




HUDSON
COUNTY
COMMUNITY COLLEGE

HUDSON IS HOME!

2021-24 Strategic Plan





Table of Contents

Letter from the President	3
Introduction	4 - 6
Strategic Planning Process and Timeline	7 - 9
Members of the Core Planning Team	10 - 11
Executive Summary of 2021-24 Strategic Plan	12
Mission, Vision and Values Statements	13
Strategic Directions	14 - 21
Strategic Direction 1: A Culture of Student Success and Completion Grounded in Data and Best Practices	
Strategic Direction 2: A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms	
Strategic Direction 3: Innovative Programming for Students Aligned with Workforce and Community Needs	
Strategic Direction 4: Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices	
Strategic Direction 5: Facilities and Technology that Serve the College and Community	
Strategic Initiatives and Action Plans	22 - 44
Appendices	45 - 52
Alignment Among Plans	
Summary of Strategic Directions and Initiatives	



Hudson is Home! is dedicated to our students
— past, present and future.



Letter from the President



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

Hudson County Community College's 2021-24 Strategic Plan, *Hudson is Home!*, is inspired by and dedicated to our students. The phrase *Hudson is Home!* embodies the collective voice of our students as they regularly use these words to describe their feelings about the College. To students, Hudson County Community College is not only a place where they grow intellectually, but also a place where they feel cared for, develop confidence, dream about their futures, make friends, lead their peers, celebrate life's peaks, and support one another through life's valleys. *Hudson is Home!* incorporates the College's commitment to growing and sustaining that sense of compassion and belonging students feel.

Facilitating this culture of care is central to the realization of the Mission, Vision, and Values of Hudson County Community College. Ensuring the personal, academic, and professional success of our students, faculty, and staff is the driving force behind the thinking of this Strategic Plan and the actions catalyzed by those thoughts.

Hudson is Home! speaks to the palpable sense of engagement and care that our students and members of the College community experience at HCCC. The unifying thread binding the thoughts and actions of the 2021-24 Strategic Plan is *Passion*: passion for the comprehensive community college mission, passion for our students' success, passion for the diversity comprising the fabric of our community, passion for teaching, passion for learning, and *compassion* for one another.

Never has this compassion been more pronounced than during the "twin pandemics" of COVID-19 and racial and social violence and injustice. In response to both, students, faculty, staff, and trustees came together as one community in which all members of the HCCC Family supported one another.

The effects of the COVID-19 pandemic, and racial and social violence and injustice, are interwoven throughout *Hudson is Home!* Like the College community itself, the 2021-24 Hudson County Community College Strategic Plan encourages the HCCC community to unite and multiply our collective strengths, and mitigate our shared challenges. The HCCC 2021-24 Strategic Plan reflects lessons learned and our resilience as a community.

I am proud to serve Hudson County Community College as your President, and to call HCCC my home!

Sincerely,

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

Christopher M. Reber
President

Introduction



Hudson County Community College's 2016-21 Strategic Plan, *An Institution of First Choice*, was developed under the leadership of HCCC's long-serving President, Dr. Glen Gabert, and included three areas of priority: Learning Effectiveness and Student Success, Organizational Development and Accountability, and Community Engagement. In support of these three priorities, seven goals were established: Academic Excellence, Student-Centered Services, Performance-Based Culture, Employee Development, Institution Building and Resources, Community Partnerships, and Communication.

Guided by the goals of the 2016-21 Strategic Plan, Hudson County Community College developed new academic programs and revised existing programs in accordance with student interest and labor market demand; established the HCCC School of Nursing and HCCC School of Radiography; positioned the Library as a full partner in the teaching mission of the College; enhanced customer service and communication for students; increased students' financial literacy; implemented assessment activities for operational units and academic programs; increased professional development opportunities for employees; expanded employee recognition programs; continued to build the physical campus and maintained a facilities master plan; promoted community involvement through Cultural Affairs activities; expanded the number of transfer pathways available to students; advanced alumni relations efforts; and facilitated the efficient dissemination of information College-wide using technology, among many other outcomes and accomplishments.

In December 2017, after 25 years leading Hudson County Community College, President Glen Gabert announced his retirement effective June 30, 2018. Dr. Gabert's exemplary record of leadership and service to Hudson County Community College created a legacy and lasting foundation for the College's continued excellence and growth in service to our students and College Mission.

Under the leadership of Trustee Kevin Callahan, an external recruitment firm was engaged and a Presidential Search Committee consisting of trustees, students, faculty, and staff was formed.

The College and its Board of Trustees sought a leader who could bring Hudson County Community College to new levels of excellence in achieving its Mission. Specifically, the College and its Board were seeking an experienced and distinguished leader who was passionate about the mission of community colleges; understood the unique needs of and opportunities afforded by a community college situated in a deeply urban area; embraced the College's students and their stories; advocated the principles of diversity, equity and inclusion; championed community colleges shifting from prioritizing access to prioritizing equity; recognized the interconnection between students' performance inside the classroom and their basic needs being met outside of the classroom; and positioned Hudson County Community College for growth in the years and decades to come.

The next President of Hudson County Community College would be a leader who could bring people along and build a true community of students, faculty, and staff. The next President of Hudson County Community College would be someone who could anchor the future growth of the College in its history and existing strengths while advancing opportunities to achieve recognition as a leader in the community college sector. The College found this leader in Dr. Christopher M. Reber.

Dr. Reber began his tenure as Hudson County Community College's sixth president in July 2018. In the three years President Reber has been leading HCCC, two overarching priorities have emerged: student success, and diversity, equity and inclusion. These priorities provide a shared vision for the future direction of the College as well as an organizing framework for all of the College's goals and initiatives.

The overarching priority of student success addresses the College's commitment to moving the proverbial needle on key student success metrics such as engagement, persistence, completion, and transfer in order to ensure equitable outcomes for all students.

The overarching priority of diversity, equity and inclusion encompasses the College's commitment to ensuring all members of the College community feel heard, seen, and valued. *Hudson is Home!* represents the culmination of more than two years of work centered on strategic planning.

In 2019, the College's accreditation was fully reaffirmed by its institutional accreditor, the Middle States Commission on Higher Education (MSCHE). In its report, the MSCHE visiting team commended HCCC for its strategic planning efforts, its commitment to transparent communication and fostering a climate of respect, its development of academic programs and courses designed to meet students' needs, its use of high-impact practices designed to help address students' financial needs, its advancement of a culture of assessment, and its collaborative approach to budget development. Middle States also offered suggestions regarding how those strengths could be leveraged further.

In 2019, the Division of Academic Affairs developed HCCC's 2020-23 Academic Master Plan. The Academic Master Plan contains three strategic directions framed around advancing a culture of care, with a strong focus on equity and student success through faculty engagement, collaborative pathways, and partnerships.

Much of the strategic work that has occurred over the past two years focused on the goals established by HCCC's Board of Trustees: student success; diversity, equity and inclusion; equity in employee compensation and professional development; and capital projects for future success and sustainability.

In 2020, the College community engaged in a review and update of the College's Mission, Vision, and Values Statements. The updated Mission, Vision, and Values articulate themes that permeate this strategic plan, including a commitment to delivering a high-quality educational experience, celebrating diversity, ensuring students' success, and fostering a culture of care. The new Values Statement was organized specifically around the phrase "HUDSON CARES."

While the Academic Master Plan was in development and the Mission, Vision, and Values Statements were being updated, two other vital strategic planning processes were underway.

In 2019, under President Reber's leadership, HCCC joined *Achieving the Dream*, a national reform network of high-achieving community colleges focused on improving equitable outcomes for students that are informed by data and best practices. In joining *Achieving the Dream*, HCCC sought to adopt a laser-like focus on student success and continuous improvement around key student success metrics such as engagement, persistence, and completion.

HCCC's *Achieving the Dream* "Student Success Dream Team," comprised of students, faculty, and staff, developed a Student Success Action Plan with two overarching goals. Both Student Success goals focus on improving the persistence and completion rates of all students by identifying and closing equity gaps. The first goal is specifically focused on closing equity gaps experienced by students enrolled in English as a Second Language (ESL) and Academic Foundations coursework. The second goal focuses on addressing all students' academic and non-academic needs through increasing students' access to programs and services.



The President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) was also formed in 2019. Comprised of approximately 40 students, faculty, staff, alumni, trustees, and external community members, PACDEI administered a College-wide climate survey to students, faculty, staff, and trustees in Fall 2019. The results of the survey were shared with all members of the College community. Three goals emerged from College-wide roundtable discussions about the survey results, and a fourth goal was later added to connect the work of PACDEI to the work of the Student Success Dream Team more explicitly.

PACDEI's goals center on creating DEI infrastructure and developing training, programs, and initiatives across the College; weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotion considerations, and succession planning; creating clear

and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality; and building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation. Throughout 2020-21, PACDEI developed a comprehensive Diversity, Equity, and Inclusion (DEI) Action Plan around each of these goals.

The themes that permeate each of the strategic planning efforts described above are echoed throughout the 2021-24 Strategic Plan. By design, the 2021-24 Strategic Plan reflects core priorities of the institution that have been developed and refined over the past two years. The various synergies among the 2021-24 Strategic Plan and the Academic Master Plan; Board of Trustee Goals; updated Mission, Vision, and Values Statements; PACDEI Goals; DEI Action Plan; and Student Success Action Plan are represented in *Appendix A*.

Strategic Planning Process



In early 2021, Hudson County Community College began the process to develop the College's 2021-24 Strategic Plan. To facilitate the development of the Strategic Plan, the College retained the services of Dr. James Davy, Director of the Center for Applied Appreciative Inquiry at Rutgers University–Newark. Dr. Davy's approach is aspirational and results-driven and yielded a plan imbued with the same attributes.

As a guiding framework, appreciative inquiry leverages strengths to drive future growth and success. The College and Dr. Davy's philosophies aligned insofar as both philosophies espouse that people are more likely to find value in, and commit to, what they help create. Dr. Davy's approach complemented HCCC's desire for broad stakeholder engagement and President Reber's inclusive style of servant leadership.

A "Kickoff Meeting" with President Reber, the Cabinet, Executive Director of Institutional Planning and Research, John Scanlon, and Dean of Academic Affairs and Assessment, Dr. Heather DeVries, was held in March 2021. The Kickoff Meeting reviewed the tenets

of appreciative inquiry and the iterative nature of the development process. At the Kickoff Meeting, membership for a Core Planning Team was identified. The Core Planning Team would include wide-ranging representation from across the internal and external College communities. The Core Planning Team included HCCC students, alumni, senior leadership, faculty, staff, representatives from each of the College's four Collective Bargaining Units, and partners from school districts. The voices and perspectives of students and alumni were especially vital to the development of the 2021-24 Strategic Plan. In total, the Core Planning Team consisted of approximately 50 members.

The Core Planning Team was charged with shepherding the development process at every step, garnering participation from the College community in the open forum and summit activities; reviewing data; determining the overarching strategic directions of the Plan; clarifying the scope of the strategic directions; and identifying specific strategic initiatives that supported the realization of the strategic directions.



The Core Planning Team was also tasked with developing action plans for each strategic initiative and ensuring alignment among the strategic directions and other strategic planning documents developed over the past two years (i.e., the Board of Trustee Goals; Academic Master Plan; Goals of the President’s Advisory Council on Diversity, Equity and Inclusion; DEI Action Plan; updated Mission, Vision, and Values Statements; and Student Success Action Plan).

To engage the College community, the Core Planning Team scheduled three open fora in April and May 2021, and served as a test group for the interview questions that would be used at the open fora. The open fora focused on the College community’s identification of Strengths, Opportunities, Aspirations, and Results (SOAR).

At these SOAR fora, participants were asked to identify the College’s strengths and opportunities for growth, and then describe their own aspirations for the College’s future and their desired results. In total, over 100 individuals from HCCC’s internal and external communities participated in the SOAR fora. A fourth SOAR forum was held specifically for the College’s trustees. Following the completion of the SOAR fora, the data were compiled and shared with the Core Planning Team for analysis.

At the end of May 2021, the Core Planning Team held its second meeting. At this meeting, the members combed through the data and devised five strategic directions centered on themes of leveraging data-informed student success practices; celebrating and advancing diversity, equity and inclusion principles in all forms; aligning academic programs and workforce credentials

with labor market and community demand; providing robust professional development for faculty and staff; and implementing facilities and technology that meet the needs of the College and the community. These five strategic directions would provide the basis of the plan’s remaining elements.

Following the development of the five strategic directions, a College-wide Strategic Planning Summit was held in early June 2021. Approximately 50 members of the College community participated. The objective of the Summit was to identify potential College-wide initiatives that would support the realization of each strategic direction.

A comprehensive list of more than 30 proposed strategic initiatives resulted from the Summit. Initiatives were grouped by strategic direction, and members of the Core Planning Team eventually arrived at consensus around those proposed strategic initiatives that would be included in the final 2021-24 Strategic Plan.

During two half-day sessions comprising its third meeting, the Core Planning Team refined the strategic initiatives, developed an action plan that would bring each strategic initiative to fruition, and identified timelines and metrics for assessment. The final document containing the strategic directions, strategic initiatives, and action plans for each strategic initiative was reviewed by the President and members of the Cabinet. The final draft of the 2021-24 Strategic Directions was shared with the College’s trustees during their annual Board of Trustees and Presidential Retreat in July 2021. The 2021-24 Strategic Plan was adopted and approved by the Board of Trustees in September 2021.

Timeline of Strategic Plan Development

February 16, 2021	Dr. James Davy approved by HCCC Board of Trustees as consultant for the development of HCCC's 2021-24 Strategic Plan
March 22, 2021	Kickoff Meeting with President Reber, Cabinet, and Others
April 5, 2021	Core Planning Team Meeting #1
April 6, 2021	SOAR Forum #1
April 9, 2021	SOAR Forum #2
April 13, 2021	SOAR Forum for Trustees
May 4, 2021	SOAR Forum #3
May 19, 2021	Core Planning Team Meeting #2
June 3, 2021	Strategic Planning Summit
July 8, 2021	Core Planning Team Meeting #3 (Part 1)
July 12, 2021	Core Planning Team Meeting #3 (Part 2)
July 19, 2021	Final Editing Session by Cabinet
July 29, 2021	Draft of 2021-24 Strategic Directions shared with HCCC Trustees at 2021 Board of Trustees and Presidential Retreat
September 14, 2021	2021-24 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. Heather DeVries	Dean of Academic Affairs and Assessment
Academic Affairs	Dr. Burl Yearwood	Associate Dean of STEM
Achieving the Dream	Dr. Mary Fifield	Leadership Coach
Achieving the Dream	Dr. Rene Garcia	Data Coach
Admissions/Enrollment	Wajia Zahur	Assistant Director, Admissions
All College Council (ACC)	Dr. Shannonine Caruana	Chair, All College Council Development and Planning Standing Committee
Alumni Representative	Betsy Apena	Alumna
Alumni Representative	Mary Mercado	Alumna
Alumni Representative	Bladimir Quito	Alumnus
Alumni Representative	LaTrenda Ross	Alumna
Cabinet Member	Dr. Chris Reber	President
Cabinet Member	Dr. Nicholas Chiaravalloti	Vice President for External Affairs and Senior Counsel to the President
Cabinet Member	Lisa Dougherty	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	Yeury Pujols	Executive Director of the North Hudson Campus; Vice President for Diversity, Equity and Inclusion (as of 7/1/21)
Cabinet Member	Veronica D'Alessandro Zeichner	Vice President for Business and Finance and Chief Financial Officer
Center for Academic and Student Success	Jonathan Bowman	Academic Advisor
Center for Online Learning	Dr. Robert Kahn	Interim Executive Director, Center for Online Learning
Center for Teaching, Learning, and Innovation	Dr. Paula Roberson	Director, Center for Teaching, Learning, and Innovation
Collective Bargaining Unit - Academic Administrators Association	Jose Lowe	President, Academic Administrators Association and Director of Educational Opportunity Fund
Collective Bargaining Unit - Adjunct Faculty Federation	Raffi Manjikian	Member, Adjunct Faculty Federation and Adjunct Instructor, STEM
Collective Bargaining Unit - Faculty Professional Association	Dr. Jeanne Baptiste	Member, Faculty Professional Association and Instructor, English
Collective Bargaining Unit - Support Staff Federation	Dorothea Graham-King	President, Support Staff Federation and Administrative Assistant, Research and Planning
Communications	Jennifer Christopher	Director of Communications

Members of the Core Planning Team

AREA REPRESENTED/ FUNCTIONAL AREA	REPRESENTATIVE	TITLE
Continuing Education and Workforce Development	Lori Margolin	Associate Vice President for Continuing Education and Workforce Development
Early College Program	Jennifer Rodriguez	Coordinator of Early College Programs
Educational Opportunity Fund	Knight Ambubuyog	Assistant Director, Educational Opportunity Fund
External Partner (K-12) – Hudson County Schools of Technology	Dr. Joseph Sirangelo	Director of Planning, Research, and Evaluation, Hudson County Schools of Technology
External Partner (K-12) – Jersey City Board of Education	Jaime Morales	Secondary Division Director, Jersey City Board of Education
Facilities	Ilya Ashmyan	Executive Director of Engineering and Operations
Faculty	Kathryn Buckley	Assistant Professor, Academic Foundations English
Faculty	Lester McRae	Assistant Professor, Accounting
Finance	Geoffrey Sims	Controller
Financial Aid	Maribel Bozoglu	Student Financial Assistance Specialist
Grants	Sean Kerwick	Grants Officer
Human Resources	Anshuma Jain	Human Resources Administrator
Information Technology Services	Patricia Clay	Chief Information Officer
Institutional Research and Planning	John Scanlon	Executive Director of Institutional Research and Planning
Library	Jennie Pu	Dean of Libraries
Library	Jing Yang	Director of Technology
Public Safety and Security	Jack Quigley	Executive Director of Public Safety and Security
President's Advisory Council on Diversity, Equity and Inclusion	Veronica Gerosimo	Assistant Dean of Student Life and Leadership
Student	Angel Beebe	Student Government Association, President
Student	Jasmine Ngin	Student Government Association, Alumni Advisor
Student Affairs/Hudson Helps	Dr. David Clark	Associate Dean of Student Affairs
Student Life and Leadership	Angela Tuzzo	Associate Director of Student Life and Leadership
Student Success "Dream Team"	Dr. Sheila Dynan	Co-Chair, HCCC "Dream Team" and Associate Dean of Academic and Student Success
Testing and Assessment	Darlery Franco	Assistant Dean of Testing and Assessment and Coordinator, Multiple Measures
Tutorial and Academic Support Services	Natalia Vazquez-Bodkin	Head Tutor, North Hudson Campus; Associate Director, Diversity, Equity and Inclusion (as of 8/11/21)

Executive Summary of 2021-24 Strategic Plan



Hudson County Community College's 2021-24 Strategic Plan, *Hudson is Home!*, encompasses the shared vision of the College community. As its guiding principle, it adopts an aspiration to reach new levels of excellence in realizing the College's Mission to provide its diverse communities with inclusive, high quality educational programs and services that promote student success and upward social and economic mobility.

In support of that Mission, the 2021-24 Strategic Plan includes five strategic directions to guide the College into its next phase of excellence:

- Strategic Direction 1: A Culture of Student Success and Completion Grounded in Data and Best Practices
- Strategic Direction 2: A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms
- Strategic Direction 3: Innovative Programming for Students Aligned with Workforce and Community Needs
- Strategic Direction 4: Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices
- Strategic Direction 5: Facilities and Technology that Serve the College and Community

The 2021-24 Strategic Plan was developed through a collaborative process that engaged internal and external stakeholders. Each strategic direction is supported by multiple strategic initiatives that will bring the strategic direction to fruition. An Action Plan that contains specific action steps, timelines for implementation, and associated outcomes and metrics accompanies each strategic initiative.

The 2021-24 Strategic Plan aligns with the extensive strategic planning work completed for the College's *Achieving the Dream* and President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) initiatives, integrated with planning in the Division of Academic Affairs, and the College-wide review and update of the HCCC Mission, Vision, and Values Statements.



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

Hudson County Community College Strategic Directions



Strategic Direction 1: A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Hudson County Community College's commitment to student success is inherently and inextricably linked to its success as an institution; our students' success is our success.

In 2019, Hudson County Community College joined *Achieving the Dream*, a national reform network whose mission is to help community colleges adopt data-informed best practices that will improve student engagement, retention, and completion metrics. Joining *Achieving the Dream* signified the College's adoption of a laser-like focus on student success and "moving the needle" on its engagement, retention, and completion metrics. Part of *Achieving the Dream's* data-informed approach involves the disaggregation of data. Disaggregating data, or analyzing one metric,

such as retention rate, by different characteristics (e.g., student age, race/ethnicity, Pell Grant eligibility, full- or part-time attendance), is vital to the identification and resolution of equity gaps.

As part and parcel of its focus on student success, Hudson County Community College recognizes that students' performance inside of the classroom is strongly linked to their ability to satisfy their basic needs, including food, shelter, and a sense of safety.

In response to the COVID-19 pandemic, HCCC implemented a laptop loaner program that, to date, has made over 1,100 devices available to students. In collaboration with the Culinary Arts Institute, HCCC's food pantries distributed over 5,500 re-heatable meals

since September 2020. HCCC expanded its capacity to deliver mental health counseling services through partnerships with *TalkCampus* and graduate-level Social Work programs. While these actions were taken in response to the COVID-19 pandemic, they have become an integral part of the College's culture of compassion and regular operations.

Strategic Direction 1 builds on this foundation. Through its strategic initiatives, Strategic Direction 1 focuses on promoting equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations; making data more accessible to faculty and staff; developing and enhancing sustainable resources for continuous improvement of student support programs and practices; and implementing a holistic support program for greater student success.





Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Central to Hudson County Community College's shared vision for excellence is a commitment to exercising the principles of diversity, equity and inclusion. HCCC's commitment to diversity, equity and inclusion through its policies and practices is another dimension of the College's culture of care and compassion.

There is perhaps no more salient example of this culture of compassion than the College's commitment to keeping students and employees whole during the pandemic. HCCC did not furlough or lay off employees. HCCC forgave \$4.8 million in outstanding student financial balances between the Spring 2020 and Spring 2021 semesters. Students, faculty, and staff were held harmless throughout the pandemic if they needed to take care of themselves or their loved ones.

In response to the "twin pandemics" of COVID-19 and racial and social violence and injustice, the President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) organized programming and offered safe spaces where members of the HCCC community could be heard and heal. In essence, PACDEI ensured members of the College community felt cared for and secure. Through its Return to Campus Task Force, Hudson County Community College provided access

to COVID-19 vaccine appointments for eligible students, faculty, staff, trustees, and members of the general community at its North Hudson Campus in partnership with the North Hudson Community Action Corporation (NHCAC). In total, the NHCAC administered approximately 50,000 doses of the COVID-19 vaccine, mostly at the North Hudson Campus.

Strategic Direction 2 builds on this foundation. Through its strategic initiatives, Strategic Direction 2 focuses on assessing and revising course curricula to ensure a diversity of voices and perspectives; developing a workforce that reflects the diversity of Hudson County Community College's students by leveraging diverse, equitable, and inclusive hiring and promotion practices; and assessing and implementing opportunities and recommendations for employee classification, compensation, and equity.



Strategic Direction 3: Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

As a comprehensive, urban institution, Hudson County Community College provides high-quality educational experiences that lead to robust transfer opportunities and gainful employment for its students. Promoting upward social and economic mobility is at the core of the College's mission. The attainment of a credential, and the academic and employment opportunities it provides, is a powerful force. It represents the actualization of an individual's, and often an entire community's, hopes, dreams, and goals, and sets a profound example for others of the transformative power of education. Programs that facilitate transfer and gainful employment have the power to improve students' lives.

The transformative power of programs, whether academic or workforce-oriented, is realized most fully through partnerships between functional areas at the

College, between the College and local industry, and between the College and public and private entities.

In 2019, Hudson County Community College launched its first apprenticeship program in partnership with Eastern Millwork, Inc. The program allows students to pursue an Associate of Applied Science degree in Advanced Manufacturing while simultaneously maintaining full-time employment, with full salary and benefits, as an apprentice at Eastern Millwork, Inc.

Partnerships are also crucial for other forms of service learning such as internships, externships, and the articulation of credit for prior learning.

The College has partnered with local labor unions – the International Brotherhood of Electrical Workers Local 164, and the International Union

of Operating Engineers Local 825 – to provide credit for prior learning in the HCCC associate degrees in Construction Management and Technical Studies, respectively. Most recently, the College has established two additional partnerships focused on providing academic and workforce pathways for individuals who are currently or were previously incarcerated.

In response to the unemployment crisis induced by the COVID-19 pandemic, the College developed a project proposal, *Gateway to Innovation*, aimed at revitalizing the Hudson County workforce ecosystem. The College's proposal was funded by JPMorgan Chase through a grant of \$850,000, which is the single largest corporate grant the College has ever received.

The COVID-19 pandemic had particularly devastating effects on the culinary and hospitality management industries. In response, the College developed a Certificate in Culinary Business Innovation with the purpose of providing support to individuals in these industries who wanted to enhance or refresh their skill sets.

Strategic Direction 3 builds on this foundation. Through its strategic initiatives, Strategic Direction 3 focuses on assessing and revising course curricula, and degree and certificate programs to address workforce and community needs; developing and expanding the number of articulation agreements that align non-credit and credit programs, and pathways from high schools, to HCCC, and on to four-year colleges and universities; establishing flexible, short-term credential programs; and increasing opportunities for service learning.





Strategic Direction 4: Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Students' success is at the core of the College's success as an institution. In order to best serve students, fulfill the College's mission, and live the College's values, faculty and staff must feel supported personally and professionally. Professional development, in all of its forms, is a key component to achieving new levels of excellence as an institution.

At this historical moment, professional development, centered on topics related to mental health and wellness, is critical. Throughout the "twin pandemics" of COVID-19 and racial and social violence and injustice, students, faculty, and staff were encouraged to make their own mental health and wellness a priority. The College continues to make resources available to faculty and staff and access to mental health and wellness support. First Aid, CPR, and mental health first aid training are also important so students, faculty, and staff can better support others.

Hudson County Community College has two offices dedicated to professional development: the Office of Faculty and Staff Development in the Office of Human Resources, and the Center for Teaching, Learning, and Innovation in the Division of Academic Affairs. Together, these two offices provide trainings, including implicit bias workshops, and programs across a variety of topics such as "Multicultural Education and Equity Pedagogies," "Utilizing Support Services to Boost Student Performance," and "Leveling the Playing Field through Universal Design."

The College also supports faculty and staff participation in regional and national conferences as attendees and presenters. In 2020, the College supported the attendance of 27 students, faculty, and staff at the annual *Achieving the Dream* international conference. The College has also championed robust attendance by students, faculty, and staff at conferences hosted

by the Association of Community College Trustees, the American Association of Community Colleges, and the Hispanic Association of Colleges and Universities, among others.

Strategic Direction 4 builds on this foundation. Through its strategic initiatives, Strategic Direction 4 focuses on professional development opportunities that enhance

the individual skill and growth needs of faculty and staff to promote student success; comprehensive professional development for faculty and staff in interventions to promote the College's culture of care; and creating and supporting opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.





Strategic Direction 5: Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College's technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Facilities, and how they are furnished and maintained, are a physical manifestation of the College's mission to provide a high-quality experience for students and community members. The College's physical and now virtual spaces have the power to communicate a sense of belonging for all members of the College community.

During the COVID-19 pandemic, HCCC's faculty found innovative ways to deliver a high-quality educational experience in order to ensure students were able to make progress toward their academic goals. New technology that facilitated robust teaching and learning was installed throughout HCCC's campuses. This included immersive telepresence video systems, microphones, document cameras, special whiteboards, and virtual desktop infrastructure to provide seamless

access to software. Support services and business operations were also enhanced by new technology as all support services and business operations were delivered remotely during the pandemic.

Strategic Direction 5 builds on this foundation. Through its strategic initiatives, Strategic Direction 5 focuses on instituting technological best practices for improved teaching, learning, business operations, and services; expanding high-quality and diverse remote, online and hybrid learning modalities; improving remote learning support and services to enhance student experiences and outcomes; and constructing and occupying the Academic Tower, which has been designed to promote current and new opportunities for College growth and excellence.

Strategic Initiatives and Action Plans



Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Strategic Initiative 1:

Promote equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that the Hudson County Community College experience provides students with tools, strategies, and inspiration that will promote successful outcomes for professional and personal achievements and satisfaction.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Department of Cultural Affairs
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Division of Continuing Education and Workforce Development
- Division of Student Affairs and Enrollment
- Hudson Helps Resource Center
- Libraries
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Institutional Research and Planning
- Office of International Student Services
- Office of Student Life and Leadership
- Office of Veterans Services
- President’s Advisory Council on Diversity, Equity and Inclusion
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- African American Outreach Committee
- Child Care Facilities
- Hudson County Department of Corrections
- Hudson County Department of Housing and Community Development
- Hudson County Office of Veterans Affairs
- Hudson County Economic Development Corporation
- Hudson County Municipalities
- Hudson Helps Partner Agencies
- Jersey City Housing Authority
- Jersey City Office of Diversity and Inclusion
- Labor Unions
- Latino Advisory Council
- New Jersey Reentry Corporation
- New Jersey Statewide Hispanic Chamber of Commerce

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS
1. Disaggregate and assess data to identify equity gaps for improving student success and completion.	Underway	Ongoing	Identification of equity gaps.
2. Develop strategic recruitment, retention, and completion roadmaps that are data-informed and focused on specific student populations.	Spring 2022	Summer 2023	Development of roadmaps. Determination of baselines and establishment of goals. Identification of owners for each roadmap.
3. Execute plans for each student population.	Fall 2023	Ongoing	Narrowing of equity gaps.

Strategic Initiative 2:

Develop, refine, and continuously improve a user-friendly system and platform for making data more accessible to faculty and staff.

Purpose of the Strategic Initiative:

The purpose of this initiative is to make it easier for the College's stakeholders to access data for decision-making and assessment.

Organizational Unit Responsible for Implementation:

- Office of Institutional Research and Planning

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Business and Finance
- Division of Student Affairs and Enrollment
- Office of Diversity, Equity and Inclusion
- Office of Enrollment Services
- Office of Human Resources
- Office of Information Technology Services

Partnering External Agencies/Organizations:

- Achieving the Dream
- Anthology/Involved
- Campus Works
- Community College Research Center
- Ellucian Enterprise Systems
- National Student Clearinghouse
- New Jersey Council of County Colleges
Institutional Research Affinity Group

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS
1. Assess the current systems and processes for housing, accessing, and governing data.	Fall 2021	Spring 2022	Assessment report.
2. Research, evaluate, and recommend technologies and process improvements to make data more accessible, useful, and accurate.	Spring 2022	Summer 2022	Identification of optimal technology and process improvements. Engagement of faculty and staff in process.
3. Implement a user-friendly solution for accessible data.	Fall 2022	Spring 2023	Number of users and frequency of access. Comprehensive data dictionary and glossary. Reduction in ad-hoc data requests. User satisfaction surveys. Ongoing user training.

Strategic Initiative 3:

Develop and enhance sustainable resources for continuous improvement of student support programs and practices.

Purpose of the Strategic Initiative:

The purpose of this initiative is to increase external investments in order to sustain a culture of care and inclusivity.

Organizational Unit Responsible for Implementation:

- Office of Advancement and Communications

Partnering Organizational Units/ Parties for Implementation:

- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Division of Student Affairs and Enrollment
- Hudson County Community College Alumni Association
- Hudson Helps Resource Center
- Office of Accessibility Services
- Office of Career Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Human Resources
- Office of Mental Health Counseling and Wellness
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- Hudson County Community College Foundation
- Hudson County Department of Family Services

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Empower the Office of Advancement and Communications to lead continuous improvement of external resource development.	Underway	Fall 2024	Increased funding from gifts and grants. Preparation for launch of the College's first comprehensive capital campaign.
2. Develop, implement, and continuously improve marketing and communication to internal and external audiences in order to achieve increased investment and support.	Underway	Ongoing	Enhanced market penetration, institutional profile, and community awareness of student success initiatives. Increased external funding.

Strategic Initiative 4:

Implement a holistic support program for greater student success.

Purpose of the Strategic Initiative:

The purpose of this initiative is to support and improve student success outcomes by scaling the Educational Opportunity Fund holistic support model to benefit all students. This model seeks to remove barriers to student success by employing student mentoring and high-impact, high-touch supports.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- CARE Team
- Center for Academic and Student Success
- Division of Academic Affairs
- Division of Academic Development and Support Services
- Educational Opportunity Fund
- Enrollment Management Council
- Hudson Helps Resource Center
- Office of Accessibility Services
- Office of the Bursar
- Office of Career Services
- Office of Early College Programs
- Office of Enrollment Services
- Office of External Affairs
- Office of Financial Aid
- Office of Human Resources
- Office of Information Technology Services
- Office of Institutional Research and Planning
- Office of Mental Health Counseling and Wellness
- Student Success Dream Team

Partnering External Agencies/Organizations:

- Achieving the Dream
- Campus Works
- Community Networking Association
- Hudson County K-12 Partners
- Hudson Helps Partner Agencies

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Reduce advisor-to-student ratio through grant-supported additional academic advisors and coaches.	Underway	Fall 2022	Improved fall-to-spring and fall-to-fall retention rates. Improved course and term level outcomes.
2. Recruit additional mental health counselors and case managers.	Underway	Ongoing	Improved ratio of mental health counselors and case managers to students.
3. Collaborate with consultants and partners to reimagine and redesign the advising process and identify a platform for case management.	Underway	Spring 2022	Improved student outcomes. Survey of student advising experiences.

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Strategic Initiative 5:

Assess and revise course curricula to ensure a diversity of voices and perspectives.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that Hudson County Community College’s courses and programs include diverse, equitable, and inclusive content and perspectives that create well-rounded and ethical citizens.

Organizational Unit Responsible for Implementation:

- Center for Teaching, Learning, and Innovation

Partnering Organizational Units/ Parties for Implementation:

- Adjunct Faculty Federation
- All College Council Academic Senate
- Curriculum and Instruction Committee
- Division of Academic Affairs
- Division of Continuing Education and Workforce Development
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Human Resources
- President’s Advisory Council on Diversity, Equity and Inclusion
- Professional Association

Partnering External Agencies/Organizations:

- Association of College and University Educators
- Center for Teaching, Learning, and Innovation External Advisory Board
- College and University Partners
- Hudson County K-12 Partners

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify and implement a framework that is consistent with the Hudson County Community College Mission and provides guidance for evaluating course and program content.	Fall 2021	Summer 2024	Increased Diversity, Equity and Inclusion perspectives in course and program content.
2. Identify a Diversity, Equity and Inclusion curriculum consultant to assist with the review of Hudson County Community College course offerings.	Fall 2021	Fall 2022	Successful completion of consultant engagement.

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
3. Engage faculty in a series of professional development workshops to promote the adoption of best practices for Diverse, Equitable, and Inclusive course content.	Fall 2021	Ongoing	Workshop evaluations.



Strategic Initiative 6:

Employ diverse, equitable, and inclusive hiring and promotion practices for the development of a workforce that reflects the diversity of Hudson County Community College students.

Purpose of the Strategic Initiative:

The purpose of this initiative is to ensure that Hudson County Community College students see themselves reflected in the Faculty and College leadership. Students are more successful when they have faculty, role models, and mentors who reflect their identity and lived experiences.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council
- Division of Academic Affairs
- Division of Business and Finance
- Division of Student Affairs and Enrollment
- Office of Accessibility Services
- Office of Career Services
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Faculty and Staff Development
- President’s Advisory Council on Diversity, Equity and Inclusion
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- College and University Professional Association for Human Resources
- Evergreen Consultants
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop and enhance practices for succession planning and internal employee advancement through a Diversity, Equity and Inclusion lens.	Underway	Ongoing	Development of succession and internal employee advancement plans. Development of a methodology to assess internal employee succession and advancement.
2. Develop a mechanism for collecting accurate job applicant demographics.	Fall 2021	Spring 2022	Implementation of mechanism.
3. Continuously improve external recruitment and hiring outcomes through a Diversity, Equity and Inclusion lens.	Underway	Ongoing	Evaluation of outcomes associated with new recruitment and hiring policy and procedures.
4. Ensure that position postings include the shared language of Diversity, Equity and Inclusion and promote the recruitment of diverse pools of qualified candidates.	Underway	Ongoing	Increased diversity of qualified candidate pools.

Strategic Initiative 7:

Assess and implement opportunities and recommendations for employee classification, compensation, and equity.

Purpose of the Strategic Initiative:

The purpose of this initiative is to evaluate opportunities and recommendations for Hudson County Community College employee classification, compensation, and internal equity for short-term and long-term viability; implement recommendations as appropriate.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council
- Division of Business and Finance
- Office of Diversity, Equity and Inclusion
- Office of Faculty and Staff Development
- President's Advisory Council on Diversity, Equity and Inclusion
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- College and University Professional Association for Human Resources
- Evergreen Consultants
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Complete employee classification and compensation study.	Underway	Fall 2021	Delivery of consultant's report.
2. Review and evaluate Evergreen report and recommendations.	Spring 2022	Fall 2022	Completed review of report and recommendations.
3. Implement action plan jointly with stakeholders.	Fall 2022	Ongoing	Ongoing College-wide discussion (Town Hall Meetings; Focus Groups; Collective Bargaining Units; All College Council). Adoption of a meaningful and sustainable action plan. Ongoing outcome and satisfaction assessments.

Strategic Direction 3:

Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

Strategic Initiative 8:

Assess and revise course curricula, degree and certificate programs to address workforce and community needs.

Purpose of the Strategic Initiative:

The purpose of this initiative is to better align the career goals of students and academic pathways in order to promote career success.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

Partnering Organizational Units/ Parties for Implementation:

- Center for Academic and Student Success
- Division of Academic Development and Support Services
- Division of Continuing Education and Workforce Development
- Office of Career Services
- Office of Early College Programs
- Office of External Affairs
- Office of Financial Aid
- Office of Institutional Research and Planning
- Office of Student Life and Leadership

Partnering External Agencies/Organizations:

- External Workforce Partners
- Hudson County Economic Development Corporation
- Hudson County One Stop Career Center
- Hudson County/Jersey City Workforce Development Board
- Jersey City Employment and Training Program
- JPMorgan Chase
- New Jersey Community College Consortium for Workforce and Economic Development
- New Jersey Reentry Corporation
- New Jersey State Employment and Training Commission



ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Conduct an annual degree and certificate program audit.	Fall 2021	Ongoing	Alignment of programs and workforce/community needs.
2. Expand and further develop externship opportunities.	Fall 2021	Ongoing	Survey externship partners and students.
3. Schedule ongoing student meetings with career coaches and advisors.	Fall 2021	Ongoing	Student, career coach, and advisor focus groups.
4. Conduct periodic program reviews for continuous curricular and program improvement.	Fall 2022	Fall 2024	Analysis of program revisions and outcomes.



Strategic Initiative 9:

Develop and expand the number of articulation agreements that link and align non-credit and credit programs, and pathways to four-year colleges and universities.

Purpose of the Strategic Initiative:

The purpose of this initiative is to formalize the articulation process and increase pathways from non-credit to credit programs. This alignment will provide more opportunities for students’ educational progression, enabling them to develop and achieve long-term goals. Through this initiative, non-credit programs can be used as gateways to associate degrees and beyond.

Organizational Unit Responsible for Implementation:

- Division of Continuing Education and Workforce Development

Partnering Organizational Units/ Parties for Implementation:

- Division of Academic Affairs
- Division of Student Affairs and Enrollment
- Office of External Affairs

Partnering External Agencies/Organizations:

- Academic Program Advisory Groups
- College and University Partners
- Eastern Millwork, Inc.
- Goldman Sachs
- Hudson County K-12 Partners
- Hudson County Municipalities
- Hudson County Public Safety Training Center
- JPMorgan Chase
- New Jersey Community College Consortium for Workforce and Economic Development
- New Jersey Reentry Corporation
- Statewide Hispanic Chamber of Commerce
- Year Up New York New Jersey

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Review current articulation agreements.	Fall 2021	Ongoing	Assessment of current agreements. Identification of opportunities for additional agreements.
2. Survey best practices of other community colleges.	Fall 2021	Spring 2022	Completion of final report that identifies best practices and areas for improvement.
3. Assess current practices in Culinary Arts, Health Sciences, Education, and English as a Second Language.	Fall 2021	Ongoing	Pre- and post-analysis of current practices and future opportunities.
4. Develop new articulation agreements.	Fall 2021	Ongoing	Transfer rates to partnering educational institutions.

Strategic Initiative 10:

Establish flexible, short-term credential programs.

Purpose of the Strategic Initiative:

The purpose of this initiative is to address immediate workforce needs and to encourage students to pursue additional academic credentials at two- and four-year colleges and universities. This initiative will also include the growth and development of certificate programs, stackable credentials, and badges.

Organizational Unit Responsible for Implementation:

- Division of Continuing Education and Workforce Development

**Partnering Organizational Units/
Parties for Implementation:**

- Adjunct Faculty Federation
- All College Council
- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Office of Engineering and Operations
- Office of External Affairs
- Office of Information Technology Services
- Office of Marketing and Communications
- Office of Public Safety and Security
- Office of the Registrar
- Professional Association

Partnering External Agencies/Organizations:

- Credentialing Agencies
- Industry Experts and Corporate Partners
- JPMorgan Chase
- New Jersey Council of County Colleges
- New Jersey Division of Consumer Affairs

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify opportunities and make recommendations for new course content.	Fall 2021	Ongoing	Program alignment with industry standards.
2. Develop coursework and receive appropriate approvals.	Spring 2022	Ongoing	Completed course mapping.
3. Develop and execute a marketing plan.	Fall 2022	Ongoing	Increased enrollment in short-term credential programs.



Strategic Initiative 11:

Increase opportunities for service learning through apprenticeships, internships, externships, other high-impact experiences, and for the utilization of prior learning assessment.

Purpose of the Strategic Initiative:

The purpose of this initiative is to promote student engagement, retention, and completion through different forms of experiential learning, and to promote the recognition of experiential learning through various methods of Prior Learning Assessment.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Continuing Education and Workforce Development
- Hudson County Community College Alumni Association
- Office of Accessibility Services
- Office of Career Services
- Office of External Affairs
- Office of Human Resources
- Office of Institutional Research and Planning
- Office of the Registrar
- Office of Student Life and Leadership

Partnering External Agencies/Organizations:

- Achieving the Dream
- College and University Partners
- Council for Adult and Experiential Learning
- Hudson County Chamber of Commerce
- Hudson County Community College Foundation
- Year Up New York New Jersey

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Increase opportunities for, and awareness of, Prior Learning Assessment; incorporate opportunities into onboarding and advisement procedures.	Fall 2021	Ongoing	Marketing of Prior Learning Assessment opportunities. Revised onboarding and advisement procedure. Improved outcomes for students in relevant programs and courses.
2. Identify apprenticeship, internship, and externship opportunities.	Underway	Ongoing	Programs incorporating apprenticeships, internships, and externships. Community partnerships that result in apprenticeship, internship, and externship opportunities. Improved outcomes for students in relevant programs and courses. Impact of apprenticeships, internships, and externships on students' upward social and economic mobility.

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
3. Develop a comprehensive database of internship opportunities.	Underway	Ongoing	Database of internship opportunities and successful placements.
4. Expand programs and courses to include more internship and externship opportunities.	Fall 2021	Ongoing	Improved outcomes for students in relevant programs and courses. Increased opportunities for students to access and transfer to competitive programs.



Strategic Direction 4:

Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Strategic Initiative 12:

Provide professional development opportunities that enhance the individual skill and growth needs of faculty and staff to promote student success.

Purpose of the Strategic Initiative:

The purpose of this strategic initiative is to provide broad internal and external professional growth opportunities focusing on student success best practices, pedagogy, leadership, and skills training for employee career growth and succession planning.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- Academic Administrative Association
- Adjunct Faculty Federation
- All College Council College Life Committee
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Division of Continuing Education and Workforce Development
- Office of Accessibility Services
- Office of Diversity, Equity and Inclusion
- Office of Faculty and Staff Development
- Office of Information Technology Services
- Office of Institutional Research and Planning
- Professional Association
- Support Staff Federation

Partnering External Agencies/Organizations:

- Achieving the Dream
- Association of College and University Educators
- College and University Professional Association for Human Resources
- External Consultants and Trainers
- New Jersey Council of County Colleges Human Resources Affinity Group
- Society of Human Resource Management



ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Create certificate and badge incentives and programs.	Underway	Ongoing	<p>Evaluation of program effectiveness in improving skills and knowledge.</p> <p>Program and certificate completions.</p>
2. Appoint a committee to identify and recommend staff and faculty professional development needs.	Fall 2021	Ongoing	<p>Recommendations to the Office of Human Resources.</p>
3. Enhance and create mentorship and leadership training programs for staff and faculty.	Fall 2021	Ongoing	<p>Increased successful tenure applications.</p> <p>Increased faculty and staff promotions.</p> <p>Improved employee retention and satisfaction.</p> <p>Increased sense of employee inclusivity, empowerment, and belonging.</p>



Strategic Initiative 13:

Provide comprehensive professional development for faculty and staff in First Aid, CPR, mental health support, and interventions to promote the College’s culture of care.

Purpose of the Strategic Initiative:

The purpose of this initiative is to train and equip faculty and staff for effective intervention in emergencies and moments of crisis or distress.

Organizational Unit Responsible for Implementation:

- Office of Human Resources

Partnering Organizational Units/ Parties for Implementation:

- CARE Team
- Division of Continuing Education and Workforce Development
- Division of Nursing and Health Sciences
- Hudson Helps Resource Center
- Office of Mental Health Counseling and Wellness
- Office of Public Safety and Security

Partnering External Agencies/Organizations:

- American Red Cross
- CPR and First Aid Training LLC
- Local Hospitals

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop a College-wide training plan and curricula.	Fall 2021	Spring 2022	Development of the plan and curricula.
2. Develop a schedule for training of Mental Health Support, First Aid, and CPR.	Fall 2021	Ongoing	Initiation of training program.
3. Support certification of key personnel.	Fall 2021	Ongoing	Number of certified personnel.



Strategic Initiative 14:

Create and support opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.

Purpose of the Strategic Initiative:

The purpose of this initiative is to improve teaching and learning by showcasing Hudson County Community College best practices at state, regional, and national professional meetings and conferences.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

Partnering Organizational Units/ Parties for Implementation:

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Faculty and Staff Development
- President’s Advisory Council on Diversity, Equity and Inclusion

Partnering External Agencies/Organizations:

- Achieving the Dream
- American Association of Community Colleges
- Association of College and University Educators
- Association of Community College Trustees
- EDUCAUSE
- Instructional Technology Council
- National Institute for Staff and Organizational Development

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Identify innovative faculty and staff practices.	Fall 2021	Ongoing	Completed list of innovative faculty and staff practices.
2. Provide venues for showcasing innovative faculty and staff practices.	Spring 2022	Ongoing	Identification of venues for showcasing innovative practices.



Strategic Direction 5:

Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College’s technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Strategic Initiative 15:

Institute technological best practices for improved teaching, learning, business operations and services.

Purpose of the Strategic Initiative:

The purpose of this initiative is to develop the College’s 21st century technology with a focus on best practices and data-informed decision-making for teaching, business operations, and support services. This initiative focuses on the application of the most appropriate technology hardware and software tools to facilitate improved teaching, learning, business operations and services.

Organizational Unit Responsible for Implementation:

- Office of Information Technology Services

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Office of Accessibility Services
- Office of Engineering and Operations
- Office of Human Resources
- Office of Institutional Research and Planning

Partnering External Agencies/Organizations:

- Center for Teaching, Learning, and Innovation
External Advisory Board
- New Jersey Council of County Colleges
Information Technology Affinity Group

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Assess faculty and staff knowledge and use of existing technology.	Spring 2022	Fall 2022	Completed assessment.
2. Identify and implement technology that meets student, faculty, and staff needs and improves College operations.	Fall 2022	Ongoing	Improvements to existing solutions. Implementation of new solutions. Assessment of usability and effectiveness of technology solutions.

Strategic Initiative 16:

Expand high-quality and diverse remote, online and hybrid learning modalities.

Purpose of the Strategic Initiative:

The purpose of this strategic initiative is to expand the scope of learning opportunities and modalities to address and support the diverse needs of students.

Organizational Unit Responsible for Implementation:

- Division of Academic Affairs

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Academic and Student Success
- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Development and Support Services
- Division of Student Affairs and Enrollment
- Libraries
- Office of Accessibility Services
- Office of External Affairs
- Office of Human Resources
- Office of Information Technology Services
- Open Educational Resources Steering Committee

Partnering External Agencies/Organizations:

- Campus Works
- Canvas Learning Management System
- Ellucian Enterprise Systems
- Publishing Companies
- Technology Vendors

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Develop additional online courses and fully online programs in alignment with market and student needs.	Fall 2021	Ongoing	Increased online course and program offerings.
2. Expand and improve online and remote student support services.	Fall 2021	Ongoing	Expanded and improved student support services.
3. Expand and enhance professional development opportunities for online and remote teaching and learning.	Fall 2021	Ongoing	Increased professional development opportunities. Increased faculty and staff participation in professional development opportunities. Assessment of professional development opportunities.
4. Evaluate and improve technology, including classroom and Open Educational Resources.	Fall 2021	Ongoing	Increased number of courses utilizing Open Educational Resources. Increased number of courses and programs utilizing cost-free textbooks. Increased number of instructional spaces equipped with enhanced technology.

Strategic Initiative 17:

Continually improve remote learning support and services to enhance student experiences and outcomes.

Purpose of the Strategic Initiative:

The purpose of this initiative is to provide current and prospective students with more flexible options for remote instruction through support services and practices that improve the likelihood of their success and completion.

Organizational Unit Responsible for Implementation:

- Division of Student Affairs and Enrollment

**Partnering Organizational Units/
Parties for Implementation:**

- Center for Online Learning
- Center for Teaching, Learning, and Innovation
- Division of Academic Affairs
- Division of Business and Finance
- Enrollment Management Council
- Office of Diversity, Equity and Inclusion
- Office of External Affairs
- Office of Information Technology Services
- Office of Marketing and Communications

Partnering External Agencies/Organizations:

- Achieving the Dream
- Association of College and University Educators
- Campus Works
- National Academic Advising Association
- New Jersey Council of County Colleges
- Student Affairs Administrators in Higher Education

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Employ best practices for remote learning support and services.	Fall 2021	Ongoing	Implementation of best practices.
2. Assess student experiences and outcomes for continuous improvement.	Fall 2021	Ongoing	Student satisfaction surveys and focus groups.
3. Create opportunities to share faculty and staff best practices.	Fall 2021	Ongoing	Increased opportunities to share best practices.

Strategic Initiative 18:

Construct and occupy the Academic Tower.

Purpose of the Strategic Initiative:

The purpose of this initiative is to complete planning and construct the proposed Academic Tower, which will allow Hudson County Community College to expand its academic, workforce, and student life facilities and programs for the College and community.

Organizational Unit Responsible for Implementation:

- Division of Business and Finance

**Partnering Organizational Units/
Parties for Implementation:**

- Board of Trustees Capital Projects Advisory Committee
- Office of Engineering and Operations
- Office of External Affairs
- Office of Information Technology Services
- Office of Public Safety and Security

Partnering External Agencies/Organizations:

- Hudson County Economic Development Corporation
- Hudson County Improvement Authority
- Jersey City Redevelopment Agency
- New Jersey Economic Development Authority

ACTION STEP	DATE TO BEGIN	DEADLINE FOR COMPLETION	METRICS OF SUCCESS
1. Secure funding required to complete project.	Underway	Fall 2022	Adequate funding secured.
2. Construct and occupy Academic Tower.	Spring 2023	Fall 2024	Completed construction and occupancy.



Appendices



Appendix A: Alignment Among Plans

Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Vision Statement:

Hudson County Community College advances and applies integrated, inclusive, and data-informed practices that result in the retention, persistence, and graduation of all students.

Strategic Direction 1 Alignment			
Board of Trustee Goals	Goal #1	Review data, initiatives, activities and outcomes related to the College's Student Success Action Plan, including student retention, completion, transfer, and gainful employment. Create and/or revise policies and structures as appropriate to ensure accountability and support for the continuous improvement of student success outcomes.	
2020-23 Academic Master Plan	Strategic Direction A (All Initiatives)	Advancing a Culture of Care through a Strong Focus on Equity.	
	Strategic Direction B	Advancing a Culture of Student Success and Completion through Faculty Engagement.	
		B.1	Fully launch the Center for Teaching, Learning, and Innovation (CTLI).
		B.3	Support the development of new faculty from onboarding through tenure review and beyond.
Strategic Direction C (All Initiatives)	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.		
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC: creating DEI infrastructure and developing training, programs, and initiatives across the College.	
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.	
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.	

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Vision Statement:

Hudson County Community College is committed to proactive, shared, and holistic Diversity, Equity and Inclusion principles, policies and practices. Foundational to the college experience is a culture of respecting, encouraging, and empowering all voices and perspectives in the College and Hudson County communities.

Strategic Direction 2 Alignment

Board of Trustee Goals	Goal #2	Review, provide guidance and support for the College’s diversity, equity and inclusion initiatives. Create and/or revise policies to ensure accountability and support for the President’s and College’s DEI goals and outcomes. Review and provide input into the work of the President’s Advisory Council on Diversity, Equity and Inclusion, including climate, programming, equity, student success, minority/Hudson County vendor outreach, and related areas.
	Goal #3	Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Review and support initiatives to update employee position descriptions, develop an employee position classification system, and conduct market analyses to identify and address potential salary and equity gaps.
2020-23 Academic Master Plan	Strategic Direction A (All Initiatives)	Advancing a Culture of Care through a Strong Focus on Equity.
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.
	Goal #2	Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee policies, promotion considerations, and succession planning.
	Goal #3	Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.

Strategic Direction 3:

Innovative Programming for Students Aligned with Workforce and Community Needs

Vision Statement:

Hudson County Community College assesses the needs of the local and statewide labor markets to develop academic programs and workforce credentials that prepare and empower students for educational transfer and gainful employment. With on-ramps and off-ramps between academic programs and workforce credentials, the College provides customized learning experiences to promote skill and knowledge development. Students are supported with innovative and modern facilities and resources.

Strategic Direction 3 Alignment

Strategic Direction 3 Alignment		
Board of Trustee Goals	Goal #1	Review data, initiatives, activities and outcomes related to the College's Student Success Action Plan, including student retention, completion, transfer, and gainful employment. Create and/or revise policies and structures as appropriate to ensure accountability and support for the continuous improvement of student success outcomes.
2020-23 Academic Master Plan	Strategic Direction A	Advancing a Culture of Care through a Strong Focus on Equity.
		A.1 Redesign English as a Second Language (ESL) and developmental education programs.
		A.3 Institute College-wide mentoring program.
	Strategic Direction C	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.
		C.1 Define the University Center and enhance four-year transfer pathways.
		C.2 Elevate the availability of academic service learning, internships, apprenticeships, and partnerships.
PACDEI Goals	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.
Student Success Action Plan	Priority 1	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.
		1.1 Address equity gaps and minimize attrition for ESL students.
	Priority 2	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.
		2.5 Address barriers and minimize attrition rates for students in the Pre-Nursing cohort.

Strategic Direction 4:

Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices

Vision Statement:

Hudson County Community College fosters an inclusive culture of knowledge sharing and support services. Students, faculty, and staff are engaged in diverse and empowering learning and work experiences.

Strategic Direction 4 Alignment

Board of Trustee Goals	Goal #3	Review, guide, and ensure accountability for continuous improvement in employee compensation, benefits, structures and supports based upon data and best practices. Review and support initiatives to update employee position descriptions, develop an employee position classification system, and conduct market analyses to identify and address potential salary and equity gaps.
2020-23 Academic Master Plan	Strategic Direction B (All Initiatives)	Advancing a Culture of Student Success through Faculty Engagement.
PACDEI Goals	Goal #1	Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.
Student Success Action Plan	Priority 1 (All Strategies)	Increase fall-to-fall persistence for first-time, full-time students from 58% to 64% by June 2024.
	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.

Strategic Direction 5:

Facilities and Technology that Serve the College and Community

Vision Statement:

Hudson County Community College has high-impact, accessible, and inclusive learning and working spaces. The College's technology is modern, adaptive, and responsive to emerging industry needs and trends. Hudson County Community College offers high-quality, best-practice online and remote learning opportunities, and student support services.

Strategic Direction 5 Alignment

Board of Trustee Goals	Goal #4	Review and update the Facilities Master Plan, including planning for the Academic Tower, sale of current HCCC facilities, parking considerations, development of a campus signage and wayfinding project, and onboarding of the new Student Center.
2020-23 Academic Master Plan	Strategic Direction A	Advancing a Culture of Care through a Strong Focus on Equity.
		A.2 Improve inclusivity and accessibility for students.
	Strategic Direction C	Advancing a Culture of Student Success and Completion through Collaborative Pathways and Partnerships.
		C.3 Create a comprehensive strategic plan for Hudson Online.
PACDEI Goals	Goal #3	Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.
	Goal #4	Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.
Student Success Action Plan	Priority 2 (All Strategies)	Create a culture of care that supports the persistence of all students from 61% to 67% by June 2024.



Appendix B: Summary of Strategic Directions and Initiatives

Strategic Direction 1:

A Culture of Student Success and Completion Grounded in Data and Best Practices

Strategic Initiatives 1 - 4:

- Promote equitable outcomes by meeting the unique academic and non-academic needs of diverse student populations.
- Develop, refine, and continuously improve a user-friendly system and platform for making data more accessible to faculty and staff.
- Develop and enhance sustainable resources for continuous improvement of student support programs and practices.
- Implement a holistic support program for greater student success.

Strategic Direction 2:

A College Community that Celebrates and Advances Diversity, Equity and Inclusion in All Forms

Strategic Initiatives 5 - 7:

- Assess and revise course curricula to ensure a diversity of voices and perspectives.
- Employ diverse, equitable, and inclusive hiring and promotion practices for the development of a workforce that reflects the diversity of Hudson County Community College students.
- Assess and implement opportunities and recommendations for employee classification, compensation, and equity.

Strategic Direction 3:**Innovative Programming for Students Aligned with Workforce and Community Needs****Strategic Initiatives 8 - 11:**

- Assess and revise course curricula, degree and certificate programs to address workforce and community needs.
- Develop and expand the number of articulation agreements that link and align non-credit and credit programs, and pathways to four-year colleges and universities.
- Establish flexible, short-term credential programs.
- Increase opportunities for service learning through apprenticeships, internships, externships, other high-impact experiences, and for the utilization of prior learning assessment.

Strategic Direction 4:**Faculty and Staff Professional Development in Teaching, Learning, and Student Support Best Practices****Strategic Initiatives 12 - 14:**

- Provide professional development opportunities that enhance the individual skill and growth needs of faculty and staff to promote student success.
- Provide comprehensive professional development for faculty and staff in First Aid, CPR, mental health support, and interventions to promote the College's culture of care.
- Create and support opportunities for faculty and staff to share best practices in teaching, learning, support services, and business operations.

Strategic Direction 5:**Facilities and Technology that Serve the College and Community****Strategic Initiatives 15 – 18:**

- Institute technological best practices for improved teaching, learning, business operations and services.
- Expand high-quality and diverse remote, online and hybrid learning modalities.
- Continually improve remote learning support and services to enhance student experiences and outcomes.
- Construct and occupy the Academic Tower.



**HUDSON COUNTY COMMUNITY COLLEGE
BOARD OF TRUSTEES**

William J. Netchert, Esq., Chair
Bakari G. Lee, Esq., Vice Chair
Karen A. Fahrenholz, Secretary/Treasurer
Joseph V. Doria, Jr., Ed.D.
Adamarys Galvin
Pamela E. Gardner
Roberta Kenny
Jeanette Peña
Silvia Rodriguez
Harold G. Stahl, Jr.
Christopher M. Reber, Ph.D., College President
Koral Booth, Alumni Representative

**COUNTY EXECUTIVE AND
BOARD OF COUNTY COMMISSIONERS**

Thomas A. DeGise, County Executive
Anthony P. Vainieri, Jr., Chairperson
Anthony L. Romano, Vice Chairperson
Jerry Walker, Chair Pro Temp
Yraida Aponte-Lipski
Fanny E. Cedeño
Albert J. Cifelli, Esq.
Kenneth Kopacz
William O'Dea
Caridad Rodriguez

OFFICERS OF THE COLLEGE

Christopher M. Reber, Ph.D., College President
Nicholas A. Chiaravalloti, J.D., Ed.D., Vice President for External Affairs
and Senior Counsel to the President
Lisa Dougherty, Vice President for Student Affairs and Enrollment
Nicole Bouknight-Johnson, Vice President for Advancement
and Communications
Darryl Jones, Ph.D., Vice President for Academic Affairs
Anna Krupitskiy, J.D., Vice President for Human Resources
Yeurys Pujols, Vice President for Diversity, Equity and Inclusion
Veronica D'Alessandro Zeichner, CPA,
Vice President for Business and Finance and Chief Financial Officer