

Hagerstown Community College

STRATEGIC PLAN 2026



Committed to Excellence



A Coordinated Process

Hagerstown Community College has provided quality education to the citizens of Washington County and surrounding communities since its inception in 1946. Throughout its history, the College has been a full partner in the social and economic development of the region.

Despite our strong and successful history, today's world has drastically changed. Both the College and the communities it serves must transform together to maintain social and economic viability. To be successful in a new global society and economy, bold action is required to reposition the college to help our region reach a globally sustainable leadership role in educational, social, and economic development.

To design this new future of the College and to ensure that we are aligned with our community partners, HCC employed broad analysis techniques in its planning process which included a comprehensive analysis of the macro- and microenvironments that surround us. Forums, surveys, and interviews were conducted throughout the community and with the leadership, staff, students, and faculty of the College.

From the information obtained, issues impacting the future of the College were identified and reviewed by the College's over forty-member planning council. Creative solutions were developed by the planning council to create a plan to submit to the HCC Board of Trustees for approval.

As we look forward to the next three to five years, we will work with our community partners to see that this plan is realized and that we help our region of Western Maryland grow and meet the demands of a changing world.

Jim Klauber, Ph.D.
HCC President



MISSION

HCC ensures equitable access to affordable, high-quality educational programs, while fostering workforce development and cultural vitality in the region.

VISION

HCC will be the college of choice through demonstration of inclusive educational excellence, transformative growth, and community enrichment.

VALUES

- Excellence
- Integrity
- Diversity and Inclusion
- Stewardship
- Civic Engagement
- Student Centered

INSTITUTIONAL LEARNING OUTCOMES

The following attributes are goals for the full HCC experience, designed to impart students with knowledge, skills, and attitudes that go beyond the classroom and equip them with tools for lifelong success.

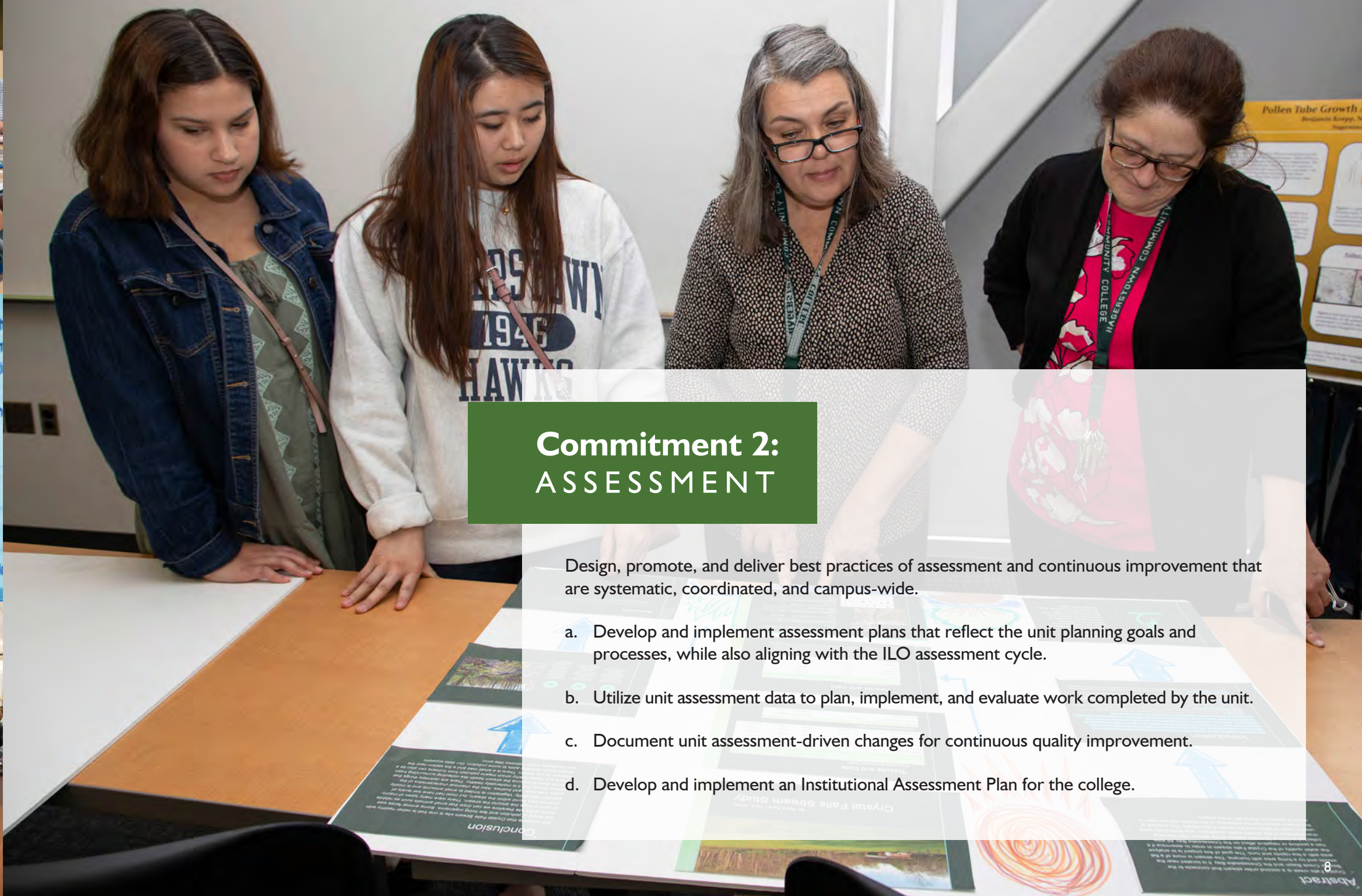
- Personal and Social Responsibility
- Globalization and Diversity
- Critical Thinking and Communication
- Scientific and Quantitative Reasoning
- Information Literacy and Technology
- Professionalism

Commitment 1: ENROLLMENT

Ensure HCC's dedication to enrollment through excellent recruitment, outreach, and marketing strategies, guiding students to an affordable, high-quality education.

- a. Execute recruitment and outreach strategies that capitalize on HCC programs by promoting quality student experiences.
- b. Clearly publicize and promote financial aid opportunities to students in an easily accessible way.
- c. Focus enrollment growth efforts on key population segments.





Commitment 2: ASSESSMENT

Design, promote, and deliver best practices of assessment and continuous improvement that are systematic, coordinated, and campus-wide.

- Develop and implement assessment plans that reflect the unit planning goals and processes, while also aligning with the ILO assessment cycle.
- Utilize unit assessment data to plan, implement, and evaluate work completed by the unit.
- Document unit assessment-driven changes for continuous quality improvement.
- Develop and implement an Institutional Assessment Plan for the college.

Commitment 3: RETENTION

Develop, strengthen, and implement focused retention strategies that foster completion and success.

- a. Champion student success through development and implementation of a campus-wide retention and completion plan.
- b. Establish a multidisciplinary retention committee led by the Retention and Registration Office.
- c. Utilize technology to inform and shape communication and proactive outreach.
- d. Develop and design advising models that include a variety of intrusive approaches.
- e. Onboard and orient students effectively, with pathways and campus processes.





Commitment 4: INTEGRATION

Initiate the comprehensive integration of Workforce Solutions and Continuing Education into the culture, administration, services, and procedures of the college.

- a. Orchestrate a cultural shift through purposeful change leadership.
- b. Prioritize administrative and procedural changes to streamline the student experience from first inquiry through completion.
- c. Evaluate and reengineer administrative processes (i.e. recruitment, retention, financial aid, etc.) to include WSCE students, staff, and system needs.
- d. Establish and expand articulation agreements and pathways between credit, WSCE, and PALS programs.
- e. Ensure adequate staffing support within WSCE and across departments.
- f. Review and allocate appropriate levels of funding and resources (including staff/faculty) for overlapping or shared programs.





Commitment 5: PARTNERSHIPS

Develop and strengthen community partnerships to meet institutional needs and improve the economy of the region.

- a. Strengthen relationships with local employers by adding internship opportunities across academic programs.
- b. Grow relationships with state and local governments, to the extent that they embrace HCC's mission as their own, and provide the capital and operational support necessary to meet plan commitments and maintain the strong fiscal integrity of the College.
- c. Create a culture of giving in HCC's College Advancement efforts that grow a process of ongoing community support for scholarships and HCC initiatives.
- d. Identify, seek, and obtain grant support that aligns with the strategic plan of the College.
- e. Maintain constant alignment with K-12 partners, to ensure successful transition into HCC programs for their students.
- f. Leverage HCC's positive recognition in the region to negate the community college stereotype, in order to realize the vision as the college of choice.
- g. Advance HCC's David W. Fletcher Incubator + Labs, in conjunction with the Center for Business and Entrepreneurial Studies programming, as a key component of economic development in Washington County.





Commitment 6: COMMUNITY

Strengthen the internal culture to enhance the campus community.

- a. Practice ethical and transparent decision making that values employee input.
- b. Develop and maintain consistent hiring and recruiting practices that promote and value diverse candidate pools.
- c. Enhance training, mentorship, and onboarding processes to improve retention.
- d. Provide safe and secure physical and virtual campus environments.
- e. Create a celebration of success program.
- f. Create a culture of respect and understanding, to improve communication and align goals across departments.
- g. Establish consistency in processes.



STRATEGIC PLAN 2026 COMMITTEE

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