

Diversity, Equity and Inclusion at HCCC: A Case Study for Developing DEI Models and Best Practices

Hudson County Community College
Jersey City, Union City, and Secaucus, New Jersey

Pamela Gardner, Trustee
Dr. Christopher Reber, President
Yeurys Pujols, Vice President for Diversity, Equity and Inclusion
Eric Adamson, Assistant Professor of English
Koral Booth, HCCC Alumni Representative to the Board of Trustees

ACCT Virtual Diversity Institute
Tuesday, June 29, 2021

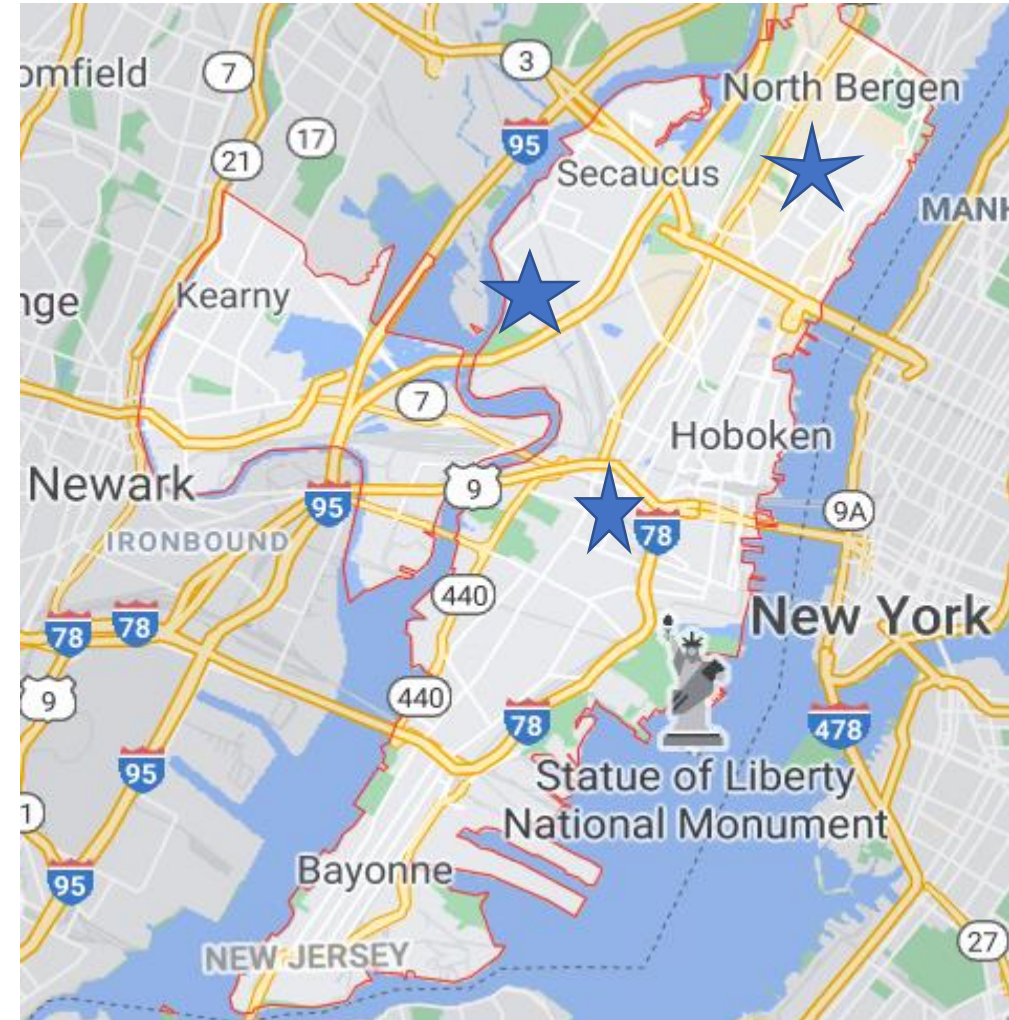


Today's Agenda

- Introduction to Hudson County Community College
- Our Diversity, Equity, and Inclusion Story through Different Lenses
 - Trustee
 - President
 - Chief Diversity Officer
 - Professor
 - Student/Alumna
- Breakout Discussions
- Lessons Learned/Actionable Items



HCCC: Our Location



Hudson County, New Jersey



Most densely populated county in New Jersey and the sixth most densely populated county in the United States

42% of Hudson County residents were born outside of the United States

59% of Hudson County residents are speakers of a non-English language

16% of Hudson County residents live below the national poverty level



HCCC Students

Diverse

- 55% Hispanic; 13% Black or African-American; 87% Non-white
- 63% receive Pell grants
- 35% are non-traditional (25 or older)

Accomplished and Ambitious

- Phi Theta Kappa Five Star Chapter (highest level of engagement)
- Jack Kent Cooke, Goldwater and New Century Transfer Scholarships
- 58% enrolled full-time

Facing Barriers

- 80% of new students in ESL or Developmental English/Math
- >40% working full-time
- 57% fall-to-fall retention rate; 14% 3-year graduation rate

HCCC Fundamentals

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

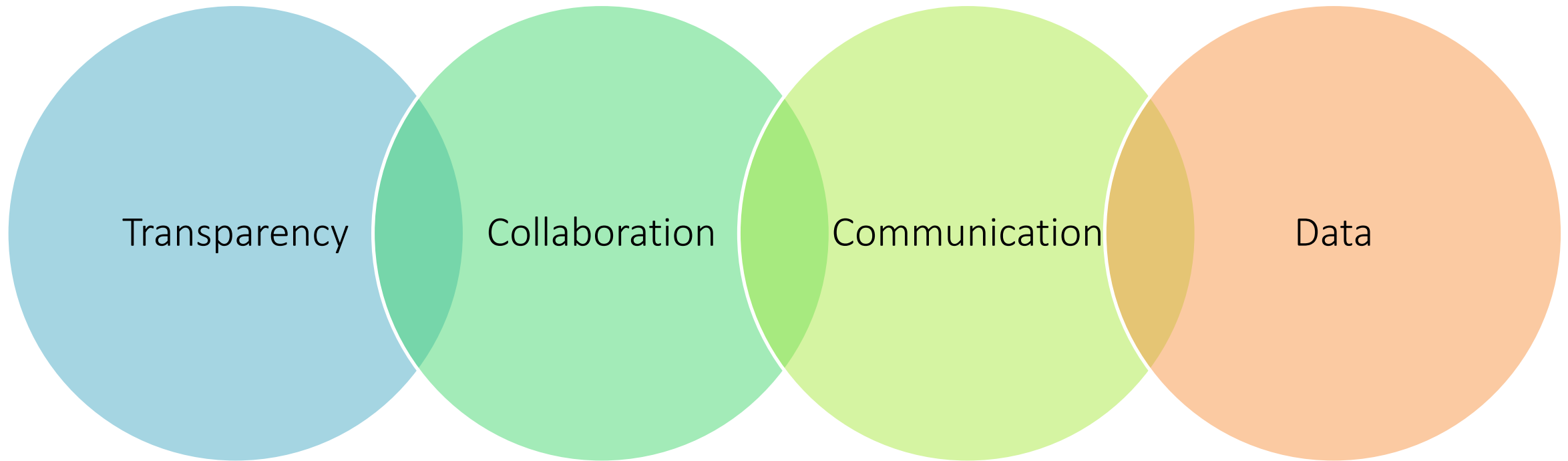
Responsible Stewardship of Resources

Ethical Behavior, Integrity, and Transparency

Support of Innovation and Leadership



Our Four Pillars



Trustee: Pamela Gardner



- Making a Difference
- Helping to Shape HCCC's Strategic Directions
- Bringing Others into the Process

Board Priorities for Diversity, Equity and Inclusion

- Hiring a New President
- College Involvement
 - The President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)
 - Latino and African American Advisory Councils
 - College Events
 - “Hudson Helps”
- ACCT Involvement
- Working With Other Trustees



Recent College Policies Approved by HCCC Board of Trustees

- Recruitment, Screening and Hiring
- Accessibility Services
- Preferred Name
- Non-Discrimination and Anti-Harassment
- Sexual Harassment and Title IX
- Mental Health Counseling and Wellness
- Student Support Services
- Educational Opportunity Fund (EOF)
- Children on Campus (Pending)



Actionable Items for Trustees

- Be Involved and Attend College Programs
- Work with Other Trustees
- Support the President



The President: Christopher M. Reber, Ph.D.



- Servant Leadership
- Student Success, and Diversity, Equity and Inclusion Priorities
- Every Person Matters
- Respect and Civility
- Keeping Everyone Engaged



President: Collaborations

- Participate in Open Discussions
- Encourage Open Dialogue
- Encourage Community Partnerships
- Provide a Voice for Others, Including Dissenting Ones



Presidential Priorities for DEI

- Listening Tours
- IDEA Survey
- Creation of President’s Executive Council
- Creation of Enrollment Management Council
- Creation of President’s Advisory Council on Diversity, Equity and Inclusion (PACDEI)
- Joining *Achieving the Dream* (ATD)
- Open Communication and Transparency
- *Out of the Box* Podcast Series
- Monthly Town Hall Meetings
- Letters of Care and Concern
- Advancing a Culture of Care
- Pizza with the President
- Weekly “Green Memo” Reports to Trustees



President's Advisory Council on Diversity, Equity and Inclusion (PACDEI)

- Drafting the Chartering Document
- College-wide Request for Volunteers
- Diverse and Representative Membership
 - Students, Faculty, Staff, Trustees, Community Members, and Senior Leadership
- Direct Line to the President
- Clear Authority to Offer Guidance, and Flexibility
- DEI Goals, Action Plans, College-Wide Leadership and Support, and Regular Status Reports



PACDEI: Communications

Input for the formation
of PACDEI

Multiple college-wide
invitations for
volunteers

Sharing names of
membership and
charges

Sharing PACDEI goals

Monthly updates at
Presidential Town Halls,
President's Executive
Council and All College
Council Meetings

HCCC's Shared Values and Commitment to Diversity, Equity and Inclusion

Hudson County Community College (HCCC) is proud of its diversity, including one of the most diverse student bodies in the United States. The College is committed to the value and principle that all members of the HCCC community should be treated with respect, dignity and kindness. Our community celebrates diversity and unity, and welcomes all people onto our campus and into our community.

We believe that celebrating diversity benefits everyone. The HCCC community encourages culturally aware curricula; recruitment of – and opportunities for – diverse populations, including administration, faculty, staff and students; diversity training and education that is available to everyone; mediation of differences that may arise among our community to derive the best possible solutions and compromises available; encouragement of diverse conversations and philosophical discussions without censure or hostility; treating all community members with respect, and encouraging their voices to be heard.



President's Advisory Council on Diversity, Equity and Inclusion

The Hudson County Community College *President's Advisory Council on Diversity, Equity and Inclusion* provides leadership, support and counsel in fostering a welcoming, diverse, equitable and inclusive environment that embraces our shared values among all HCCC constituencies.

The Council contributes to the achievement and continuous improvement of policies, procedures, programs, services and outcomes in support of a college culture that values, respects, and celebrates diversity in all forms.



PACDEI Membership

- Antonio Acevedo, **Assistant Professor, History**
- Eric Adamson, **Assistant Professor, English**
- Dr. David Clark, **Associate Dean, Student Affairs**
- Salvador Cuellar, **Associate Professor, Social Sciences**
- Sharon Daughtry, **Lecturer, Business**
- Claudia Delgado, **Associate Professor, Academic Foundations Math**
- Reverend Bolivar Flores, **Vice President, NJ Coalition of Latino Pastors and Ministers**
- Karen Galli, **Instructor, English**
- Pamela Gardner, **Trustee, HCCC**
- Veronica Gerosimo, **Assistant Dean, Student Life and Leadership**
- Floyd Jeter, **Field Officer, Department of Administration, Office of Diversity and Inclusion**
- Roger Jones, **President, Jones & Associates Communications, Inc.**
- Dr. Darryl Jones, **Vice President, Academic Affairs**
- Bakari G. Lee, Esq., **Vice Chair, HCCC Board of Trustees**
- Dr. Clive Li, **Instructor, STEM**
- Jose Lowe, **Director, Educational Opportunity Fund Program**
- Raffi Manjikian, **Adjunct Instructor, STEM**
- Victoria Marino, **Director, Career Services**



PACDEI Membership, Continued

- Sylvia Mendoza, **Associate Dean, Financial Aid**
- Reverend Thania Nunez, **Human Resources Supervisor, North Hudson Community Action Corp.**
- Amaalah Ogburn, **Coordinator, North Hudson Campus**
- Dr. Angela Pack, **Assistant Professor, Education**
- Tejal Parekh, **Counselor, Educational Opportunity Fund Program**
- Jennie Pu, **Dean, College Libraries**
- Yeurys Pujols, **Executive Director, North Hudson Campus**
- Dr. Christopher M. Reber, **President, HCCC**
- Alexa Riano, **Executive Administrative Assistant, President's Office**
- Michelle Richardson, **Executive Director, Hudson County Economic Development Corporation**
- Warren Rigby, **Student, HCCC**
- Jeff Roberson, **Director, Contract and Procurement**
- Dr. Paula Roberson, **Director, Center for Teaching, Learning, and Innovation**
- Mirta Sanchez, **Assistant to the Vice President, Planning and Development**
- Natalia Vazquez-Bodkin, **Head Tutor, Academic Support Services**
- Michelle Vitale, **Director, Cultural Affairs**
- Lilisa Williams, **Director, Faculty and Staff Development**
- Elana Winslow, **Assistant Professor, Business**
- Kyle Woolley, **Interim Coordinator, Honors Program**
- Dr. Burl Yearwood, **Associate Dean, STEM**



Alignment Between PACDEI Goals and Other Strategic Planning

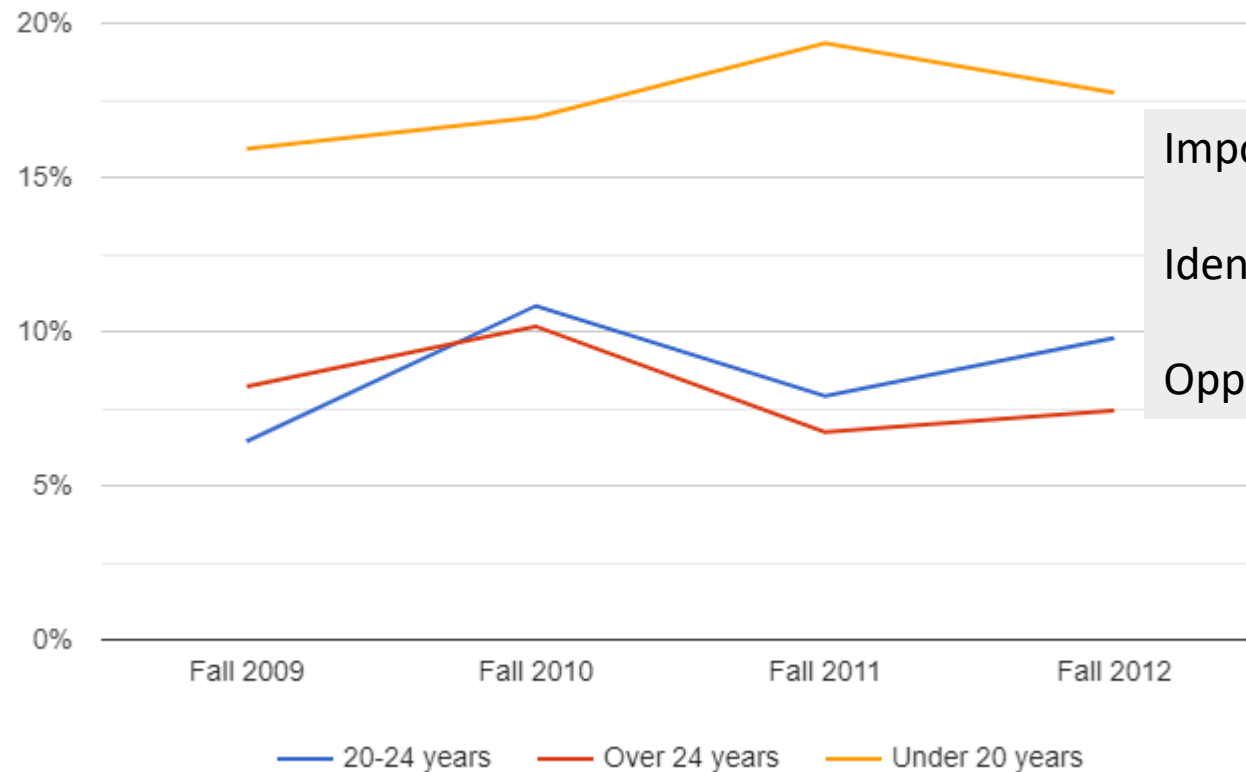
PACDEI Goals	Strategic Plan 2021-24	Board Goals	Student Success Action Plan	Academic Master Plan
1. Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.	Strategy 1 Strategy 2 Strategy 4	Goal 2	Priority 2	Strategy A
2. Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee procedures, promotion considerations, and succession planning.	Strategy 2	Goal 3	N/A	Strategy B
3. Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.	Strategy 2 Strategy 5	N/A	Priority 2	N/A
4. Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	Strategy 2 Strategy 3 Strategy 5	Goal 1 Goal 4	Priority 1 Priority 2	Strategy B Strategy C

Alignment Between PACDEI Goals and Other Strategic Planning

PACDEI Goals	Strategic Directions 2021-24	Board Goals	Student Success Action Plan Priorities	Academic Master Plan Strategic Directions
1. Supporting an inclusive culture of care at HCCC; creating DEI infrastructure and developing training, programs, and initiatives across the College.	1. A culture of student success and completion grounded in data and best practices.	1. Student Success	1. Increase fall-to-fall persistence for first-time, full-time students	A. Advancing a culture of care through a strong focus on equity .
2. Weaving diversity, equity and inclusion guidelines and practices into recruitment and hiring practices, screening committee procedures, promotion considerations, and succession planning.	2. A College Community that celebrates and advances diversity, equity, and inclusion in all its forms.	2. Diversity, Equity, and Inclusion	2. Create a culture of care that supports the persistence of all students	B. Advancing a culture of student success and completion through faculty engagement.
3. Creating clear and transparent processes for safety, security, and incident reporting that are free of intimidation and respectful of confidentiality.	3. Innovative programming for students aligned with workforce and community needs.	3. Employee Compensation, Benefits, Structures, and Supports		C. Advancing a culture of student success and completion through collaborative pathways and partnerships.
4. Building community and a sense of belonging for students by advancing their academic development, professional growth, and personal transformation.	4. Staff and faculty professional development in teaching, learning, and student support best practices.	4. Capital Projects		
	5. Facilities and technology that serve the College and Community.			

Student Success Action Plan: Equity Gaps

Completion - Completion of a certificate or degree within 4 years, by Age Group



Importance of Disaggregation

Identification of Equity Gaps

Opportunities for Intervention

Actionable Items for President

- **Be Authentic**
- **Frame Diversity, Equity, and Inclusion as an Overarching Theme or Guiding Principle**
- **Promote Opportunities for DEI Updates**
- **Guide the Ground-up Development of the Organization**
- **Encourage and Participate in Complex Conversations**
- **Appoint New Cabinet-Level Chief Diversity Officer Reporting to the President**
- **Create Office of DEI**



HCCC's New Vice President for Diversity, Equity and Inclusion: Yeurys Pujols



- Two Guiding Principles: Student Success, DEI
- How Do I Make a Difference?
- How Do I Bring Others into the Conversation?

Overarching College Priorities: Student Success and DEI

Guiding Principles

- Student Success
- Diversity, Equity and Inclusion

Organizational Priorities

- Board Goals
- Institutional Strategic Plan
- Mission, Vision and Values

Aligned Objectives

- PACDEI Goals and Action Plan
- Student Success Action Plan
- Academic Master Plan

Finding Your Strategic Directions

- Conducting a Campus-Wide Climate Survey
- Sharing the Results in Comprehensive Visual Presentations
- Open Fora
 - Tabletop Exercises to Identify Themes
- Overarching Goals
 - Assigning Subcommittees to Each Overarching Goal

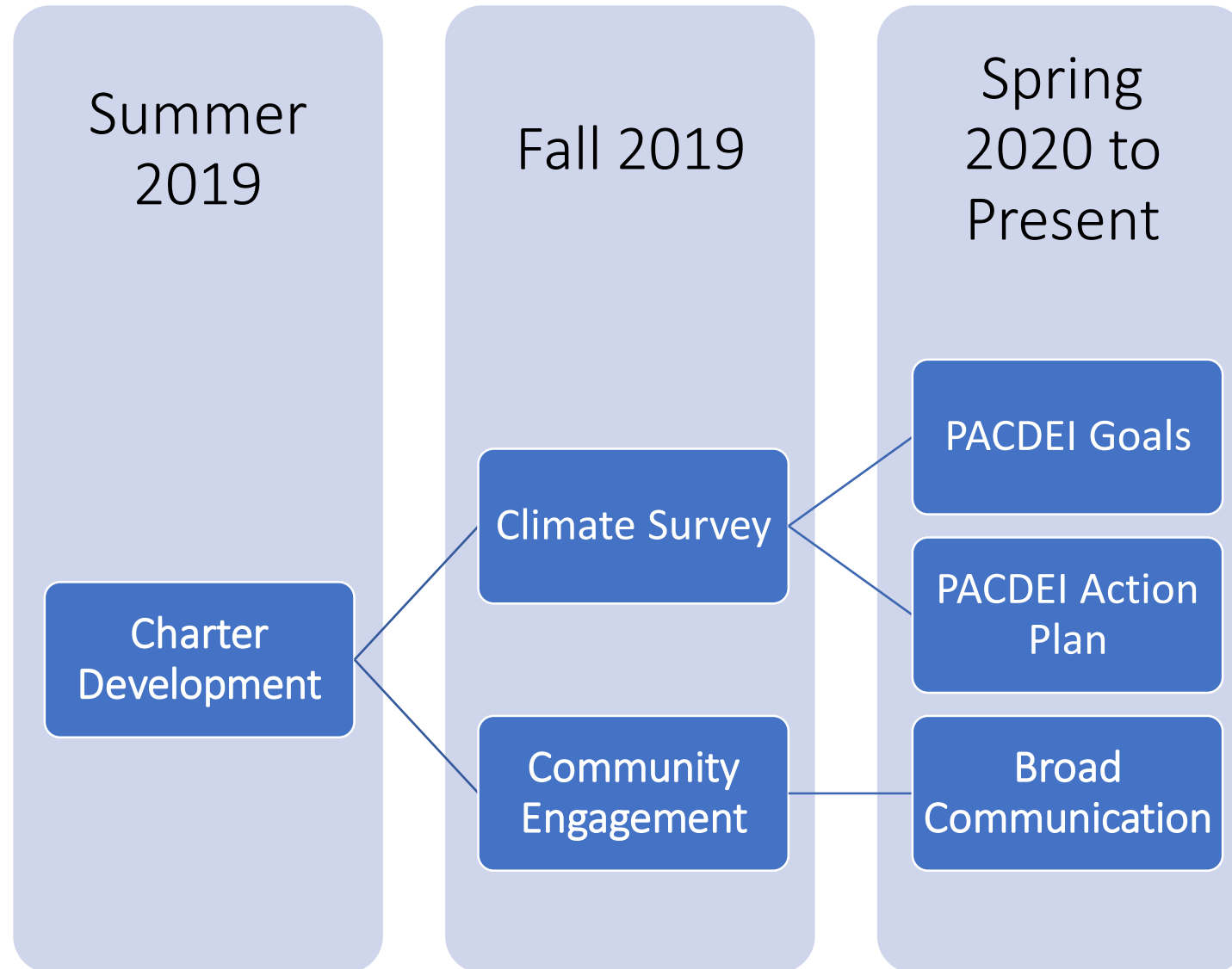


Overarching PACDEI Goals

- **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 procedures, 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.**

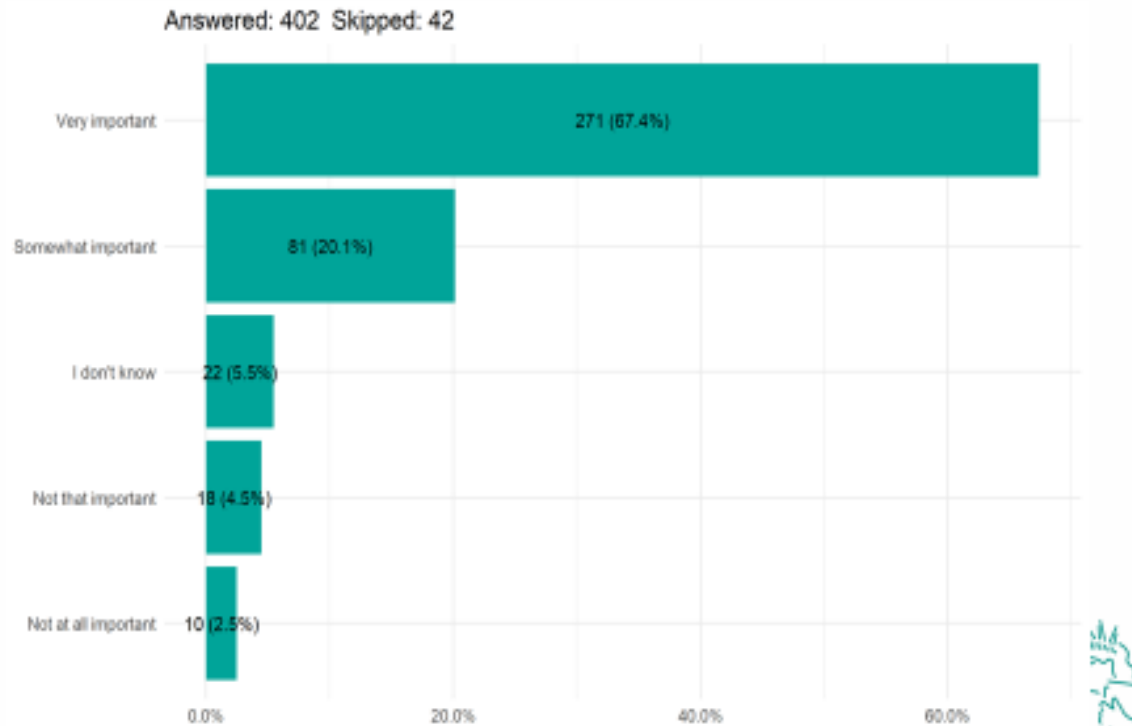


PACDEI: Transparency



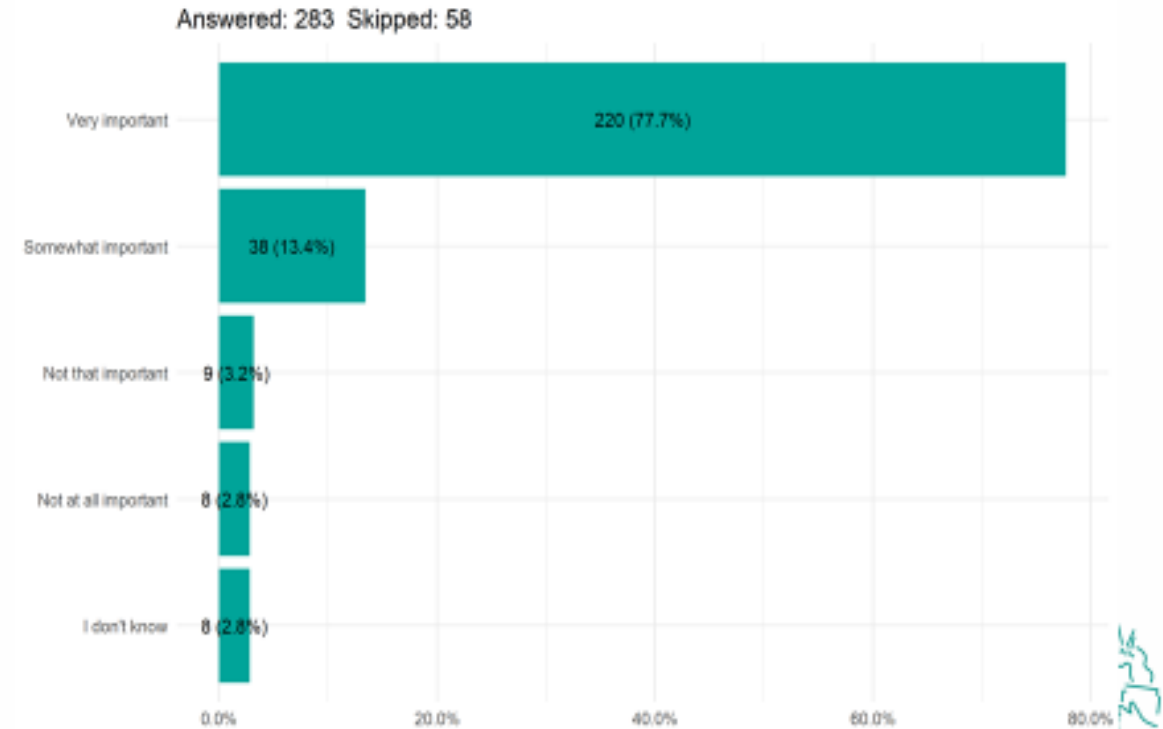
Data Sample

Q28 – **Students**: How important, in your opinion, is promoting diversity and inclusion to the campus leadership?



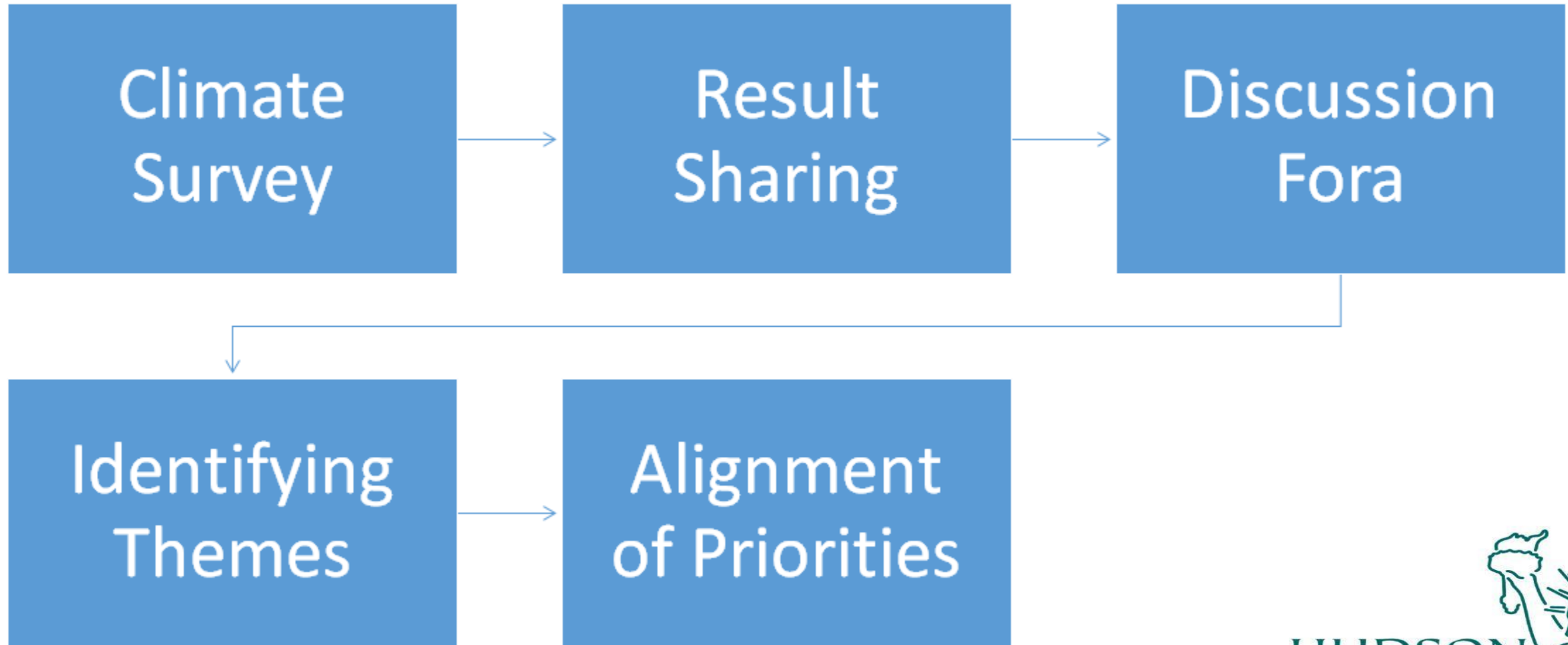
Hudson County Community College – President's Advisory Council on Diversity, Equity and Inclusion

Q38 -- **Employees/Trustees**: How important, in your opinion, is promoting diversity and inclusion to the campus leadership?



Hudson County Community College – President's Advisory Council on Diversity, Equity and Inclusion

PACDEI: DATA



Specific Tasks

- **Provide Feedback to Policy Proposals**
 - Recruitment, Screening and Hiring
 - Accessibility Services
 - Preferred Name
 - Children on Campus
 - Non-Discrimination and Anti-Harassment
 - Sexual Harassment and Title IX
 - Mental Health Counseling and Wellness
 - Student Support Services
- **Make Formal Recommendations to the President**
 - Creation of Vice President for Diversity, Equity and Inclusion
 - Creation of Office of Diversity, Equity and Inclusion
- **Discuss Important DEI Matters and Provide Input to President**
- **Create Collaborations for Programs and Trainings**



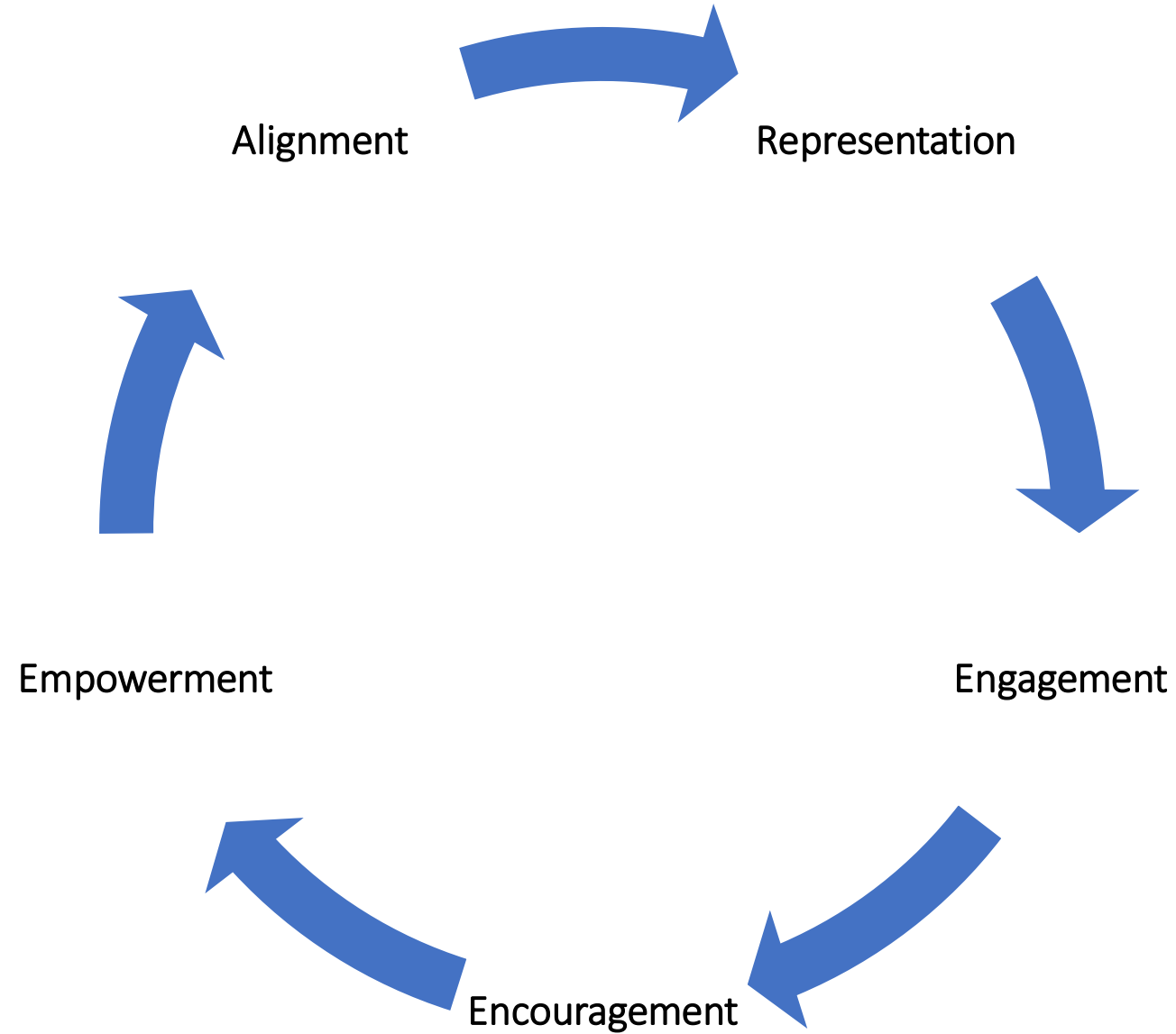
Syllabus Statement Adopted by the All College Council

Hudson County Community College (HCCC) fosters a welcoming environment, celebrating and encouraging culturally responsive curricula, respecting diverse viewpoints, and valuing discussions without censure or hostility. Our classrooms are strengthened by embracing all student voices and identities. The President's Advisory Council on Diversity, Equity and Inclusion (PACDEI) encourages students to review DEI resources and initiatives at the following link:

<https://myhudson.hccc.edu/teamsites/Pages/pacdei.aspx>



PACDEI: Collaboration



HCCC Diversity, Equity and Inclusion Model



Challenges

- Community Buy-in
- Where to Start? Maintaining Momentum vs. Strategic Focus
- Organization's Spectrum of Support for DEI



Actionable Items for Chief Diversity Officer

- Encourage Diverse and Collective Perspectives
- Avoid the STP (Same Ten People)
- Make Connections and Partnerships Outside of the Organization
- Embrace Internal Talent and Storytelling for Building Community



The Professor: Eric Adamson



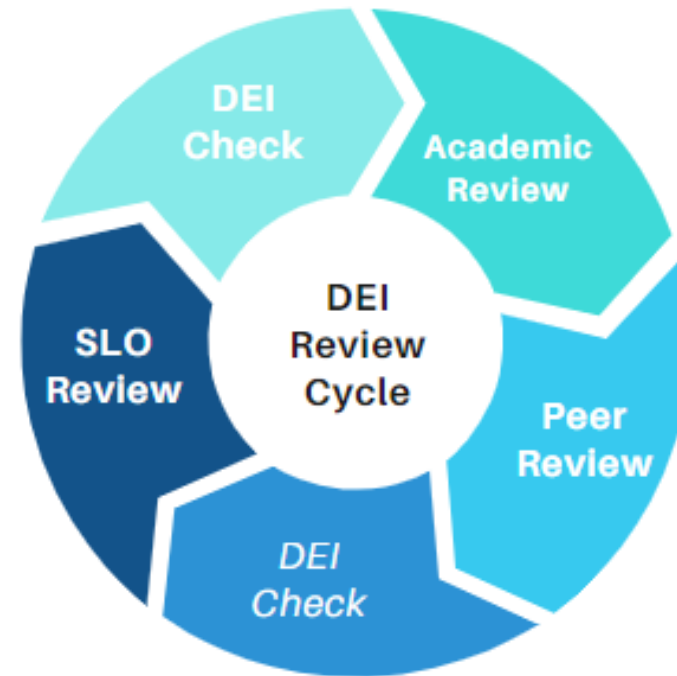
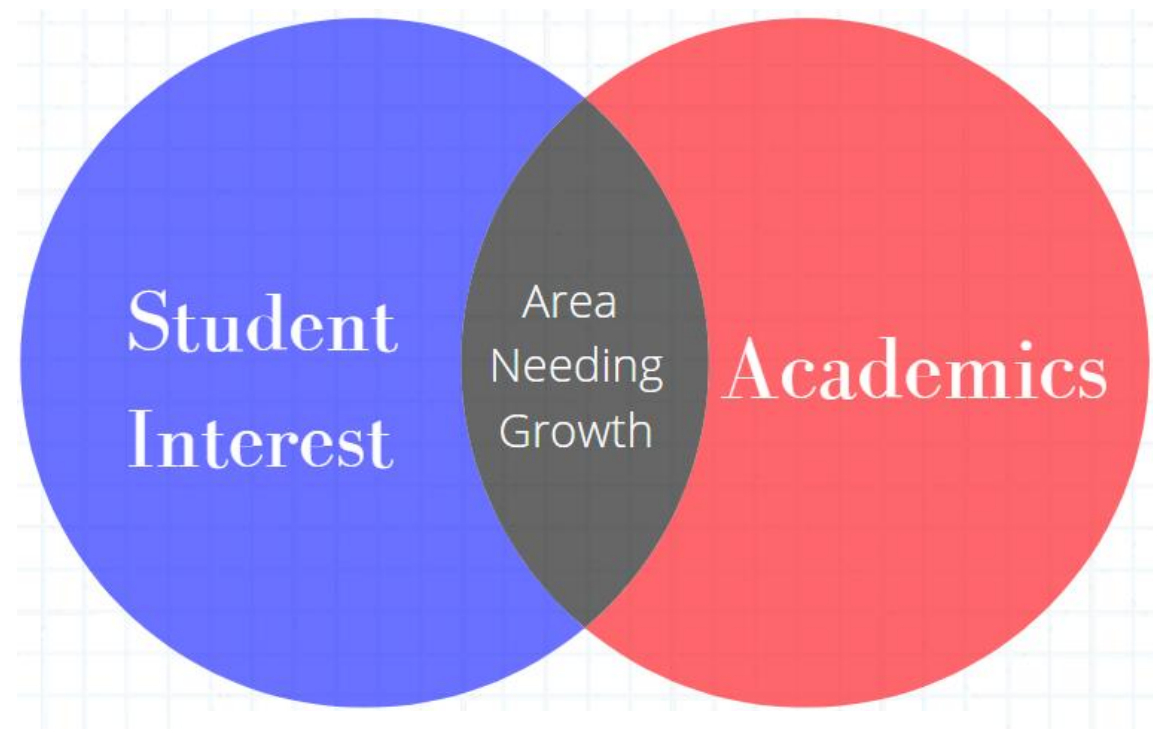
- How Can I Make a Difference?
- How Can I Make the Classroom More Inclusive?

Defining DEI in the Classroom

- How have we discussed DEI in the classroom?
 - Diversity often deals with materials and content of the class
 - Equity means giving every student a real chance in the classroom
 - Inclusion means making sure that all voices are part of the academic world
- DEI takes natural shape in the classroom when it becomes an institutional priority

Changing Class Philosophy and Structure

- English Class Variations
 - Targeted Student Populations
 - Organic Academic Interest
- Different Paths to Learning Objectives
- Multiple Methods of Engagement
- DEI Review of Class Structure



Faculty Engagement in DEI and Faculty Buy-In

- What does Faculty Engagement in DEI Look Like?
 - Faculty engagement may look different or unassuming
 - DEI work that takes place in the classroom may not be visible to the larger audience or may not include active participation in groups like PACDEI
- How to Build Faculty Buy-in or Highlight DEI Work?
 - It is important to highlight the DEI work that faculty are currently doing, and provide platforms for those faculty to share that work with their colleagues and beyond
 - Making sure that faculty are given the tools they need to complete the work, since the presence of DEI in faculty life and the classroom looks different for each person



The Student: Koral Booth



- How Can I Make a Difference?
- What Have I Learned from My Experiences?

The Student: Transparency

Students Have a Unique Perspective

- As an Alumni Representative to the Board
- As a Peer Leader
- As a Student
- As a Student Parent/Parent of a Student
- As an Employee
- As a Member of the College Community
- As a Member of the Larger Community



The Student: Collaboration

- Students are Members of all Major College Committees
- Importance of the Peer Leaders Program



Actionable Items for Students

- Find Your Voice and Use It
- Create Community with Other Students



Discussion for Breakout Sessions

- What Actionable Items Discussed Here Can be Applied at Your Institution?
 - What Are the Benefits?
 - What Are the Obstacles Affecting Implementation?
 - What Approaches are Needed for Success at Your Institution?
- Q & A with Pam, Chris, Yeurys, Eric and Koral
- Report-outs at Session Conclusion



Conclusions and Takeaways

- Embeddedness
- Institutional Commitment: Board and Leadership
- Ground-up Development of Goals and Initiatives
- Community Engagement
- DEI in the Classroom
- All Voices Matter and are Heard



Thank you!

- Pamela Gardner, Trustee
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- Dr. Christopher Reber, President
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