



Hagerstown Community College
STRATEGIC PLAN
2026 – 2031



Workforce Excellence · Student Success · Community Impact

Hagerstown Community College's 2025-2035 Facilities Master Plan serves as a blueprint for campus development that supports student success, workforce development, and community enrichment while responding to changing enrollment, economic conditions, and evolving educational needs. Centered on adaptable, sustainable, and student-focused spaces, the plan highlights three cornerstone projects: the re-envisioning of the ASA building, a new Wellness Center, and modernized athletic facilities. Strategic infrastructure improvements include the realignment of Scholar Drive to improve traffic flow, pedestrian safety, and ADA access. Together, these initiatives position HCC for future growth, enhance the campus experience, and reinforce the College's role as a vital community resource.



A Road Map for Continued Growth

As we reflect on HCC's strategic plan over the past five years, we recognize the many accomplishments of our faculty and staff. Guided by six core commitments to the institution and the community, the plan was successful in every respect. The College grew in both size and program stature, student retention and graduation rates steadily increased, and community engagement flourished.

In fall 2025, we began work on a new strategic plan to more clearly define HCC's path forward. While economic, national, and global conditions remain uncertain, our commitment to the College's future, to our students, and to our service to the community is unwavering. Through a series of community sessions, local stakeholders shared their priorities and aspirations. Following their input, 29 internal participants representing a broad cross-section of the College engaged in in-depth discussions, supported by SWOT analyses and meaningful dialogue, to shape the five commitments outlined in this plan.

This strategic plan establishes clear priorities and a focused roadmap for HCC's continued growth. We are confident that its implementation will further strengthen Washington County and the region, benefiting our students, their families, and the broader community.

Jim Klauber, Ph.D.
HCC President





MISSION

HCC ensures access to affordable, lifelong, high-quality education while leading workforce development and cultural vitality in the region.



VISION

HCC will be a dynamic, resilient institution that fosters student success, empowers employees, and enriches the community.



VALUES

Excellence

Innovation

Wellness

Collaboration

Belonging

Civic Engagement



HCC's successful Middle States (MSCHE) review served as an important guide in developing this strategic plan. The College's commitments and tactics reflect both the strengths affirmed through accreditation and a forward-looking alignment with the direction of future accreditation expectations.

With HCC's mission at the core, each commitment in this plan plays an essential role in advancing the college's work and long-term impact.

COMMITMENT I

Student Access, Support & Engagement

Ensure all students have access to affordable, high-quality learning experiences and the support needed to thrive.

- Expand proactive outreach, recruitment, and community partnerships to connect more students with pathways into HCC through meta majors.
- Expand academic advising and faculty mentoring to include career counseling, transfer advising, and non-credit program integration.
- Strengthen affordability communication through clear, consistent messaging about costs, scholarships, the need for timely FAFSA completion, and total cost transparency.
- Enhance engagement experiences for new and returning students to promote connection and belonging, emphasizing relationships with peer mentors in academic and student support settings.
- Support basic needs such as transportation, food, housing, and mental health (as appropriate) to reduce barriers to enrollment and persistence.
- Improve student communications to increase clarity, reduce confusion, and support timely assistance.
- Foster meaningful student involvement in campus life and leadership opportunities.

THE A&T STUDENT CENTER



2015

COMMITMENT 2

Employee Success & Culture

Cultivate a thriving and well-supported workforce where employees feel valued, empowered, and equipped to contribute to HCC's mission and long-term success.

- Recruit, develop, and retain a talented workforce through fair hiring practices, intentional onboarding, and clear pathways for growth and advancement.
- Strengthen employee growth through professional development, leadership training, mentoring, internal career mobility, and preparation for emerging technologies, including artificial intelligence.
- Assess and plan staffing levels to ensure units and divisions are adequately supported and aligned with institutional priorities.
- Foster a collaborative, transparent, and psychologically safe culture where communication is clear, feedback is valued, and cross-campus collaboration reduces silos, streamlines processes, and strengthens shared ownership.
- Enhance employee well-being through supportive policies, attention to workload and morale, and practices that promote engagement, empowerment, balance, and long-term sustainability.
- Recognize and celebrate faculty and staff contributions to reinforce a culture of appreciation, service, and belonging.
- Offer compensation, benefits, and working conditions that not only match, but aim to surpass, those of comparable regional organizations.



COMMITMENT 3

Academic Innovation & Workforce Readiness

Provide transformative and future-ready learning experiences that support transfer, promote learning mobility, and prepare all learners, credit and noncredit, for an evolving workforce and lifelong success.

- Strengthen guided pathways and align them with transfer expectations, regional workforce needs, and faculty mentorship structures that support students throughout their academic journey.
- Expand opportunities for learning mobility through credit for prior learning (CPL), industry-recognized credentials, stackable pathways, and clear transitions between noncredit and credit programs.
- Advance online learning and technology-enhanced instruction, including responsible integration of artificial intelligence, to ensure high-quality, adaptable, and student-centered learning environments.
- Strengthen lifelong and continued learning pathways by supporting ongoing professional growth for students, both during their studies and as employees, and by ensuring access to short-term training, reskilling, and upskilling.
- Support innovation in teaching and learning by encouraging evidence-informed approaches, high-impact practices, interdisciplinary collaboration, and creative problem solving.
- Increase experiential learning opportunities such as internships, apprenticeships, service learning, research, clinical placements, capstones, and workplace-based learning that prepare students for real-world application.
- Engage in general education renewal to reinforce foundational learning and skills, institutional learning outcomes, digital literacy, and the ability to adapt in a rapidly changing technological and workforce landscape.
- Enhance program visibility and communication to highlight the value, relevance, and outcomes of HCC's academic and workforce offerings.



COMMITMENT 4

Community Connections & Regional Impact

Position HCC as the region's central hub for education, workforce development, and community connection.

- Strengthen partnerships with K-12, other institutions of higher education, employers, government, non-profits, and corrections outreach.
- Support regional workforce development through responsive program design and short-term credentialing.
- Expand engagement opportunities that immerse students, employees, and partners in a culture of service, connection, civic vitality, and work-based learning.
- Leverage strategic marketing and storytelling to elevate HCC's visibility, showcase impact, and strengthen community trust.
- Grow philanthropic support and grant activity to advance programs and community investment in HCC's mission.
- Leverage the location of the Bowman Training Center to address workforce training, education, and professional development needs for employers and employees.
- Explore and develop a network of alumni and community members to engage with and mentor students.
- Continue to grow relationships with local, state, and federal leaders.



COMMITMENT 5

Operational Efficiency & Resilience

Ensure that HCC's operations, facilities, technology, and resources are aligned, sustainable, secure, and adaptable in support of institutional health, student learning, and employee success.

- Prioritize investment in integrated systems, emerging technologies, instructional tools, and flexible learning environments that enhance teaching, learning, the student experience, and operational effectiveness.
- Advance Facilities Master Plan priorities to ensure learning spaces, technology, and infrastructure align with academic, enrollment, and workforce needs.
- Strengthen financial resilience through diversified revenue streams, including grants, philanthropy, non-credit program partnerships, and strategic resource allocation.
- Enhance safety, security, and risk management in both physical and digital environments to protect institutional operations, safeguard employees, and ensure that teaching and learning can occur without disruption.
- Invest in planning to ensure the continuity of organizational excellence.



2010 STUDENT CIRCLE



HCC STUDENTS

7,000

NON-CREDIT STUDENTS
(60% female
40% male)

6,000

CREDIT STUDENTS
(67% female
33% male)

21
Credit
Students

Average Age

38
Non-Credit
Students

35%
People of Color
(credit students)

26% full-time

74%
part-time
(credit students)

79% Wash Co
Credit Students

90% Wash Co
Non-Credit
Students





An aerial photograph of a campus with green trees and grey buildings. A large, semi-transparent green rectangle is overlaid in the center, containing the title and a list of names. The text is white and centered within the green area.

STRATEGIC PLANNING COUNCIL

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An aerial photograph of a campus with various buildings, parking lots, and green spaces. A semi-transparent green rectangular overlay covers the center of the image, containing white text.

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