

# Harford Community College



2020-2024  
**STRATEGIC PLAN**



## Harford Community College is proud to present our **2020-2024 strategic plan.**

Harford Community College is proud to present our 2020-2024 strategic plan. This plan is the result of a year-long, collaborative process between our campus community and stakeholders in the local public and private sectors.

Together, we strove to answer a simple question: How can HCC partner with our fellow anchor institutions in Harford County to proactively address the challenges that face our students and our community?

We acknowledge that the landscape of higher education is changing rapidly, and have resolved not only to adapt to those changes, but to meet them head-on. Concurrent with our strategic planning process, the College worked to address gaps in achievement for our underserved and underrepresented students. Through this work, we identified four emerging themes related to student success; these themes have been integrated into our 2020-2024 strategic plan.

Guided by our new mission, vision, values, and strategies, I am confident that HCC can evolve to meet the diverse needs of our students and our community. Our

new strategic plan establishes objectives and goals that we will work toward over the next four years. It also provides a framework that we can apply to all elements of our work at the College – from strategic enrollment management, to the development of a facilities master plan, and to the budgeting process.

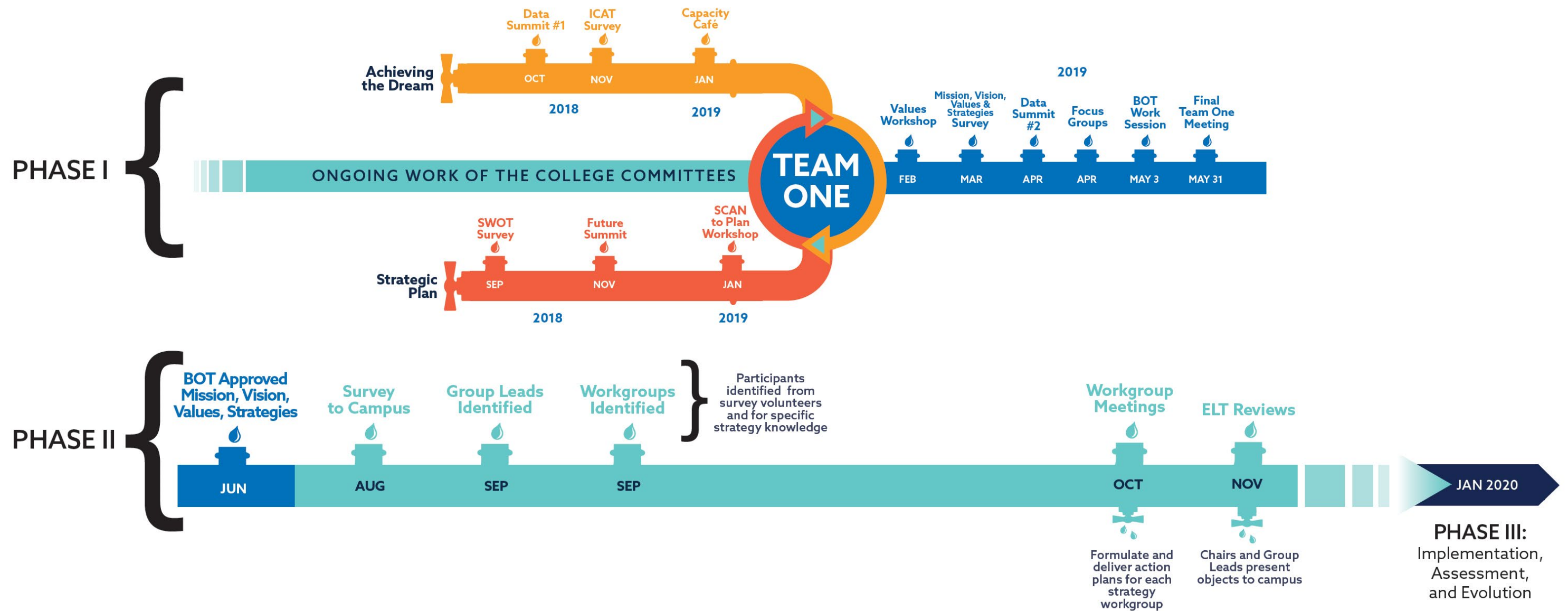
In short, the 2020-2024 strategic plan is meant to direct our work at every level of the institution. Our strategic plan—much like Harford Community College itself—is a vibrant, vital document. As the College continues to progress, our strategic plan will evolve as necessary to best meet the needs of the community we serve.

We take our responsibility to our students, their families, and the people of Harford County seriously and hope that you see our commitment reflected in the pages that follow.

Sincerely,

Dr. Theresa B. Felder  
President

# Input and Timeline



# MISSION

## OUR Mission [what we need to DO]

**GROW.  
ACHIEVE.  
INSPIRE.  
CONTRIBUTE.**

## OUR Vision [what we ASPIRE to]

**STRIVE FOR:  
SATISFACTION.**  
Demonstrate excellence in all we do as measured by those we serve.

**COMPLETION.**  
Do what it takes for students to achieve their individual goals.

**SUCCESS.**  
Prepare all constituents to make a positive impact and inspire change in the world.

# VISION

# VALUES

## AGENCY

- We trust the capacity of individuals to act both independently and collaboratively in carrying out their job responsibilities and to make informed decisions based on diverse perspectives and data.
- We are courageous in our decision-making.
- We are accountable for the decisions we make and appreciate that self-reflection is a learning opportunity.

## EQUITY and INCLUSION

- Our shared purpose unites us, and our diversity strengthens our actions.
- We intentionally engage many voices and seek to understand existing inequities before taking action.
- We bring open minds and appreciation of backgrounds, expertise, talents, and experiences to every conversation.

## OUR Values [how we INTERACT with others]

## RESPECT

- We act in the best interest of our students.
- We consider the perspectives, feelings, wishes, rights, and traditions of others.
- We are kind and courteous in our interactions and engage in courageous conversations for the betterment of our students, our College, and ourselves.
- Our expertise and contributions are valued, and, as such, we are happy and productive.

## INNOVATION

- We encourage creative thinking and taking chances in the pursuit of excellence.
- We let our curiosity propel us toward new, smarter ways of working and serving our students.
- Our agility enables us to be responsive to each other, our students, and the competitive environment.

## COMMUNICATION and COLLABORATION

- Honesty, integrity, and clarity are the foundation of our communications.
- We practice civil discourse: we listen more, talk less, and say what we mean.
- We work toward common understanding.
- We lead by example, appreciating that our actions are more powerful than our words.
- We work in and across teams to accomplish our shared goal of student success.

Create an  
**engaging**  
and **inclusive**  
learning experience  
so **all students** can  
**achieve** their  
goals.

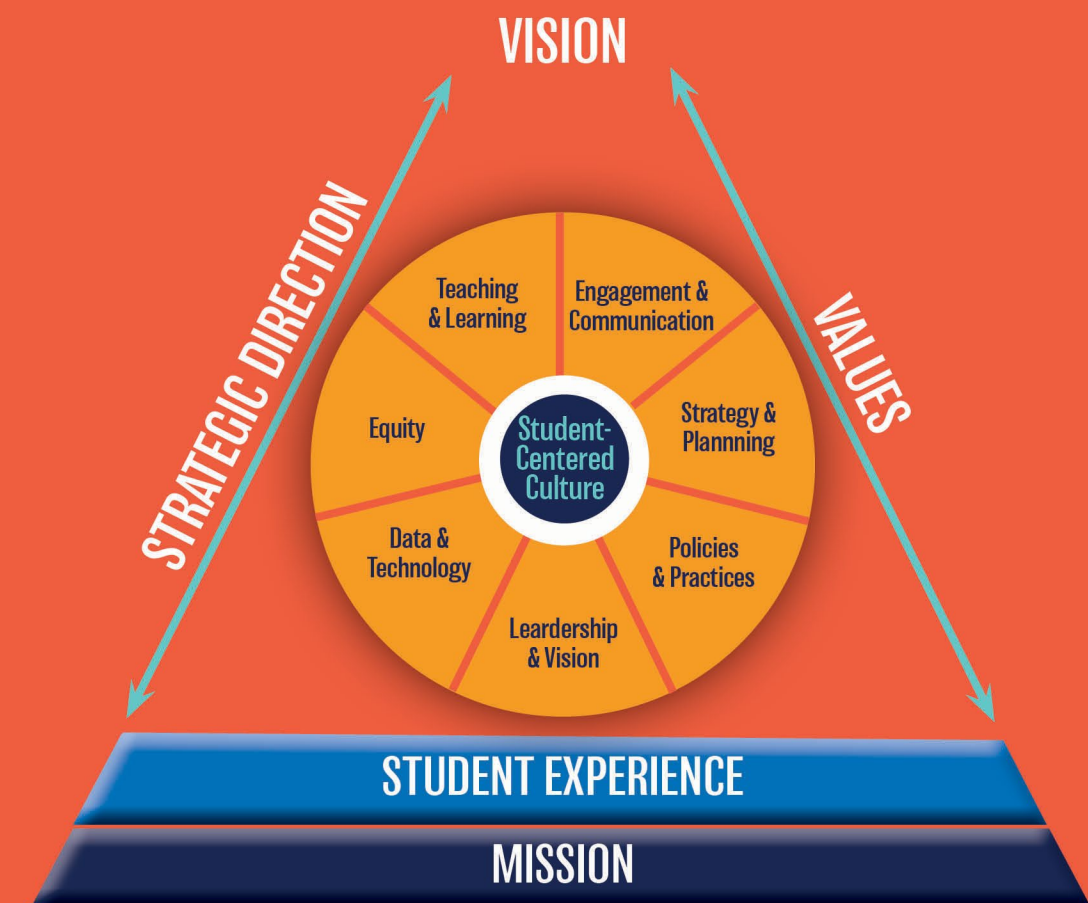
STUDENT  
**SUCCESS**  
STATEMENT



# STRATEGIES

## OUR Strategies [how we GET THERE]

- 1| Establish relevant, flexible options for learning that respond to community needs for growth and prosperity.
- 2| Create an engaging and inclusive learning experience so ALL students can achieve their goals.
- 3| Foster a participative culture that encourages success by hiring, developing, and retaining diverse employees that share the College's values.
- 4| Develop ways to fund educational opportunities to ensure student success.
- 5| Prepare students to distinguish themselves as compassionate contributors and leaders in the global community.
- 6| Build, strengthen, and sustain partnerships that drive intellectual, social, and economic development and vitality.



# FRAMEWORK

# DETAILS

## Strategy 1

Establish relevant, flexible options for learning that respond to community needs for growth and prosperity.

- OBJECTIVE 1:** Offer multiple delivery options using best practices in course pedagogy and delivery to improve student success across diverse populations.
- OBJECTIVE 2:** Develop adaptable curriculum and learning experiences that assess and value prior learning by enhancing and creating opportunities for various credentials.
- OBJECTIVE 3:** Develop and market programs with clearly defined course sequences and strategic flexible terms and start dates to maximize enrollment.
- OBJECTIVE 4:** Meet community needs by ensuring students have the appropriate employable skills and knowledge.

## Strategy 2

Create an engaging and inclusive learning experience so ALL students can achieve their goals.

- OBJECTIVE 1:** Identify and implement structures and resources to foster an inclusive and equitable learning experience for all students.
- OBJECTIVE 2:** Customize onboarding and guided pathways for students to facilitate goal attainment.
- OBJECTIVE 3:** Develop a College-wide, systematic process that is designed to support students at all levels of academic readiness to promote efficient college level credit attainment in Mathematics, English, and Reading.
- OBJECTIVE 4:** Implement best practices around SEM practices for each phase of the student life cycle—entry, connection, progress, completion, and transition—to maintain and grow enrollment and maximize student success.
- OBJECTIVE 5:** Maintain a Facilities Master Plan that adequately supports the needs of students, faculty, and staff.

## Strategy 3

Foster a participative culture that encourages success by hiring, developing, and retaining diverse employees that share the College’s values.

- OBJECTIVE 1:** Cultivate a workplace culture where HCC employees feel valued and tangibly recognized for their contributions.
- OBJECTIVE 2:** Develop a workplace culture that encourages continuous learning and professional growth for all HCC employees.
- OBJECTIVE 3:** Develop talent (or employee) acquisition practices that work to proactively attract high quality candidates, representative of a wide variety of backgrounds and cultures.
- OBJECTIVE 4:** Develop processes and procedures that create efficiencies in daily activities to make effective use of College resources, position employees to be successful, and positively impact the student experience.
- OBJECTIVE 5:** Create an Administrative Procedures Manual to clarify structures and methods for performing various campus operations and activities.

## Strategy 4

Develop ways to fund educational opportunities to ensure student success.

- OBJECTIVE 1:** Generate greater philanthropy for the College by engaging internal and external constituents to fully support the HCC Foundation’s fundraising efforts.
- OBJECTIVE 2:** Identify and pursue new opportunities for enhanced revenue streams that will strengthen the budget and keep tuition rates affordable.
- OBJECTIVE 3:** Sustain a budget development process that aligns departmental spending with the strategic plan.
- OBJECTIVE 4:** Ensure the financial viability of the College through regular assessment of the efficiency and effectiveness of all programs and units.

# DETAILS



## Strategy 5

**Prepare students to distinguish themselves as compassionate contributors and leaders in the global community.**

- OBJECTIVE 1:** Design multidisciplinary content and develop multiple delivery mechanisms to integrate global learning across the curriculum to prepare students for life, work, and citizenship.
- OBJECTIVE 2:** Create opportunities for students, staff, and faculty to hone leadership skills and utilize them in community service at the local, state, national, and global levels to promote active lifelong learning through engagement.
- OBJECTIVE 3:** Institutionalize comprehensive globalization at HCC to ensure that our initiatives are dynamic, leading edge, and enduring.
- OBJECTIVE 4:** Build and maintain connections that provide a vital community resource so that global understanding and stewardship thrive in Harford County.

## Strategy 6

**Build, strengthen, and sustain partnerships that drive intellectual, social, and economic development and vitality.**

- OBJECTIVE 1:** Strengthen relationships with Harford County schools that support students and engage faculty, so all high school students have an opportunity to enroll in HCC courses.
- OBJECTIVE 2:** Cultivate external partnerships on multiple levels through outreach to and collaboration with areas of the College to expand campus and community experiences.
- OBJECTIVE 3:** Build opportunities and strengthen our identity as the hub for cultural, artistic, intellectual, social, and athletic programming for the purpose of expanding campus and community experiences and engagement.

As Phase 3 begins and we implement HCC's new Strategic Plan, it is important to recognize the holistic nature of our action plans—we will evolve as an institution with the needs of our students and employees at the forefront of our work. We recognize that accomplishing these objectives will entail significant time and effort and that talents and expertise from across the entire campus will be invaluable to the process. With that said, as you review this document and assist with making the Strategic Plan a reality, consider the following questions as a framework for your involvement:

- 1| Which objectives most align with your daily work activities?
- 2| How can you personally contribute to accomplishing these objectives? What can your entire unit or department do?
- 3| What ideas or innovations can you contribute to facilitate or enhance this work?

Thank you for being actively involved in our Strategic Planning process. The entire campus helped to create this plan, and it is exciting for its realization to also be a product of our collective efforts.

If you have questions or want more information about Harford Community College's 2020-2024 Strategic Plan, please contact:

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# DETAILS



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