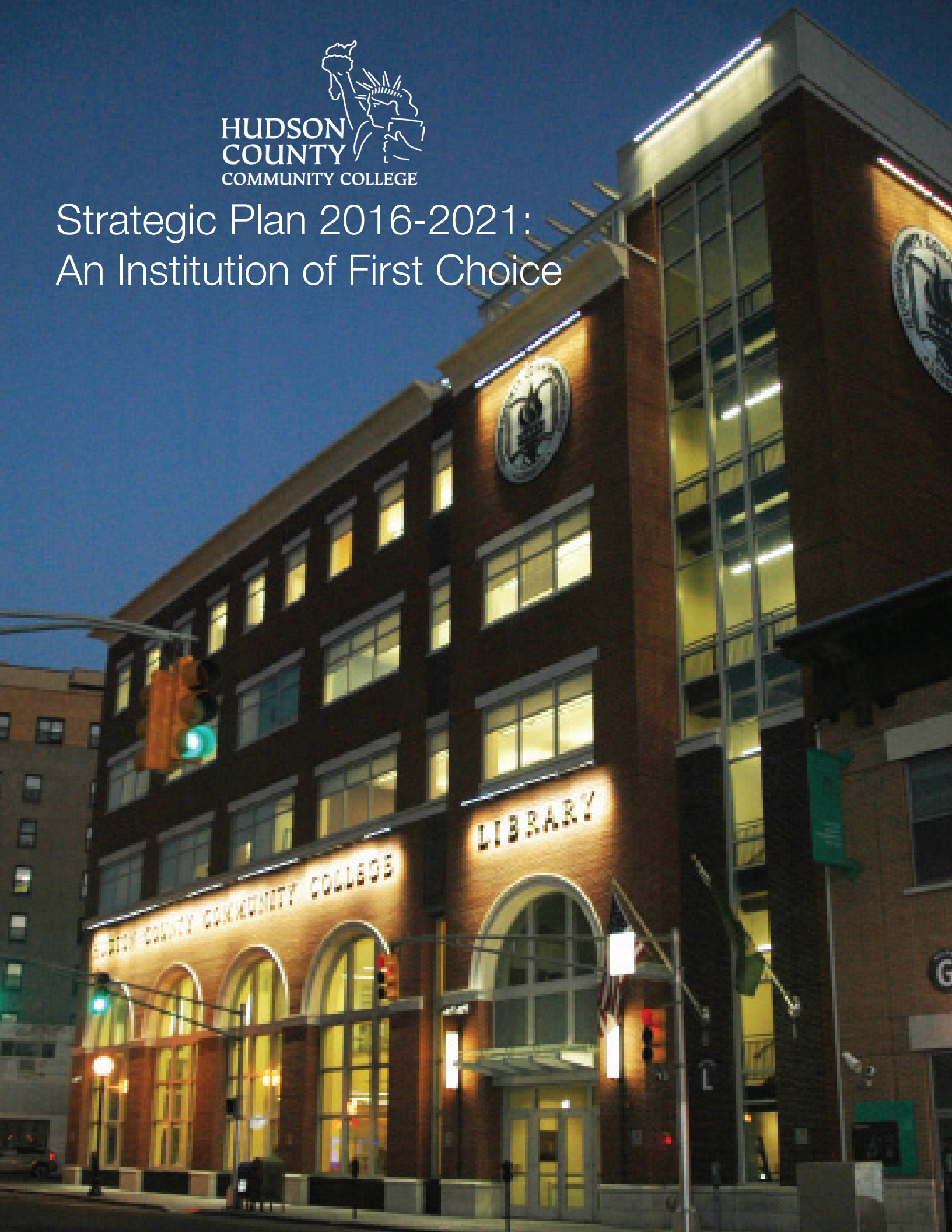




# Strategic Plan 2016-2021: An Institution of First Choice



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## A Message from the President

Eleanor Roosevelt once said: “The future belongs to those who believe in the beauty of their dreams.”

Twenty-three years ago Hudson County Community College devised a strategic plan based on our dreams that many thought was overly ambitious. It was formulated at a time when the College was working to overcome deep-seated problems that necessitated interventions by the New Jersey Secretary of Higher Education and Middle States. As a result of accomplishing the goals of that plan, the College achieved stability in enrollment, resources and operations. Going forward, we formulated and implemented the “Building the Future” and “Building on Success” strategic plans that brought us remarkable growth – increased enrollment and graduation rates, and unprecedented physical expansion.

Our dreams continue, and we are very proud of this new plan for several reasons. First and foremost, it seeks to fulfill the future educational and cultural needs of our community – one of the most ethnically diverse areas of the United States. It recognizes that the College has done many things well and looks to refine and build upon those good things. It acknowledges that while we cannot foresee the future, we understand that ours is an increasingly complex world, and we must be prepared to ready our students and our community to succeed in it. It is also based on the realization that the nature of higher education is changing profoundly. Finally, this plan is a collaborative effort; it represents the participation, research, ideas and work of faculty, staff, students, Board of Trustees, administrators, and community stakeholders who are dedicated to continuing to make Hudson County Community College a leader and a college of first choice.

Sincere thanks to all who participated in this planning process and to all who will work to ensure the fulfillment of the goals we have formulated together.



Glen Gabert, Ph.D.  
President



## The Road to Becoming a College of First Choice

Hudson County Community College (HCCC) is a vibrant, urban college serving one of the most historic, densely populated and ethnically diverse areas of the United States. The College was founded in 1974 as an institution that contracted for faculty and facilities to provide occupational and career-oriented certificates and associate degrees.

Today, HCCC is the largest institution of higher education in Hudson County, and offers 52 degree and 16 certificate programs. The College's Culinary Arts and Hospitality Management program – one of just two in the region accredited by the American Culinary Federation Accrediting Commission – is nationally acclaimed. Other signature programs include Nursing, ESL (which has been used as a model at other colleges), and STEM (Science, Technology, Engineering and Mathematics). Classes are offered in day and

Trustees, American Association of Community Colleges, National Tutoring Association, New Jersey Business & Industry Association, and Urban Green Project. The College was recently awarded the 2016 ACRL Excellence in Academic Libraries Award – the first New Jersey institution to be so honored.

In 1992, few would have thought that HCCC would hold the place of prominence it does today. At that time, the College's curriculum focused on developmental education and limited career programs. It operated from just one College-owned building and a few sub-par rental spaces. The College had experienced interventions by the New Jersey Secretary of Higher Education and Middle States. Every area of operation was in need of reform. The Board of Trustees had been asked to resign. There were discussions about dividing HCCC between two nearby county colleges ... or closing it all together. There was little confidence for HCCC within the institution and the community, and that manifested itself in an enrollment of just 3,076.

When Glen Gabert, Ph.D. became President that year, he was the fifth person in three years to hold that position. Armed with the knowledge of what the community needed and a vision of what the College could be, Dr. Gabert and the College's Board of Trustees, faculty, administrators and staff formulated and implemented a strategic plan that resulted in remarkable changes.

Enrollment at HCCC has since tripled. The College was ranked 29 on the *Community College Week* list of the fastest-growing community colleges in America with enrollments between 5,000 and 9,999. The College's 2014 enrollment of 9,203 students was composed of 57% women and reflected the County's ethnic makeup – 55.12% Hispanic, 13.91% Black/African American, 11.82% White, and 7.63% Asian. Age-wise, 49.57% of students were younger than 21, 31.15% ranged from 22 to 29 years of age, and 19.11% were over 30 years of age.

Additionally, the HCCC graduation rate has more than doubled in the past 10 years, and the Class of 2015 was 964 strong. The College graduates the largest number of Hispanic students in New Jersey, and HCCC students have been welcomed at many of the nation's top colleges and universities, as well as those in Canada, Japan, France and the Netherlands.

The College now has two campuses with state-of-the-art, College-owned buildings – all easily accessed via public transportation. The Journal Square (Jersey City, NJ) campus consists of more than a dozen facilities, including: the 72,000 sq.-ft. Culinary Conference Center (where TLC's *Cake Boss: Next Great Baker* and Progresso Soup's "Ring-Ring" commercials were filmed, which houses kitchens, classrooms, ice-sculpting studio, fish/butchery, mock-hotel suite, library, and meeting rooms); and the 117,000 sq.-ft. Library Building (with classrooms, a café and Benjamin J. Dineen, III-Dennis C. Hull Gallery). In 2015, ground was



evening sessions seven days a week on the College's two campuses, and online. The HCCC Center for Business & Industry is the area leader in developing and delivering educational classes and programs for Hudson's businesses, organizations and individuals. The College is fully accredited by the Middle States Commission on Higher Education; it is also accredited by: the Technology Accreditation Commission of the Accreditation Board of Engineering Technology; the National League for Nursing Accrediting Commission; and the Committee on Accreditation of Respiratory Care.

HCCC has earned national, state and local recognition, and awards from the Association of Community College



broken for a 70,070 sq.-ft. STEM Building, and the Cundari Center was renovated to accommodate the HCCC-Care-Point Health Nursing program. The 92,250 sq.-ft. North Hudson Campus in Union City opened in 2011, and operates as a full-service facility for 3,000 students. All of the College's facilities expansion has been done with appropriated capital; the College does not carry any debt, and consequently not \$1 of student tuition need be utilized for debt.

Ensuring students' success is priority. The HCCC advisement and counseling program is one of the few anywhere that does not require appointments, and instructors follow and mentor students throughout their studies. The College's innovative First-Year Experience program provides a roadmap, counseling and assistance in setting and achieving academic goals. These initiatives, combined with the academic programming, have been especially important because like many urban colleges, students may require developmental and remedial coursework before beginning

residents, and the HCCC Foundation has awarded \$2 million in scholarships to more than 2,000 students since its founding in 1997. The Foundation is also the force behind the College's Art Collection, which includes more than 800 works that are displayed throughout the College.

The College believes having a physical presence within the community goes beyond buildings and includes establishing relationships with residents via educational and cultural events that are free of cost. In March 2015, the College formed a Cultural Affairs Task Force and formulated a calendar of Cultural Affairs events that began with the opening of the Dineen-Hull Gallery in September 2015. Offerings include Gallery exhibits, lectures, as well as music, dance, comedy and drama performances, a book club, and reduced-price tickets to entertainment and sports events in New York and New Jersey.

Perhaps one of the best testimonies to the College's trans-



college-level studies. These initiatives are also critical as many of the College's students are immigrants whose first language is not English.

HCCC has a very robust financial aid program with 90% of students receiving assistance. In the 2013-14 academic year, 5,670 Pell Grants, 863 SEOG, 2,337 Tuition Aid Grants, 638 Subsidized Stafford Loans, and 410 Unsubsidized Stafford Loans – among other aid – were awarded to HCCC students. The Hudson County Executive and Board of Chosen Freeholders provide scholarships for deserving

formation was provided by residents and elected officials who attribute the recent development in Journal Square to HCCC. They have said that HCCC rescued this area when others abandoned it; and because of the College's commitment, the area is safer, with more services.

Most importantly are the tens of thousands of students whose lives have been changed because they attended and/or graduated from HCCC, an institution that seemed doomed for failure in 1992, but is now a source of pride for the community, and a college of first choice for residents.



## Mission, Vision, and Values Statements



### **Mission Statement:**

The mission of Hudson County Community College is to provide high quality educational opportunities that promote student success and are accessible, comprehensive, and learning centered.

### **Vision Statement:**

We continually aspire to make Hudson County Community College such an excellent and innovative urban college that it can be a first-choice option for the students and communities it serves.

### **Values Statement:**

To fulfill the mission and vision of Hudson County Community College, we commit ourselves to these values:

- **student success;**
- **academic excellence and learning support services;**
- **integrity, ethical behavior, and respect for others;**
- **celebration of our commonalities and respect for our differences;**
- **championship of innovation;**
- **inquiry and data-informed decision making;**
- **high quality and affordable educational opportunities; and**
- **responsible stewardship of the resources entrusted to us.**



## 2015 Strategic Planning Process



During the summer of 2015, Dr. Glen Gabert, President of Hudson County Community College, appointed a Strategic Planning Steering Committee to oversee the development and implementation of a Strategic Plan that ensures sustainable infrastructure and processes for future planning.

The committee, a representative group of faculty, staff and administrators, reviewed environmental scan data and conducted a series of town hall meetings among the members of the College community. Over one hundred faculty, staff and administrators participated in a town hall meeting featuring small group discussion focusing on College operations, the future direction of the College, and how best to implement our vision of becoming an institution of first choice for students. Approximately 50 students participated in two town hall meetings to provide their input on priorities for the new strategic plan and what the College can do to foster student success.

The College Board of Trustees was surveyed seeking their opinion on the most important priorities facing the College; the Hudson County Community College Foundation Board, representing many external constituencies, was asked about how the College can better serve the needs of our community, promote greater opportunities for community involvement in our academic cultural and artistic initiatives, address issues of workforce development and training, and contribute to the needs of the local economy.

Both the Strategic Planning Steering Committee and President's Cabinet engaged in SWOT analysis, identifying in-

ternal Strengths and Weaknesses, as well as external Opportunities and Threats.

The data from those surveys and focus groups were analyzed by the steering committee, who developed a series of priority items, which were shared with the executive leadership of the College. Informed by the data gathered through the focus groups, town hall meetings, surveys, and the work of the steering committee, seven goals and their strategies were developed across these priority areas:

- **Learning Effectiveness and Student Success**
- **Organizational Development and Accountability**
- **Community Engagement**

In December 2015, the steering committee provided a draft of the Strategic Plan to the President's Cabinet for review, and made the draft available for public review on the College's portal. After incorporating additional feedback from various stakeholders, the plan was presented to the HCCC Board of Trustees for approval on January 19, 2016. The Strategic Plan will help guide the College from fiscal years 2016 to 2021. To evaluate the progress of the plan, key performance indicators for each goal will be measured and reviewed on an ongoing basis, with College leadership setting annual targets for each metric.



## 2016-2021 Strategic Priorities and Goals

### **Learning Effectiveness and Student Success**

HCCC is a learner-centered college, recognized for high-quality, accessible educational opportunities, and for innovation in our teaching, learning and support services. The College's broad range of programs engages students through challenging curricula that respond to an ever-changing world.

#### **Goal One:**

##### **Academic Excellence**

Ensure high quality learning experiences and academic support

#### **Goal Two:**

##### **Student-Centered Services**

Enhance student-centered services and processes

### **Organizational Development and Accountability**

HCCC has processes and systems which maximize the use of resources, empower stakeholders, and provide assessment for continuous improvement in all academic programs, student services and administrative functions. The College supports effective teaching and learning, student achievement, and improvement in professional and process development.

#### **Goal Three:**

##### **Performance-Based Culture**

Advance a performance-based culture built on data-informed decisions and continuous improvement

#### **Goal Four:**

##### **Employee Development**

Hire and retain an excellent workforce and ensure the College is a model employer

#### **Goal Five:**

##### **Institution Building and Resources**

Ensure financial, physical, and technological resources are adequate to support educational programs

### **Community Engagement**

HCCC enriches the community and enhances the quality of community life. It collaborates with K-20 partners to create seamless educational pathways for our students, and actively develops strategic networks and partnerships to advance innovation, and to drive workforce and economic vitality for our region.



#### **Goal Six:**

##### **Community Partnerships**

Optimize community partnerships and outreach

#### **Goal Seven:**

##### **Communication**

Enhance marketing and communication of programs and services



## Learning Effectiveness and Student Success

***HCCC is a learner-centered college, recognized for high-quality, accessible educational opportunities, and for innovation in our teaching, learning and support services. The College's broad range of programs engages students through challenging curricula that respond to an ever-changing world.***

### Goal One: Academic Excellence

Ensure high-quality learning experiences and academic support

#### Strategies

- 1.1** Review academic programs and develop new credit and non-credit programs and classes to meet career and workforce needs, the demands of the new economy, and changing demographics.
- 1.2** Establish a Business, Culinary Arts and Hospitality Management Division Blue Ribbon Commission to: 1) oversee a comprehensive review of current offerings, services, and enrollments; 2) develop a long-term plan that could include the formation of a baccalaureate level program; 3) respond to the changing needs of the industry; and 4) assure optimal utilization of the significant capital and staffing investment the College has made in the division.
- 1.3** Establish a STEM/Allied Health Blue Ribbon Commission that will: 1) oversee the review of current offerings and services; 2) develop a long-term plan that would respond to the changing nature of professions in science, technology, engineering, mathematics, and allied health; and 3) assure optimal utilization of the significant capital and staffing investment by the College in facilities and equipment.
- 1.4** Fully establish the HCCC School of Nursing and the HCCC School of Radiography within the Nursing and Health Sciences Division.
- 1.5** Identify and develop at least one signature program in each academic division, including identifying signature programming offered at the North Hudson Campus.
- 1.6** Foster teaching excellence through enhanced faculty development in teaching methodologies, assessment, and cutting-edge technology.
- 1.7** Evaluate and improve tenure policies and procedures to ensure that they are aligned with best practices in faculty development and the College's mission.





- 1.8 Increase consistency in course development, outcomes and requirements across campuses and modes of delivery.
- 1.9 Improve developmental education to accelerate student transition to, and success in, college-level coursework.
- 1.10 Position the Library and its resources as a full partner in the teaching mission of the College to enhance student learning, intellectual curiosity, and community engagement.

- **Number of faculty trained in and employing assessment strategies**
- **Number of faculty participating in faculty development programs**
- **Percentage of students passing remedial courses**
- **Percentage of students who exit developmental classes and pass their gateway courses**
- **Pass rates for gateway courses**

Examples of Key Performance Indicators Include:

- **Licensure Exam pass rates**
- **Student Evaluations**
- **Number of students enrolled and succeeding in STEM programs**





## Goal Two: Student-Centered Services

Enhance student-centered services and processes

### Strategies

- 2.1** Fully implement the Student Success Plan, promoting improvement of outcomes for students across all groups, and addressing attainment gaps.
- 2.2** Enhance customer service and communication for students, through continuous training and optimal use of technology.

- 2.8** Implement policies that foster student persistence and completion.
- 2.9** Increase student financial literacy and pursue new ways to reduce default rates.



- 2.3** Evaluate and streamline College services and processes for incoming students.
- 2.4** Provide more individualized support services that are responsive to the unique and increasingly complex needs of the students we serve.
- 2.5** Provide consistent student experiences for both campuses and all locations.
- 2.6** Initiate a College-wide process for strategically scheduling classes to meet student needs.
- 2.7** Create clear degree plans and pathways to completion for each academic program.

Examples of Key Performance Indicators Include:

- **Credit hours earned**
- **Fall-to-fall retention rates**
- **Student satisfaction survey results**
- **Graduating student survey results**
- **Three-year graduation rates**
- **Student transfer (out) rates**
- **Three-year success rates**

## Organizational Development and Accountability

***HCCC has processes and systems which maximize the use of resources, empower stakeholders, and provide assessment for continuous improvement in all academic programs, student services and administrative functions. The College supports effective teaching and learning, student achievement, and improvement in professional and process development.***



## Goal Three: Performance-Based Culture

Advance a performance-based culture built on data-informed decisions and continuous improvement

### Strategies

- 3.1** Develop and implement an institutional effectiveness plan that includes the assessment of all College operations, programs, and activities.
- 3.2** Fully implement College-wide assessment of student-learning outcomes.
- 3.3** Review and evaluate the organizational structure on a regular basis, making changes necessary to maximize institutional efficiency, integration, and effectiveness.

- 3.4** Ensure standards of assessment and accountability are in place that meet the needs of internal and external stakeholders.

Examples of Key Performance Indicators Include:

- **Number of departments, academic majors, and courses with documented assessment results**
- **Unduplicated student headcount**
- **Full-time equivalency enrollment**
- **Graduation rates**

## Goal Four: Employee Development

Hire and retain an excellent workforce and ensure the College is a model employer

### Strategies

- 4.1** Attract and retain qualified and suitable employees through competitive salaries and benefits.
- 4.2** Implement a comprehensive orientation process for new employees.
- 4.3** Increase professional development opportunities for all employees, fostering currency in knowledge and commitment to the mission of the College.
- 4.4** Enhance the performance appraisal process with stronger emphasis on employee development and accountability.

- 4.5** Expand employee recognition programs for excellence and outstanding service.

Examples of Key Performance Indicators Include:

- **Number of new employees participating in a new, comprehensive training program**
- **Gallup Q12 data**
- **Performance Evaluations**
- **Diversity and compensation statistics**
- **Number of employees participating in various employee development programs**



## Goal Five: Institution Building and Resources

Ensure financial, physical, and technological resources support educational programs and promote innovation

### Strategies

- 5.1** Establish a revised long-term financial plan that will reflect the current and changing economy, facility needs and maintenance, projected available budget dollars, and Board goals and directives.
- 5.2** Aggressively seek capital support for facilities which foster accessibility and engagement, including the development of a student union, expanded parking, cultural programming space, an athletic/recreational facility and a daycare center.
- 5.3** Implement a transparent process to allocate resources based on strategic priorities and the productivity of programs.
- 5.4** Expand revenues through enrollment increases, private giving, grants, the development of profit centers, and county, state and federal support.
- 5.5** Maintain an updated facilities master plan to prioritize new construction, infrastructure improvements and necessary repairs.
- 5.6** Develop a strategic plan for Campus Safety and Security that reflects the unique needs of an urban, open-access institution.

**5.7** Increase efficiency and sustainability through paperless forms and processes.

**5.8** Utilize technology that best serves the College's mission and the needs of students, employees and the community.

**5.9** Develop and implement an aggressive enrollment plan, reviewed and revised annually, that will optimize enrollment growth in the numbers of both in-person and on-line students, and that addresses how the College can best capitalize on Hudson County regions experiencing population growth, such as Journal Square, Kearny, Harrison and the Waterfront.

Examples of Key Performance Indicators Include:

- **Ratios for overall financial health, physical assets, and technology assets**
- **Crime statistics**
- **Enrollment data**



## Community Engagement

**HCCC enriches the community and enhances the quality of community life. It collaborates with K-20 partners to create seamless educational pathways for our students, and actively develops strategic networks and partnerships to advance innovation and drive workforce and economic vitality for our region.**

## Goal Six: Community Partnership

Optimize community partnerships and outreach

### Strategies

- 6.1** Promote community involvement through a variety of opportunities, such as academic experiences, performances, art exhibitions, speakers, civic engagement, and volunteer initiatives.
- 6.2** Strengthen workforce development programs through partnerships with local businesses and the Hudson County Workforce Investment Board (WIB).
- 6.3** Implement a comprehensive system for analyzing workforce trends to ensure College services and programs are meeting the needs of the local community.
- 6.4** Increase student recruitment efforts, emphasizing traditionally underserved students as well as non-traditional populations who can benefit from an HCCC education.
- 6.5** Establish and support a robust School and College Relations Office that builds K-20 partnerships by: 1) working with local middle and high schools to improve college readiness and student engagement, and 2) creating a seamless process for college/university transfer through systematic development and monitoring of articulation and dual-admission agreements with four-year partners.

- 6.6** Support the HCCC Foundation Board of Directors in the development and implementation of a Foundation master plan that helps achieve the goals and objectives in the College's Strategic Plan.

- 6.7** Advance alumni relations efforts.

Examples of Key Performance Indicators Include:

- **Service area market share**
- **High-school counselor survey results**
- **Number of K-12 partnerships**
- **Number of high-school students in dual-enrollment programs**
- **Number of articulation agreements with 4-Year College/University Partners**
- **Three-year transfer rate**



**Saint Peter's**  
**UNIVERSITY**

The Jesuit University of New Jersey







## Goal Seven: Communication

Enhance marketing and communication of programs and services

### Strategies

- 7.1** Improve internal communication to ensure transparency in institutional decisions, processes and policy.
- 7.2** Redesign and regularly update the website to ensure accessibility and a user-friendly experience.
- 7.3** Enhance web-based technologies to facilitate rapid and efficient dissemination of information for College employees.
- 7.4** Support effective marketing of programs with broad participation from the College community.

- 7.5** Assess and evaluate the advertising campaign to better promote the College's reputation, brand, and increase market share.

Examples of Key Performance Indicators Include:

- **Website usage statistics**
- **Gallup Q12 Data**
- **Attendance at Open House and recruitment events**

## Five-Year Implementation and Planning Cycle

### Year One

January-March 2016	<ul style="list-style-type: none"> <li>• <b>Develop first-year rollout strategies</b></li> <li>• <b>Link fiscal resources to strategic priorities</b></li> </ul>	<i>President Executive Team</i>
June 2016	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering January – June) to Board of Trustees' Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
August 2016	<ul style="list-style-type: none"> <li>• <b>Annual Report to the Board of Trustees and the HCCC community – results of the first eight months implementation</b></li> </ul>	<i>President Dean of Research and Planning</i>
November 2016	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering June – November) to Board of Trustees' Academic and Student Affairs Committee</b></li> <li>• <b>Complete operational plans associated with the Strategic Plan for Years Two through Five</b></li> </ul>	<i>President Executive Team</i>

### Year Two

January-March 2017	<ul style="list-style-type: none"> <li>• <b>Conduct annual assessment of the implementation; if necessary, make adjustments to the Strategic Plan</b></li> <li>• <b>Link fiscal resources to strategic priorities</b></li> <li>• <b>Board of Trustees formally adopts changes in the Strategic Plan based on assessment outcomes</b></li> </ul>	<i>Office of Research and Planning All-College Council President Executive Team</i>
June 2017	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering January – June) to Board of Trustees' Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
August 2017	<ul style="list-style-type: none"> <li>• <b>Annual Report to the Board of Trustees and the HCCC community – results of the second year's implementation</b></li> </ul>	<i>President Dean of Research and Planning</i>
November 2017	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering June – November) to Board of Trustees' Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>

## Year Three

January-March 2018	<ul style="list-style-type: none"> <li>• <b>Conduct annual assessment of the implementation; if necessary, make adjustments to the Strategic Plan</b></li> <li>• <b>Link fiscal resources to strategic priorities</b></li> <li>• <b>Board of Trustees formally adopts changes in the Strategic Plan based on assessment outcomes</b></li> </ul>	<i>Office of Research and Planning All-College Council President Executive Team</i>
June 2018	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering January – June) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
August 2018	<ul style="list-style-type: none"> <li>• <b>Annual Report to the Board of Trustees and the HCCC community – results of the third year’s implementation</b></li> </ul>	<i>President Dean of Research and Planning</i>
November 2018	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering June – November) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>

## Year Four

January-March 2019	<ul style="list-style-type: none"> <li>• <b>Conduct annual assessment of the implementation; if necessary, make adjustments to the Strategic Plan</b></li> <li>• <b>Link fiscal resources to strategic priorities</b></li> <li>• <b>Board of Trustees formally adopts changes in the Strategic Plan based on assessment outcomes</b></li> </ul>	<i>Office of Research and Planning All-College Council President Executive Team</i>
June 2019	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering January – June) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
August 2019	<ul style="list-style-type: none"> <li>• <b>Annual Report to the Board of Trustees and the HCCC community – results of the fourth year’s implementation</b></li> </ul>	<i>President Dean of Research and Planning</i>
September 2019 - December 2020	<ul style="list-style-type: none"> <li>• <b>Comprehensive review of Vision, Mission, and Values Statements</b></li> </ul>	<i>President Executive Team</i>
November 2019	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering June – November) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>

## Year Five

January-March 2020	<ul style="list-style-type: none"> <li>• <b>Conduct annual assessment of the implementation; if necessary, make adjustments to the Strategic Plan</b></li> <li>• <b>Link fiscal resources to strategic priorities</b></li> <li>• <b>Board of Trustees formally adopts changes in the Strategic Plan based on assessment outcomes</b></li> </ul>	<i>Office of Research and Planning All-College Council President Executive Team</i>
June 2020	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering January – June) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
August 2020	<ul style="list-style-type: none"> <li>• <b>Annual Report to the Board of Trustees and the HCCC community – results of the fifth year’s implementation</b></li> </ul>	<i>President Dean of Research and Planning</i>
September 2020 - April 2021	<ul style="list-style-type: none"> <li>• <b>Develop a new Strategic Plan: 2021-2026</b></li> </ul>	<i>President All-College Council Office of Research and Planning Executive Team</i>
November 2020	<ul style="list-style-type: none"> <li>• <b>Progress Report (covering June – November) to Board of Trustees’ Academic and Student Affairs Committee</b></li> </ul>	<i>President Executive Team</i>
April 2021	<ul style="list-style-type: none"> <li>• <b>Open comment period for Strategic Plan 2021-2026</b></li> </ul>	<i>President All-College Council Office of Research and Planning</i>
May - July 2021	<ul style="list-style-type: none"> <li>• <b>Write final Strategic Plan: 2021-2026 document, incorporating the assessment results</b></li> <li>• <b>Conduct annual assessment of the current strategic plan’s implementation</b></li> <li>• <b>Develop a rollout plan for Year One of the new Strategic Plan</b></li> </ul>	<i>Office of Research and Planning All-College Council President Executive Team</i>
August 2021	<ul style="list-style-type: none"> <li>• <b>Five-year summary report to the Board of Trustees and HCCC community</b></li> <li>• <b>Present a new Strategic Plan 2021-2026 to the Board of Trustees</b></li> </ul>	<i>President Dean of Research and Planning</i>

## Strategic Planning Steering Committee

Ana Chapman-McCausland, Dean of  
Non-Traditional Programs  
Dr. Sean Egan, Instructor, Academic Foundations English  
Alison Friars, Instructor/Coordinator, Education  
Sabrina Magliulo, Director of Advisement and Counseling  
Dr. John Marlin, Dean of Instruction/Science  
Ryan E. Martin, Grants Officer  
Yeurys Pujols, Executive Director of the  
North Hudson Campus  
Michael Reimer, Dean of Student Services  
Vivyen Ray, Executive Director of Human Resources  
Pamela Scully, Chief Information Officer

Joy Smith, Director of EOF  
Dr. Jerry Trombella, Dean of Research and Planning  
Johanna VanGendt, Instructor, ESL  
Veronica Zeichner, Chief Financial Officer

### **Ex-Officio Members:**

Dr. Glen Gabert, President  
Dr. Paula Pando, Vice President for the North Hudson  
Campus and Student Affairs  
Joseph Sansone, Vice President for Development  
Dr. Eric Friedman, Vice President for Academic Affairs

## Hudson County Community College Board of Trustees

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**Monica M. Tone**  
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