



Chesapeake  
College

# Charting the Course

STRATEGIC PLAN  
2014 - 2018

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## *Vision*

**Chesapeake College will harness the talent and resources necessary for students, employees, and citizens of the region to thrive as individuals and as contributors to their communities and to society.**

## *Mission*

**Chesapeake College's core commitment is to prepare students from diverse communities to excel in further education and employment in a global society.**

**We put students first, offering transformative educational experiences. Our programs and services are comprehensive, responsive and affordable.**

**The college is a catalyst for regional economic development and sustainability and a center for personal enrichment and the arts.**

# *Our College*

*Charting the Course*, the 2014-2018 strategic plan for Chesapeake College, comes at an auspicious time in the college's history.

Chartered in 1965, the college will celebrate its 50<sup>th</sup> anniversary in 2015. With the completion of the Health Professions and Athletics Center in that same year, all of the college's original buildings will have been renovated to meet the needs of contemporary students and the community we serve. The college is also engaged in a comprehensive self-study for reaccreditation by the Middle States Commission on Higher Education in 2015.



*Chesapeake Health Professions and Athletics Center, opening Fall 2015*

# *Our Country*

The plan also comes at a dramatic turning point in the history of American education.

Education is critical to individual and collective economic prosperity. An associate's degree increases an individual's median annual earnings by approximately \$11,000. A bachelor's degree adds another \$11,500. Better-educated citizens pay more taxes and make fewer demands on social services. In spite of this reality, we as a nation have lost our competitive global advantage, lagging behind other countries in the number of citizens with college degrees. Businesses are unable to fill critical skilled positions. In 2009, President Obama called on higher education to enable 10 million Americans to earn a college degree by 2025.

Community colleges across the country have taken up this call. In 2010, Chesapeake College joined the other 15 community colleges in Maryland to sign A Promise to Act, pledging to increase the number of degrees, certificates and workplace credentials our students achieve.

Our K-12 education partners are also responding. In Maryland, the implementation of the common core standards will increase the rigor and complexity of student learning outcomes and enhance college and career readiness. The Maryland College and Career Readiness and College Completion Act of 2013 will dramatically alter the preparation of high school students and demand better planning and support for college completion.

Citizens without postsecondary degrees bore the brunt of job losses during the recent recession and have benefited the least from jobs recovery. Recognizing that "the American dream is imperiled" for so many of our citizens, the American Association of Community Colleges urged community colleges to do nothing less than completely reimagine themselves, redesigning students' educational experiences, reinventing institutional roles and resetting the system.

# *Our Community*

This is a bold agenda, made even more challenging by the economic issues community colleges face, particularly at the local level. While educating our citizens remains a priority for state and local governments, they have struggled to balance their own budgets. The college's support counties, dealing with decreasing fiscal resources, have provided the college with level funding over the past five years while Chesapeake's costs have continued to rise. As a result, Chesapeake has had to pass an increasing share of its costs on to students at a time when they and their families can least afford it. The college does not have sufficient resources for deferred maintenance or for the technology that is required for every aspect of education and administration, making it more difficult to maintain the infrastructure and provide the support that students need.

# Our Commitment

While we face challenges, these are also incredibly exciting times for education. Technology is making learning possible in new ways. According to Sal Kahn, founder of the Kahn Academy, which provides on-line learning support for millions of children and adults around the world, we are living in an “age of connection. ” Whether face-to-face in Chesapeake’s small classes, or on-line with experts and other learners who can be anywhere, connection inspires our students.

Chesapeake began its last strategic plan, *Journey to the Peake*, just as the recession began. We determined then that we needed to have bold and ambitious goals, but be realistic about our time frame. In the past four years we have accomplished a great deal.

We have:

- ❖ Redesigned developmental education courses to accelerate and improve success
- ❖ Enhanced the Honors Program by focusing on transfer opportunities and scholarships
- ❖ Worked with school districts to more than double the number of high school students taking college courses through Chesapeake
- ❖ Articulated and assessed student learning outcomes across the curriculum
- ❖ Erected a wind turbine that provides both electricity and inspiration
- ❖ Provided leadership and professional development for faculty and staff
- ❖ Redesigned the college’s web site and established a presence on social media

The journey is far from over. Our new course is equally ambitious. It presents goals and strategies to transform the college in several ways – each building on our strengths and enhancing our ability to serve our students and our region.

The plan also focuses on telling our story so that the people we serve understand our commitment, recognize our successes and support our future.

# *Strategic Goals 2014 - 2018*

## **Transform the Student Learning Experience**

New ideas and new technologies are creating possibilities for instruction that were unimaginable a few years ago. We know more than ever about how we learn, shattering previously held assumptions about best classroom practices. We are at the cusp of a new era in teaching and learning, and Chesapeake College's students can reap the benefits of small, responsive, active classes guided by innovative faculty. We will create a climate in which creativity is encouraged and rewarded and where high-impact practices that improve student learning outcomes are the norm.

## **Strengthen the Regional Economy**

The Mid-Shore region has seen major changes to its economy over the past several decades. Most manufacturing jobs have been lost, and the five counties supported by Chesapeake College continue to experience high unemployment. As an institution of higher learning, an employer and a training provider for new and incumbent workers, Chesapeake College is one of the region's most significant economic engines. As one of the few five-county entities on the Mid-Shore, the college is effectively positioned to promote regional economic development. The college will break new ground in educating and training a skilled workforce, helping Mid-Shore counties recruit and retain businesses.

## **Improve Student Goal Attainment**

The college will improve the percent of students who complete a degree, certificate or workplace credential or who transfer in an accelerated time frame. In the most recent Maryland Higher Education Commission report on retention, graduation and transfer rates – focusing on first-time, full-time students – the college is generally in the upper half for most categories. The college's goal is to consistently be among the top five community colleges for all of these categories.

## **Grow Enrollment**

Enrollment is a measure of how well the college is meeting the community's need for access to higher education, including continuing education and workforce training. It is also critical to the financial health of the college. Substantial growth between FY06 and FY11 allowed the college to weather the recession and add resources. Since then, enrollment declines have forced budget cuts to all areas. The high school population in the region is declining and the college must compensate for that drop or face severe financial consequences. The college is committed to taking advantage of economies of scale, setting a goal of 3,000 students per semester by FY18.

## **Advance Environmental Sustainability**

Chesapeake College, located in an agricultural region adjacent to the Chesapeake Bay, has an obligation to make a positive impact on the environment through partnerships, leadership, education and modeling. Since the initiation of the last strategic plan, the college has signed the American College and University Presidents' Climate Commitment – a pledge to reduce its carbon footprint in the interest of good global citizenship. Chesapeake College will be recognized as a regional environmental leader. Through our institutional actions, we will model environmental responsibility on the Eastern Shore, inspire environmentally engaged citizens, and reduce our carbon footprint.

## **Build the Resources to Advance the College Mission**

If the college is to realize its goals and continue to provide opportunities for education and economic development, it will require additional resources. An enhanced institutional advancement infrastructure will support advocacy, communicate the college's value to all stakeholders, and encourage the growth of public and private support. Employees, students, alumni and community leaders will be involved in these efforts.

**For more information, contact:**

**Chesapeake College  
Office of the President**

**410-827-5802**

[www.chesapeake.edu/generalinfo/prs\\_strat\\_plan.asp](http://www.chesapeake.edu/generalinfo/prs_strat_plan.asp)