2010 Mission and Goals Statement

"Hagerstown Community College promotes student success through educational excellence and fosters regional development through community service and collaboration."

SUMMARY MISSION STATEMENT

The mission of Hagerstown Community College (HCC) is to provide accessible and affordable quality education to the citizens of Washington County and surrounding regions. Its central purpose is to offer a diverse array of courses and programs designed to address the curricular functions of university transfer, career entry or advancement, adult basic skills enhancement, general and continuing education, as well as student and community service. HCC collaborates with community constituencies in fostering regional economic and cultural development.

INSTITUTIONAL IDENTITY

Hagerstown Community College's establishment as Hagerstown Junior College (HJC) in 1946 was largely prompted as a response to the educational needs of World War II veterans, who constituted approximately 75% of its initial enrollment. The evolution of HJC's mission mirrors Washington County's evolution. Initial emphasis was placed on liberal arts courses needed to transfer to four-year colleges and universities. In 1987, economic development became a major function for the College in response to county growth. In July 1998, the College name changed from "junior" to "community." This change better reflected the College's mission and role in its community. HCC is a comprehensive college with well-developed occupational, community service, and transfer programs.

HCC's 319 acre campus is uniquely located in a tri-state area where the Washington County border touches Pennsylvania and West Virginia. Additionally, the area in which the College is located is designated as an "Urban Growth Area." Much of the area's growth is driven by the increase of population migrating from expensive metropolitan areas to the more

affordable Washington County. Historically an agricultural region and now largely service industry based, Washington County is a commercial and major transportation "hub" in the mid-Atlantic region with its unique location at the intersection of Interstates 70 and 81.

Proximity to HCC makes the commuting range for out-of-state students more practical and convenient than other education/training options in the region. Washington County residents accounted for 76% of enrollment, while 4% were residents from other Maryland counties. Out-of-state residents accounted for 20% of the Fall 2009 credit enrollment (15% from Pennsylvania, 4% from West Virginia and 1% from other states). In terms of age, 65% of all credit students in Fall 2009 were 25 years of age or younger. Approximately 14.5% of all students are minorities, with approximately half being African-American. Half of HCC's students report that they are employed at least 20 hours per week. Part-time enrollments accounted for 65% of all enrollments.

The College fulfills many diverse needs within its community as the only comprehensive, integrated educational, cultural, and recreational center within the region. The absence of a comprehensive public four-year college or university nearby presents unique opportunities for the College. The University of Maryland – Hagerstown (UM-H), located in downtown Hagerstown, offers many opportunities for collaboration and partnership. In addition, the College partners with the Washington County Board of Education in a learning community initiative. This partnership has great benefit to the service area as it encourages the pursuance of post-secondary opportunities while removing barriers as it helps to ensure smooth transitions from secondary education.

Committed to instructional excellence, the College launched a special initiative in FY 10 called the "Curriculum Excellence Project." This faculty and academic officer lead multi-year curriculum project will continue into FY 12. The central goal of this project is to conduct a comprehensive review of all aspects of curriculum quality, including general education requirements and related course outcomes, credit to contact hour ratios for various instructional designs, course and program guidelines, and outcomes assessment standards. This project will also address enhancements to the curriculum approval process and the methods, such as periodic program review, to assure ongoing curriculum quality and currency.

College facilities must change and adapt to meet both student and teacher expectations, utilize up-to-date technology to enhance today's new teaching techniques and learning styles, while incorporating modern construction methods, material and equipment to meet energy

efficiency and environmental requirements. Built in 1966 and 1967, Hagerstown Community College's (HCC) physical plant and original buildings are over 40 years old and many of other buildings are at least 25 years old. All of these buildings have reached the age where major renovation is necessary. To better meet the needs of its community and to remain competitive, HCC is undergoing significant, comprehensive and coordinated facilities renewal and renovation. Renovation of one of the oldest building on campus, the 40-year old Career Programs Building (CPB), was completed in 2008. The building houses the College's nursing and allied health programs, as well as some business services, Continuing Education and a large conference center. The renovation greatly expanded square footage for nursing and allied health instruction includes four skills laboratories, totaling 32 beds, in support of nursing fundamentals, maternal child health care, medical surgical nursing, and mental health care, creating the largest and most sophisticated nursing training facility in Western Maryland. Construction is underway for an extensive multi-phased Arts and Sciences Complex (ASC). The first phase will be the construction of a five-story Science, Technology, Engineering and Mathematics (STEM) building. The second phase will include relocating the classes and staff from the current science building to the new building, performing a complete renewal of the old building for the Learning Center and academic support space. The third phase will be the renovation of the Classroom Building, modernizing and bringing it up to code. Concurrent with the first phase will be the renovation of the Kepler Theater, with an addition of the Performing and Visual Arts Education Center, to complete the Arts and Sciences Complex.

It is clearly part of HCC's mission to provide adult learners with basic skills to increase their literacy rates and/or to prepare them for the labor market or for further educational/vocational training (State Plan: Goals 1 and 5). The College offers the adult literacy programs in Washington County, which include Adult Basic Education (ABE), General Educational Development (GED), External Diploma Program (EDP) and English as a Second Language (ESL) programs.

Supporting the College mission of lifelong learning, the needs of younger learners are addressed through College for Kids (CFK). College for Kids offers summer courses that provide rich learning experiences for children ranging in age from 6 to 18 in five one-week blocks from July through early August. In Summer 2010, 952 children participated in 65 CFK course sections. In Summer 2009, representatives of all city and county law enforcement and fire organizations met at HCC to begin a feasibility study regarding the establishment and operation

of a consolidated training center on the campus of Hagerstown Community College.

INSTITUTIONAL CAPABILITIES

K-16 Partnership Activities (Supports State Plan Goals 1, 2, 3, 4)

Washington County has traditionally had one of the lowest rates of college-bound high school graduates in Maryland. Improving this situation provided the impetus for the development of the **E**arly **S**upport for **S**tudents to **EN**ter **C**ollege **E**ducation (ESSENCE) program in which Washington County public and private high school students can enroll in and earn up to 12 college credits at a 50% discounted tuition rate while still in high school. Efforts to retain these students upon high school graduation are a priority in enrollment planning and management at HCC. ESSENCE students accounted for 5% of credit hours generated in FY 10. The second initiative that attracts high school graduates is the Job Training Student Resources program, which provides support services for those who enroll in short-term education and training for basic entry level job skills in career areas with projected job growth (State Plan: Goals 2, 3, 4, and 5).

Another important K-16 partnership activity is the Learning Community with Washington County Public Schools (WCPS). Comprised of representatives from HCC and WCPS, the Learning Community Steering Committee focuses on the necessity of a college education and increasing the college-going rate of the area high school students. The Steering Committee plans annual activities, discusses scheduling options and the ESSENCE program, reviews possible student barriers to college enrollment and develops programs of shared benefit to college and high school students. The Learning Community also provides an avenue through which the College can promote its programs to high school students, teachers, principals, guidance personnel and supervisors. College Career Days are half-day career exploration activities for high schools students conferences sponsored by the HCC Learning Community and have included Teaching and Education Careers, Health Related Careers, Computer and Information Technology Careers and Legal and Law Enforcement Careers. On each of these days, approximately 150 high school students per day are brought to campus to participate in a program prepared by HCC faculty in their given discipline. Additionally, the Student Leadership Hagerstown Program was developed by the Learning Community in 2004 to build leadership skills of students and emphasizes the academic content of the Phi Theta Kappa International Leadership Program.

Along with developing and maintaining articulation agreements with regional secondary schools, as well as four-year institutions, strengthening partnership activities with the USM – Hagerstown (USM-H) is a priority. HCC supports and advocates for 2 + 2 nursing, education, business, information technology, social science and humanities bachelors' degree programs offered at USM-H.

In 2008, the Base Realignment and Closure Act (BRAC) Higher Education Investment Fund awarded funds to enable HCC's Biotechnology program to create a secondary/ postsecondary pathway, to train secondary science teachers in a summer institute, to provide a credit-bearing summer institute for high school students, and provide internship opportunities for HCC Biotechnology students in Fort Detrick bioscience laboratories. In 2009, the same grant program awarded BRAC funds to the College to implement its Innova-Bio Maryland program. This program enables high school and college biotechnology students to work together in an on-campus laboratory, supervised by a senior scientist. Students work on actual research projects provided by Fort Detrick agencies.

Partnerships with Government, Business and Industry (Supports State Plan Goals 1, 2, 4, 5)

The 2004 and 2009 Maryland State Plans for Postsecondary Education strongly supports, through its goals and objectives, the role of Maryland community colleges in economic development. In the implementation of its mission and in support of Goal 5 of the State Plan, the College partners with government, business and industry to educate and train a significant portion of the regional workforce by developing flexible credit and continuing education programs. As a partner in economic development of the region, HCC educates and trains a significant portion of the regional workforce. An institutional priority, strong partnerships with business and industry support the College's ability to offer degrees and certificates to meet specific needs of employers.

Each occupational/career program has a curriculum advisory committee comprised of business and industry representatives. The input of business and community leaders makes the College aware of new and emerging occupational trends within program areas, as well as ensures that curricular and program changes align with the needs and goals of the community as the College fulfills its mission.

In an effort to bring more high skill/high wage jobs to the area, local economic development commissions are actively pursuing technology-oriented companies to encourage

them to establish themselves in or relocate to the area. As a major partner in the economic and workforce development of the region, HCC educates and trains a significant portion of the regional workforce. The College has several high skill/high wage occupational programs that include career ladder programs in Nursing, Phlebotomy, and Medical Assisting; Commercial Vehicle Transportation; Web Design and Simulation and Digital Entertainment; and Biotechnology.

Emerging industries in biotechnology developing along the Baltimore-Washington corridor and within Washington County will require specially trained workers. Over the next decade, approximately 10,000 new jobs are projected at Fort Detrick in Frederick, Maryland and the surrounding areas. The College developed in 2007 and expanded in subsequent years its biotechnology programs through partnerships with local employers and biotechnology tenants renting space in the TIC. To meet their needs, the College added 11 "wet labs" to the Technical Innovation Center in 2007-2008 to provide research facilities for labs to support bio-science start-up firms.
Additionally, the College is aligning and connecting its biotechnology degree program with area university programs to increase and improve articulation opportunities for graduates to smoothly transfer into and complete bachelors' degrees.

To ensure that HCC's programs align with the community's current and future needs, the College utilizes employs a variety of methods involving employers. Employers are surveyed occasionally to determine need for a new program, as was the case with the development of the Pharmacy Technician program. Most often, when a new program is contemplated, HCC uses either a formal DACUM (Develop a Curriculum) process. The DACUM process is a structured facilitated process and consists of three separate but related steps: the Tech Scan; the Occupational Analysis, and Curriculum Planning. In the Tech Scan, a panel of employers surveys an entire field for job titles, education, skills, knowledge, and emerging trends. A panel of "expert workers" then analyses and identifies duties and tasks, skills and knowledge for the proposed program. Finally, a panel of workers and faculty identifies elements to include in curriculum; faculty then incorporate the information into curriculum planning. This approach was used to launch several new programs, including Graphic Design, Web and Multimedia Design, Dental Assisting, and Biotechnology. As a result of focus group findings, the College decided not proceed with development of a Landscaping program The DACUM process is sometimes used to review existing programs for currency and relevance.

Employer focus groups are sometimes used to assess needs and are conducted with less formality than the DACUM process. A group of employers is assembled in a discussion group and asked a series of questions about the need for a particular program. Recommendations are sought on curriculum elements to include, as well as equipment and facility needs for the program.

In order to maintain regular contact with local and regional employers, each of HCC's career programs works with a community advisory committee. These committees meet at least once each semester and offer guidance to the programs on matters of curriculum, equipment, and required skills and competencies. Advisory committee members provide an important feedback loop to faculty who are preparing their students to achieve program outcomes and complete programs prepared to enter the workforce.

In 2010-2011, Washington County government will build and lease a Senior Center on the College campus. The County will fund the project and the operating budget for the center, which will have the benefit of sharing some of the College's facilities, such as its Athletic and Recreation Community Center, as well offering opportunities to participate in Continuing Education programming.

In contrast to most other counties in Maryland, Washington County's facilities, and to a lesser extent program options, for law enforcement, fire and emergency medical services (EMS) training are inefficient for a rapidly growing county and must be improved in a cost effective manner. In Summer 2009, representatives of all city and county law enforcement and fire organizations met at HCC to begin a feasibility study regarding the establishment and operation of a consolidated training center on the campus of Hagerstown Community College. County government was supportive of these discussions. The study, completed in May 2010, was endorsed by all participants and their constituent groups. Such a facility will allow public safety agencies to pool their resources in support of joint training opportunities, thereby greater integration and coordination of services and training. Not only is this cost effective for the citizenry of Washington County, but public safety professionals will benefit from cross training and strengthening working relationships among and between groups. The work group will begin looking at financial models for construction and operations this fall and will move the concept forward after the fall elections.

Recognizing the importance of working with the community on its assessment of HCC, the College began a strategic planning initiative in Summer 2010 by convening a 30-member

"Commission on the Future of Hagerstown Community College." The Commission's purpose is to identify local needs and suggested responses in helping to position HCC for continued success in addressing its educational mission, vision, and values in serving the local community. The Commission is composed of community members, alumni, students, faculty members, and administrators. This futuring body is providing major input regarding community perspectives on how HCC can best serve local citizens.

INSTITUTIONAL OBJECTIVES AND OUTCOMES

Recognizing the impact of demographic changes, the need for workforce development, the expansion of technology, and the issues related to funding, Hagerstown Community College strives to deliver and maintain affordable, accessible quality education and training to its service area. Accessibility is an important part of the College's history and mission. As a learner centered college, HCC concentrates resources on the learning needs of students and the community through its programs, policies, and practices. In so doing, its educational and training programs result in better, more productive lives for the citizens of Washington County and the surrounding area. The College strives to remove all barriers that compromise the full participation of an individual student or the community.

Listed in this section are the College's eight strategic goals with sub-goals and action plans taken from its 2012 strategic plan. The implementation of these goals and action plans are based upon the State Plan goals of quality and effectiveness; access and affordability; diversity; student centered learning; and economic growth and vitality. The President annually identifies major institutional areas/priorities targeted for special attention during that particular fiscal year. These priorities are aligned with HCC's Strategic Plan and help shape HCC's plan and budget as well. The areas of emphasis require collaboration among many units of the College and often multi-year in nature. HCC annually updates its strategic plan, revising and adding sub-goals and action plans as institutional priorities change or are added.

The College strives to provide academic programs and services to individuals who reflect racial and ethnic diversity as stated in Goal 3 of the State Plan. As 2012 Strategic Plan and the College's Cultural Diversity Plan goals continue to be implemented, HCC is making progress. *Note: Italicized are the goals, sub-goals and actions plans related to equal education opportunities, multiculturalism and diversity.*

Strategic Goal 1 - Adopt Strategic Change and Continuous Quality Improvement Systems, Including Enhancements to Employee Involvement, Communication, and Celebrations

1.1   Embrace mission-based outcomes assessment, planning, and budgeting systems that will facilitate strategic goal attainment
         Action Plans:
                 1.1a   Utilize institutional effectiveness and outcomes assessment information and data as a foundation for the unit planning meetings
                 1.1b   Adopt and refine curriculum planning and management processes and systems
                 1.1c   Provide quality assurance through continuous review of all student administrative core processes

1.2   Maintain high morale through effective communication, high employee involvement, and quality employee recognition and celebration activities
         Action Plans:
                 1.2a   Fund and support the Pride and Recognition (PAR) Committee activities and initiatives
                 1.2b   Enhance communications and involvement through shared governance activities
                 1.2c   Enhance use of GroupWise and the HCC Intranet for improved internal communications
                 1.2d   Conduct campus climate surveys biennially and implement strategies to address areas of employee concern
                 1.2e   Continue and expand annual campus celebration activities

1.3   Support and promote shared campus governance and open and timely decision making
         Action Plans:
                 1.3a   Refine/improve the shared governance model
                 1.3b   Encourage staff participation in open forums and other shared governance activities
                 1.3c   Prepare annual governance reports that highlight accomplishments and challenges

1.4   Utilize program and institutional self-studies and external research to bring about needed changes
         Action Plans:
                 1.4a   Apply outcomes of self-studies and assessments to refine the Institutional Effectiveness model, IT Strategic Plan, Student Learning Outcomes Assessment Plan (SLOA), Facilities Master Plan, and Long-Range Financial Plan to make positive changes and quality improvements
                 1.4b   Based upon finding of the Periodic Review Report submitted in FY 10, continue to implement internal and Middle States recommendations/findings
                 1.4c   Utilize benchmark data as a component of continuous quality improvement work and annual planning
                 1.4d   Secure, distribute, and use more environmental scanning data for planning and decision-making

Strategic Goal 2 - Promote Teaching Excellence and Maintain a Responsive and Dynamic

Curriculum

2.1 Maintain excellent student-centered teaching and learning support services
Action Plans:

2.1a Conduct biennial student satisfaction surveys and assessments, such as the Community College Survey of Student Engagement, and plan improvements

    2.1b Support and fund faculty professional development, especially in areas that are suggested from student and supervisor evaluations and outcomes studies that may point to area of needed improvement in instruction

    2.1c Establish and maintain the academic standards enumerated by shared governance committees, the Academic Council, and the faculty divisions

    2.1d Provide greater visibility for and strengthen transfer programs with area colleges and universities

    2.1e Make improvements in assessing the reading, writing, and math skills of entry students and placing them into courses that will build their skills consistent with their educational goals

    2.1f Use faculty evaluation data and other information to develop recommendations that support enhancements for teaching and learning

    2.1g Conduct a study using existing data from internal databases in support areas of teaching, including supplemental instruction and tutorial support, to determine appropriate staffing levels to maintain teaching-learning excellence

    2.1h Engage in proactive assessments and related improvements in the use of instructional technology led by the Academic Council

    2.1i Plan HCC's first December commencement

2.2 Maintain effective and efficient instructional delivery systems, including distance learning, workplace learning, and continuing education/customized training models.
Action Plans:

    2.2a Fund and support professional development and training activities in the current best practices in teaching and supporting workplace learning, distance learning, and customized training

    2.2b Conduct environmental scans and feasibility studies to help decide the future of curriculum delivery systems, for both credit and noncredit courses

    2.2c Create new partnerships and alliances with the business community in support of the educational programs

    2.2d Expand the number and variety of distance learning (DL) courses and consider a DL graduation requirement for associate's degrees, such as the successful completion of one DL course

    2.2e Continue to expand student opportunities for workplace and service learning experiences at off-campus locations

    2.2f Study the comparable achievement of student learning outcomes of on-campus versus off-campus and traditional versus distance learning course sections

2.3 Develop new curricula as needed and phase out outdated or undersubscribed courses, services, and programs based on community and student needs
Action Plans:

    2.3a Conduct regular curriculum assessments and program reviews

2.3b Maintain and apply curriculum development funds to priority initiatives, focusing on biotechnology, computer simulation, web design, industrial technology, facility maintenance, alternative energy, phlebotomy and ultrasound

2.3c Assess through the Curriculum Development and Review Committee new programs and courses to ensure that they meet the College's standards

2.3d Measure outcomes of student success, such as completion rates, job placement and transfer

2.3e Continue to develop and refine academic program ladders

2.3f Continue to review, develop, and improve short-term training curricula for area employers and deliver these programs through the Job Training Student Resources and the continuing education department as program centers

2.3g Conduct continuous curriculum studies to determine future markets

2.3h Implement the business curriculum and schedule courses on the HCC campus for Greencastle-Antrim high school students

2.4 Develop and maintain student and faculty learning support services that contribute significantly to faculty and student success
Action Plans:

2.4a Utilize information obtained through unit planning meetings to allocate funds to develop/maintain strong learning and technology support services

2.5 Engage in the continuous assessment of student learning across all courses and programs through: outcomes identification, assessment design, data analysis and evaluation, and use of results to improve student learning
Action Plans:

2.5a Develop and conduct assessment of student learning in high impact courses

2.5b Develop models to assess student learning at the program level

2.5c Assess student learning in the General Education

2.5d Develop and conduct projects to assess student learning in individual General Education courses

2.5e Modify the SLOA plan to reflect accomplishments and establish new goals.

2.5f Determine academic programs for program review cycle

2.6 *Create a learning environment that is respectful of multicultural values*
Action Plans:

2.6a *Structure professional development activities that focus on multicultural responsiveness, including teaching multiculturalism,*

2.6b *Promote multicultural sensitivity in the classroom among faculty and students*

2.6c *Develop interactive teaching and learning models that will expand student knowledge of and appreciation for multiculturalism, including faculty and student panel discussions, etc.*

Strategic Goal 3 - Maintain Proactive Enrollment Management, Student Support Services, and Marketing Strategies

3.1   Develop and maintain strategies to increase the number and diversity of student enrollments
       Action Plans:

   3.1a   Increase early admissions and articulation agreements with local and regional schools

   3.1b   Develop strategies to reach more prospective students

   3.1c   Improve systems for assessing student prior learning competencies (portfolios) for credit in compliance with the Board policy

   3.1d   Increase ESSENCE course offerings in area high schools

   3.1e   Strengthen student advising relationships with the Washington County and Franklin County schools, particularly middle and high school guidance counselors, as well as faculty

   3.1f   Expand Learning Community initiatives to interface with the needs of K-12 students and their teachers

   3.1g   Promote and market the College's Opportunity Fund as another student financial assistance source

   3.1h   Develop strategies to increase enrollment through a data driven review of academic programs with low enrollments which may result in targeted recruitment and marketing efforts

   3.1i   Explore the feasibility of complete weekend college programs, e.g. Nursing, Accounting and Business, etc.

   3.1j   Develop an automated feedback system for students satisfaction regarding admissions, placement testing, registration, advising, and financial aid services

   3.1k   Develop specific marketing strategies at the program level to address projected enrollment

   3.1l   Develop recruitment initiatives to enhance the efforts of the Recruitment Coordinator and to parallel institutional marketing strategies

   3.1m   In collaboration with the Multicultural Committee, develop strategies to continue the growth of minority enrollments

   3.1n   Develop and maintain ESL curricula in ABE, developmental and college level courses

   3.1o   Continue to improve the master schedule of credit and continuing education course offerings

   3.1o   Increase enrollment of veterans by continuing to market recently enacted financial benefits

   3.1q   Increase marketing for STEM programming and performing and visual arts as the ASC nears completion

3.2   Increase the retention of students who have not completed their educational goals
       Action Plans:

   3.2a   Develop and implement strategies to increase completion rates before transfer

   3.2b   Develop strategies to reduce the time it takes for students to obtain their degree, including the conversion of part-time students to full-time status

   3.2 c   Increase the amount and variety of student financial aid and provide more

information to students on what is available

       3.2d   Offer more flexible programs, as well as increase the variety in course scheduling and delivery options to match the needs of various student groups

       3.2e   Refine the student success model to track students from admission through registration and subsequent course work

       3.2f   Develop strategies to improve retention through a data driven review of academic programs with low retention and completion rates as well as in selected student service programs

       3.2g   Implement strategies within the enrollment management system to improve retention, with emphasis on "at risk" students

       3.2h   Implement the approved recommendations of the Ad Hoc Retention Committee's final report

       3.2i   Implement the awarded TRIO grant to increase retention, graduation, and transfer rates of first-generation college students, low-income students, and students with documented disabilities, who demonstrate academic need.

3.2   Establish marketing plans to maintain student enrollments in all of the College's traditional service areas

Action Plans:

       3.3a   Continue to emphasize the affordability aspects of the College's tuition levels, particularly for veterans

       3.3b   Develop marketing materials and activities in support of the recruitment of Franklin County high school students for the Greencastle College Academy

       3.3c   Utilize the ESSENCE programs and the Opportunity Fund as recruiting tools for "middle class" student populations

       3.3d   Establish comprehensive, integrated strategies for marketing that include an increased Web presence and greater use of electronic communication methods

       3.3e   Conduct advertising effectiveness studies to determine the best choice of media placement, with emphasis on both traditional media and selected Web-based advertising

3.4   *Serve a diverse array of students in all mission based areas, providing special services to reach out to underserved populations*

Action Plans:

       3.4a   Maintain ESSENCE student enrollments

       3.4b   Implement marketing initiatives specifically targeted at underserved populations

       3.4c   Develop and refine career program offerings to meet growing student markets

       3.4d   Continue to offer and strengthen the ABE/GED/EDP programs

       3.4e   Expand training programs for individuals entering the job market or making a career change

       3.4f   Review student markets to ascertain that appropriate programs and support services exist for each market

       3.4g   Continue to serve the diverse prison population at MCTC with college

credit courses and adult vocational training
  3.4h Enhance library support for adult literacy programs and ESOL

3.5   Develop and maintain co-curricular and extra-curricular activities that enhance student development and success
  Action Plans:
    3.5a Develop a plan for increasing the number of opportunities for student leadership on campus
    3.5b Expand student participation in extracurricular activities through the leadership of SGA, Student Services, and faculty members
    3.5c Encourage student support of the intercollegiate athletics program and encourage athletes to be involved in other types of student activities
    3.5d Expand the types and publication frequency of student publications and increase student participation in this type of co-curricular activity

Strategic Goal 4 - Align Facilities Development and Management with Annual Mission-Based Priorities

4.1   Plan and implement facility improvements to promote student, faculty, and staff success
  Action Plans:
    4.1a Build and equip the new STEM building to support classroom, laboratory and office needs for faculty, students and staff.
    4.1b Renovate the existing Classroom building and the existing Science building into the Learning Center to better serve the classroom, office and learning center needs of faculty, students and staff.
    4.1c Complete the remaining design elements of the Performing and Visual Arts Education Center at Kepler Theater by working with faculty, staff and the architects.
    4.1d Plan in collaboration with the Alumni Association for its gift of the Alumni Center
    4.1e Plan the design and renovate/expand the Student Center
    4.1f Plan the renovation and expansion of the current Robinwood Center into the new Children's Learning Center

4.2   Align operational priorities in facilities management to directly support strategic directions, particularly in the areas of instruction and enrollment
  Action Plans:
    4.2a Align mission based activities, academic planning and enrollment management with the identification of facilities needs
    4.2b Monitor energy use of individual buildings
    4.2c Review and update the campus safety and emergency plans

4.3   Refine and maintain the Campus Development Plan and Facilities Master Plan to address long term college facility needs and related funding requests.
  Action Plans:
    4.3a Update the CIP to include detailed funding projections by source and amount
    4.3b Assess academic, student services, and community use of facilities and channel results into updated facilities plan
    4.3c Refine long-range facility maintenance and operational funding projections

4.3d   Continue to communicate to the public the College's need to increase facilities funding to match enrollment increases

4.3e   Work with the HCC Foundation to organize and implement a series of capital campaigns to furnish and equip instructional buildings proposed for renovation and expansion

4.3f   Increase communication between HCC and funding sources to deepen understanding of the College's capital needs

4.3g   Explore improvements and back-up systems to the campus infrastructure

Strategic Goal 5 - Increase Technology Applications in a Cost-Effective Manner

5.1   Expand the College's Internet capabilities and Web presence
Action Plans:

5.1a   Continue to improve the HCC Web site and greatly expand interactive features on the site, as well as guidelines and procedures to facilitate growth and usability

5.1b   Upgrade outdated technology equipment and tools to ensure efficiency and effectiveness

5.1c   Expand and enhance presence of division and faculty Web pages including the use of video to promote programs

5.1d   Provide more online services to students by publishing information and interactive forms, explaining procedures, and providing virtual advising and chat rooms

5.1e   Expand the use of WebAdvisor to include online registration for Continuing Education offerings

5.2   Enhance technology infrastructure in support of future growth and needs
Action Plans:

5.2a   Develop guidelines, procedures and a lifecycle management plan to support the maintenance of a strong IT infrastructure and enhance and maintain quality technology services

5.2b   Implement technology improvements based upon the IT Strategic Plan and the work of the Technology Planning Council

5.2c   Utilize planning tools, including unit planning meetings, to ensure adequate resource allocation and reallocation in support of technology enhancements

5.2d   Conduct periodic IT infrastructure studies utilizing external consultants, focusing on network security

5.2e   Plan for implementation of recommendations made by external consultants

5.2f   Move to an active directory Windows environment to provide a variety of improved network services including single sign-on for user access, information security and storage, and improved network administration

5.3   Equip instructional spaces and offices with the necessary technology to assure faculty, student, and staff success
Action Plans:

5.3a   Develop high priority technology improvement projects through the work of the IT and Administrative Services Committee and Technology Planning Council

5.3b   Plan and implement various learning technologies to support instruction including improved functionality of course management software

5.3c   Continue to make improvements to emergency communication systems

5.3d   Continue to develop databases to improve the effectiveness of institutional support services such as Human Resources and Campus Police and Safety

5.4   Promote and support faculty, student, and staff technology training
Action Plans:

    5.4a   Provide employee technology training and practices

    5.4b   Provide faculty training in various instructional technologies

    5.4c   Provide faculty and staff training regarding effective and appropriate use of social networking tools as a means of teaching, learning and communicating with students

5.5   Improve policy and documentation addressing computer use
Action Plans:

    5.5a   Prepare and distribute electronically computing documentation manuals to enable employees to be more self-reliant when using the College's computer systems

    5.5b   Conduct periodic forums, including annual retreats, specifically dedicated to IT issues

    5.5c   Develop and communicate policies related to information assurance and privacy requirements

Strategic Goal 6 - Improve Human Resource Development Systems

6.1   Improve recruitment, selection, and orientation processes aimed at securing and maintaining a diverse and competent faculty and staff
Action Plans:

*   6.1a   Develop policy recommendations as needed through the Human Resources Committee for improved employee recruitment, selection, and orientation*

*   6.1b   Continue recruitment visitations to historically black institutions*

*   6.1c   Incorporate Hispanic culture and language into the College's professional development program*

    6.1d   Continue to improve and expand the mentoring program for new faculty and staff

    6.1e   Develop a more comprehensive new employee orientation, to include CD-ROM and on-line components

    6.1f   Offer on-going sexual harassment prevention training workshops for supervisors and all employee groups

6.2   Maintain employee development and evaluation systems which are supportive of the College's mission, vision, and strategic directions
Action Plans:

    6.2a   Continue to improve the employee performance evaluation systems

    6.2c   Support quality staff development by providing the necessary training to empower employees to strive for excellence and incorporate best practices

6.2d   Explore collaboration with the Fitness Center and strategic partners to institute a wellness council that will develop and implement a campus-wide wellness program that is holistic in approach and is complimentary to the College's health and welfare programs.

6.3   Establish and maintain externally competitive and internally equitable   salary and benefit packages for all employee groups
Action Plans:

    6.3a   Further develop policy and procedures that address specific issues related to College employment, benefits, and compensation

    6.3b   Conduct a comprehensive compensation studies to determine the College's competitive edge in relation to the external market

    6.3c   Refine procedures for position grading, processing promotion requests, salary administration, and approvals for comp time and overtime

6.4   Maintain human resources policies and procedures that meet legal requirements and communication with employees concerning any policy or procedural change such as deletions, additions or revisions.
Action Plans:

    6.4a   Provide regular updates to the Employee Handbook

    6.4b   Conduct regular reviews of selected job descriptions

6.5   Plan for changes to the Benefits Package in accordance to any Federal Health Care Reform.

    6.5a   Conduct evaluation of Federal Policy review and impact to the College

    6.5b.   Enhance current open enrollment process to include enrollment of all new qualifying employees and develop process for employees to "opt" out based on Federal guidelines.

    6.5c.   Explore electronic options to conduct open enrollment and outsourcing of COBRA to ensure compliance under current and pending regulations

    6.5d.   Provide the President, Executive Officers and the Board of Trustees with regular updates to the Health Care Reform and financial impact to the College

    6.5e   Study the current model for retiree benefits and explore options that may be more fiscally responsible

Strategic Goal 7 - Enhance Financial Resource Development, Allocation, and Reallocation Strategies

7.1   Make efficient and effective use of available funds and resources
Action Plans:

    7.1a   Continue to study and monitor College expenditures and budgets, making mid-year budget revisions and reallocating resources to better fulfill the College's mission where necessary

    7.1b   Refine and further integrate the College's financial planning and

assessment systems such that needed improvements are adequately funded

       7.1c   Report the College's progress and success through the Annual Community Report and via communication with the County Commissioners and local state delegation

7.2   Conduct regular cost-benefit studies and make resource reallocations as needed
Action Plans:

       7.2a   Continue cost-benefit studies led by executive officers

       7.2b   Continue to study and monitor revenues and expenditures and make revisions as needed

       7.2c   Make decisions on programs and services that have too few or too many resources compared to their productivity levels and reallocate as may be needed

       7.2d   Add new faculty and staff positions to high priority areas as funds become available

7.3   Establish strategies and plans to enhance revenues from both traditional and non-traditional sources
Action Plans:

       7.3a   Consider innovative revenue enhancement strategies, including but not limited to, developing revenue centers and establishing revenue enhancement partnerships

       7.3b   As a primary strategy for enhancing revenue, pursue grant opportunities, particularly those that are "transformational" in nature

       7.3c   Continue work through the Grants Council to expand efforts to obtain grants in areas of projected growth

       7.3d   Seek support and donations from Alumni Association for Alumni Center for various phases of the project

       7.3e   Seek the assistance of County economic development groups to lobby for increased county and state funding

       7.3f   Develop a long-range financial model to support the College's strategic plans

       7.3g   Develop and facilitate community partnerships for resource development

7.4   Continue Institutional Advancement fundraising initiatives
Action Plans:

       7.4a   Aggressively seek donations and in-kind gifts to maintain quality of faculty, staff, technology and equipment

       7.4b   Continue to maintain and expand scholarship funding through the HCC Foundation and other sources

       7.4c   Continue to develop the opportunities for online giving to the Hagerstown Community College Foundation, Inc.

Strategic Goal 8 - Expand Community Services and Strategic Partnerships and Alliances

8.1   Collaborate with business and community leaders and organizations in shaping the College's future

Action Plans:

    8.1a   Convene "The Commission on the Future of HCC" to identify major emerging strategic issues and recommendations to position the College for continued success as it transitions from <u>Strategic Plan, 2012</u> to <u>Strategic Plan, 2016</u>

    8.1b   Continue to develop and strengthen major partnerships which include, but are not limited to, the University System of Maryland – Hagerstown, the new hospital, and other regional education and health providers

    8.1c   Conduct focus groups with selected area employers and program advisory committees to better understand their anticipated needs and develop credit and non-credit programs accordingly

    8.1d   Maintain memberships in selected regional and national educational organizations as well as program accreditation bodies

    8.1e   Explore with major regional employers interest in establishing new joint education/training programs for college credit

8.2   Expand strategic partnerships and alliances in fulfilling the mission

Action Plans:

    8.2a   Develop and strengthen partnerships with Washington County and Franklin County Schools

    8.2b   Increase and strengthen articulation opportunities with area four-year transfer institutions

    8.2c   Broaden and enhance Learning Community initiatives and professional development for area high school teachers and guidance counselors and extend these activities to include Franklin County, PA

    8.2d   Through surveys and focus groups, expand employer partnerships through experiential learning and job placement for students and externships for faculty and staff

    8.2e   Explore interest of local employers in new non-credit customized training programs

    8.2f   Become a more active partner in County economic development initiatives via partnerships with business and government groups

    8.2g   Build upon the HCC Foundation's partnership with community groups to increase the endowment

    8.2h   Expand/improve coordination and recognition activities for campus volunteers

8.3   Cooperate with other local educational and community organizations, as well as government bodies, in seeking educational solutions to local economic and social problems

Action Plans:

    8.3a   Where possible, establish joint programs with the University System of Maryland – Hagerstown and Washington County Public Schools

    8.3b   Maintain a presence in community leadership groups, including but not limited to the Economic Development Commission, CHIEF, Chamber of Commerce, Leadership Hagerstown and area groups

    8.3c   Meet and collaborate with state and local government officials on an annual basis

    8.3d   Continue to collaborate with local social service agencies in recruiting

students

      8.3e   Expand the utilization of the College's Technical Innovation Center (TIC) for both community economic development and as an educational resource for both student and faculty development

      8.3f   Work with community, government, and business entities to jointly support the development and expansion of leadership development programs in Washington County

      8.3g   Participate in the State's new Skills2Compete-Maryland workforce development initiative

8.4   Maintain the College's role as the hub of intellectual, social, and cultural development in the service area

Action Plans:

      8.4a   Work collaboratively with public and private partners to support student and community success by involving more community partners in the education of students (e.g., internships and clinical placements) and the development of programs (e.g., advisory committees)

      8.4b   Explore the feasibility of developing a series of events that connect community arts partners, such as the Maryland Symphony Orchestra, with the humanities and continuing education divisions

      8.4c   Plan and sponsor community information forums on issues facing the HCC service area

      8.4d   *Continue to provide County leadership for the annual Martin Luther King/Diversity Celebration on the HCC campus*

      8.4e   Plan activities throughout the year that promote multiculturalism