin	Deadline For Completion	Metrics Of Success
1. Establish a multi-stakeholder working group to coordinate internal resources and develop comprehensive external partnership strategy.	Spring 2025	Ongoing	• Creation of a centralized partnership database with employers.
2. Implement a centralized management system that tracks stakeholder engagement and experiential learning opportunities, coordinates initiatives, and maintains collaborative relationships.	Spring 2026	Ongoing	• Partnerships actively providing student opportunities.
3. Develop industry-specific multi-stakeholder advisory boards to guide curriculum alignment, create experiential learning opportunities, and strengthen workforce partnerships.	Spring 2026	Summer 2026	• Establishment of industry advisory boards with documented impact on curriculum and student opportunities.

Strategic Initiative 6B

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Academic Affairs

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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

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

Strategic Initiative 6C

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Diversity, Equity and Inclusion

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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



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

Strategic Initiative 6D

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

Purpose of the Strategic Initiative

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

Organizational Unit Responsible for Implementation

- Office of Advancement and Communications

Partnering Organizational Units/Parties for Implementation

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

Partnering External Agencies/Organizations

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

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

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



APPENDICES

Appendix A: Alignment of Plans

Strategic Direction 1:

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

Strategic Direction 1 Alignment		
2024-29 Academic Success Plan	Strategic Direction A – <i>All Initiatives</i>	Advancing a Culture of Care through a Strong Focus on Equity
	Strategic Direction B – <i>All Initiatives</i>	Advancing a Culture of Innovation through Academic Programs and Partnerships
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #2 – <i>All Objectives</i>	Enhancing the College’s efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for all students, faculty, staff, and community members.
	Goal #3	Emphasizing the College’s culture of transparency, guided by institutional commitment to safety, security, and belonging for all students, faculty, staff, and community members.
		Objective 1
2024-29 Student Success Action Plan	Holistic Student Success Goal – <i>All Strategies</i>	By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%.

Strategic Direction 2:

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

Strategic Direction 2 Alignment			
2024-29 Academic Success Plan	Strategic Direction A - <i>All Initiatives</i>	Advancing a Culture of Care through a Strong Focus on Equity	
	Strategic Direction B	Advancing a Culture of Innovation through Academic Programs and Partnerships	
		Initiative 6	Expand Academic Service Learning, Internships, Apprenticeships, and Partnerships
		Initiative 7	Develop New Academic Programs
		Initiative 9	Generate Pathways to Academic Credit Programs and Certificates
		Initiative 11	Deepen the Library's Impact
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #2 – All Objectives	Enhancing the College's efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for all students, faculty, staff, and community members.	
	Goal #3	Emphasizing the College's culture of transparency, guided by institutional commitment to safety, security, and belonging for all students, faculty, staff, and community members.	
		Objective 1	Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services.
	Goal #4	Applying the Hudson Scholars Program model to enhance retention and eliminate completion gaps for traditionally underrepresented students.	
		Objective 3	Increase academic and career pathway awareness for traditionally underrepresented students.

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

Strategic Direction 3:

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

Strategic Direction 3 Alignment			
2024-29 Academic Success Plan	Strategic Direction B	Advancing a Culture of Innovation through Academic Programs and Partnerships	
		Initiative 6	Expand Academic Service Learning, Internships, Apprenticeships, and Partnerships
		Initiative 10	Explore the World Beyond HCCC
2024-29 Diversity, Equity and Inclusion Action Plan	Goal 4 – <i>All Objectives</i>	Applying the Hudson Scholars Program model to enhance retention and eliminate completion gaps for traditionally underrepresented students.	
2024-29 Student Success Action Plan	Holistic Student Success Goal	By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%.	
		Strategy 1	Narrow equity gaps by utilizing the four pillars of the Hudson Scholars program to inform the scaling of intensive student supports to all credential-seeking students.

Strategic Direction 4:

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

Strategic Direction 4 Alignment		
2024-29 Academic Success Plan	Strategic Direction A – <i>All Initiatives</i>	Advancing a Culture of Care through a Strong Focus on Equity
2024-29 Academic Success Plan	Strategic Direction C	Advancing a Culture of Inquiry through Professional Development
		Initiative 12 Cultivate Teaching Excellence
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #1 – All Objectives	Sustaining and expanding a culture of Diversity, Equity and Inclusion grounded in best practices throughout the College.
	Goal #2 – All Objectives	Enhancing the College’s efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for all students, faculty, staff, and community members.
	Goal #3	Emphasizing the College’s culture of transparency, guided by institutional commitment to safety, security, and belonging for all students, faculty, staff, and community members.
		Objective 1 Promote transparency, awareness, and accessibility in all college policies, procedures, processes, and services.
2024-29 Student Success Action Plan	Holistic Student Success Goal – <i>All Strategies</i>	By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%.

Strategic Direction 5:

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

Strategic Direction 5 Alignment		
2024-29 Academic Success Plan	Strategic Direction A	Advancing a Culture of Care through a Strong Focus on Equity
		Initiative 2 Ensure Accessibility in Resources, Services, and Curricula
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #2 – All Objectives	Enhancing the College’s efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for all students, faculty, staff, and community members.
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #3 – All Objectives	Emphasizing the College’s culture of transparency, guided by institutional commitment to safety, security, and belonging for all students, faculty, staff, and community members.
2024-29 Student Success Action Plan	Holistic Student Success Goal – All Strategies	By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%.



Strategic Direction 6:

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

Strategic Direction 6 Alignment		
2024-29 Academic Success Plan	Strategic Direction B – All Initiatives	Advancing a Culture of Innovation through Academic Programs and Partnerships
2024-29 Diversity, Equity and Inclusion Action Plan	Goal #2 – All Objectives	Enhancing the College’s efforts of inclusivity and its culture of care to create an environment that is supportive and inclusive for all students, faculty, staff, and community members.
2024-29 Student Success Action Plan	Holistic Student Success Goal – All Strategies	By 2030, increase the 6-year holistic Student Success Retention and Completion Rate for all students from 37.8% to 54%.





Appendix B: Summary of Strategic Directions and Initiatives

Strategic Direction 1:

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

Strategic Initiatives 1A – 1C

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

Strategic Direction 2:

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

Strategic Initiatives 2A – 2C

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

Strategic Direction 3:

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

Strategic Initiatives 3A and 3B

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

Strategic Direction 4:

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

Strategic Initiatives 4A and 4B

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

Strategic Direction 5:

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

Strategic Initiatives 5A – 5C

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

Strategic Direction 6:

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

Strategic Initiatives 6A – 6D

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

Hudson County Community College Board of Trustees

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

County Executive and Board of County Commissioners

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

Officers of the College

Christopher M. Reber, Ph.D., College President
Nicholas A. Chiaravalloti, Esq., Ed.D., Vice President for External Affairs, Strategic Directions, and Senior Counsel to the President
Patricia Clay, Associate Vice President and Chief Information Officer
Heather DeVries, Ph.D., Associate Vice President, Academic Affairs and Assessment
Lisa Dougherty, Ed.D., Senior Vice President for Student Affairs and Enrollment
Nicole B. Johnson, Vice President for Advancement and Communications and Executive Director of HCCC Foundation
Darryl Jones, Ph.D., Vice President for Academic Affairs
Lori Margolin, Associate Vice President, Continuing Education and Workforce Development
Yeury Pujols, Ed.D., Vice President for Diversity, Equity and Inclusion
John Urgola, Associate Vice President for Institutional Research
Veronica D'Alessandro Zeichner, CPA, Vice President for Business and Finance and Chief Financial Officer

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

