to EMPOWER
& to serve
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Dear Friends of Chesapeake College,

It is with a great deal of satisfaction that I append this letter to our completed strategic plan for the College. In every sense this represents a campus community effort to define our priorities and the path forward for Chesapeake College for the next 3-5 years. It will be a living document that will be adjusted as needed to meet the ever-changing conditions that should inform our efforts to serve our local and regional community. At the midway point we will reconvene the Steering Committee to evaluate our overall progress, to assess the immediate and future situation that awaits us, and to determine if any major adjustments are necessary.

I consider the Strategic Plan our defined pathway for the immediate future, and continuing employee input as its guardrails. I will use these two important resources to define our path forward, to outline my agenda as the President, and as the means to measure our progress toward our goals.

I thank all faculty, staff, students, and trustees for their participation in the various elements of this process. Special thanks go to the members of the Steering Committee for the many hours of collective and individual work that went into this vital project and for the College leadership, especially Vinnie Maruggi who steered this to completion. Finally, a very special acknowledgement to Dr. Will Miller and the Campus Labs team for doing such an effective job of facilitating the process to completion, coordinating the final reviews and approvals, and production of the final document. Through all of these efforts and contributions, I believe we have a plan that is a solid working document and one that will constructively guide our efforts to build a better college in the process.

Sincerely,

Clifford P. Coppersmith, Ph.D.
President, Chesapeake College
letter from the CHAIR

To the Chesapeake College Community,

First and foremost, on behalf of the entire Board of Trustees I thank each of you for your commitment to Chesapeake College, especially during the transition years of the recent past. Chesapeake is an exceptional institution, due, in large part, to all of you who work tirelessly to contribute to its many successes. As trustees, we see the dedication to excellence of the faculty, staff, administration, and students each time we are on campus. As a result of your efforts, the College’s impact is truly felt throughout our five-county region, through our students’ contributions and accomplishments, and through our partnerships and collaborations with other academic, workforce, and cultural institutions. We are proud of the College’s past. Yet, the Board believes the College is positioned for even greater success. It is a privilege for us to be a part of achieving that reality.

When Dr. Coppersmith accepted the Board’s offer to lead the team at Chesapeake, we spoke about the need to quickly begin an inclusive, transparent strategic planning process. To the Board, it was important to value the voices of all campus and community stakeholders in charting a course forward for the institution. We have been delighted with both the process, led by Campus Labs, and the participation of all segments of the college community. Through attentive and caring stewardship, we have arrived at this plan, designed to ensure that Chesapeake College remains one of the essential institutions of higher learning on the Eastern Shore.

We all know the challenges the College faces, but we must never forget that this institution also has great opportunities and responsibilities—both over the next five years and far into the future. For our students and our communities, it is vital that we aggressively pursue each opportunity and make thoughtful, purposeful choices as to how we move forward. This strategic plan is the critical next step in that process. As we now turn to working together to implement the plan, it is a responsibility the trustees embrace. We look forward to doing all we can to help achieve the plan’s objectives and to continue to advance the mission of Chesapeake College.

Sincerely,

Blenda Armistead
Chair, Chesapeake College Board of Trustees
our CAMPUS

Chesapeake College is a comprehensive public two-year regional community college serving the educational and training needs of the residents of Caroline, Dorchester, Kent, Queen Anne’s, and Talbot counties on Maryland’s Eastern Shore. We put students first, offering transformative educational experiences and programs and services that are comprehensive, responsive, and affordable. The College is a catalyst for and a member of the ecosystem for regional economic development and sustainability as well as a center for personal enrichment, the arts, and culture.

The College provides a selection of program and course offerings designed to help students prepare for transfer to upper level institutions, for immediate entry into a career, and to enhance work-related skills. Beyond the curricula, the college offers many opportunities for further academic, social, personal, cultural, athletic, and community development through a rich variety of extracurricular and co-curricular activities.

To enhance student learning and to promote teaching excellence, the College commits to providing a supportive and enabling learning environment characterized by a dedicated, caring, and highly qualified faculty and staff. The College strives to offer employees professional development opportunities to foster a community of lifelong learners among faculty, staff, and students. We provide an environment where our campus community is supported in efforts to innovate and create for the betterment of our students and our community.
Embracing the importance of student learning to our mission, the College:

/ Empowers students as independent learners who are intellectually competent, skilled in the application of learning, technologically proficient, and grounded in the values and common goals of our civic culture

/ Challenges students to see beyond themselves to better understand their place in a global society and culturally diverse world, while preserving and enhancing the rich cultural heritage of the region

/ Provides a curriculum and activities that meet the needs of an increasingly diverse student population

/ Enhances learning opportunities, in partnership with community organizations, that reinforce the value of service to others and strengthen students’ ethical development and civic engagement

/ Ensures an environment conducive for learning by providing appropriate facilities, support services, technology, and other resources to enhance student learning

Recognizing our role as an engine for regional economic and community development that improves the quality of life for those in our service region, the College:

/ Supports workforce development by providing the courses and training needed to build a skilled labor force

/ Enhances enjoyment and appreciation of the arts by incorporating cultural activities into the curriculum and bringing fine and performing arts events to the region

/ Sponsors a broad range of community and civic activities that reflect the College’s role as a community-learning center

/ Extends access to baccalaureate and graduate degree programs for Upper Shore residents through inter-institutional partnerships
our MISSION
Chesapeake College empowers students from diverse communities to excel in further education, employment, and participation in an interconnected world.

our CORE VALUES

STUDENT-CENTERED
Empowering and supporting each student to achieve their greatest potential while making decisions with our students in mind.

QUALITY
Creating a dynamic environment for learning and development that establishes high standards for individual excellence.

SUSTAINABILITY & RESPONSIBILITY
Taking responsibility for our actions, acting as responsible stewards of our resources, and adhering to the highest standards of ethical and civic behavior.

COMMUNITY
Engaging our community and serving as a catalyst for positive change on campus and in our region through effective communication.

TEAMWORK & SHARED GOVERNANCE
Working together through collaboration to develop ideas, knowledge, and creative solutions.

INNOVATION
Creating an environment where campus stakeholders are empowered to exercise collaborative creativity and innovation.

DIVERSITY & RESPECT
Fostering inclusiveness and an appreciation for individual differences.

ADAPTABILITY
Responding rapidly to local and global change.
Higher education faces greater challenges today than at any point in recent history. A global financial crisis has forced institutions to determine how to navigate in a sea of rising costs, enrollment shifts, and uncertain public funding. Surrounding the fiscal realities campuses face are changing student demographics, increasing public scrutiny, and political unpredictably. Priorities on campus clash regularly—with little chance that funding exists to make everyone happy. Some campuses are asked to serve as economic engines, helping to ensure local workforce needs are met in an increasingly globalized world. Others focus on online learning, student services, and institutional technology in an effort to reach new and diverse students while retaining those they are successful in enrolling. Some aim to fulfill the higher education mission in traditional ways, and others are expanding out of higher education in an effort to diversify revenues by helping local school districts or running hospitals.

Chesapeake College has not been immune to these larger trends. Enrollment has declined by roughly a third since it peaked during the 2012 recession. Transfer and workforce programs had approximately the same numbers of majors in 1994 and in 2018; however, the paths have been highly divergent throughout that time. Dual enrollment has been quite variable historically but is currently at record levels and likely to continue to rise. Like many community colleges nationwide, Chesapeake’s adult credit enrollment has shrunk substantially—by 56% from 1988 to 2017. The regional primary workforce age population has fallen by 11% since 2006.

Adult credit enrollment will continue to be a source of concern with increases arising from economic downturns as jobs become scarcer and skills enhancement gains importance. The number of regional public high school seniors fell by 14% since peaking in 2007, but projections call for a jump with the class of 2020 and modest growth thereafter. The percent of recent public high school graduates attending Chesapeake in the subsequent fall generally has remained steady since 1991 with the exception of during the recession. Yet, baseline projections for Chesapeake College FTEs suggest modest growth in the next nine years.
The policy to allow the use of high school GPA as a measure of college readiness has dramatically increased the share of recent public high school graduates who do not require remedial education. In just two years, the percent college ready rose from 35% to 77%. College ready students are retained at a higher rate than developmental students. The percent of freshmen that earned no credits (all developmental courses or all F or W grades) has fallen in recent years; the biggest decline is associated with the full implementation of high school GPA as a measure of college readiness. More freshmen are passing credit math and English courses in their first academic year; the fall 2017 cohort saw large changes, again the likely effect of the high school GPA college readiness exemption. The three-year graduation rate of freshmen has been on a slow, but steady rise. Roughly three times as many students transfer to another institution than graduate.

Since 2010, the regional population rose by a mere 152 persons thanks to net in-migration. Queen Anne’s County had the largest gain (and the most in-migration) followed by Caroline with a modest, natural increase. Dorchester, Kent, and Talbot had sizable declines mostly from the excess of deaths over births. Expectations for the future, based on historical trends, are more rosy, with the area projected to grow by 23,562 people in the 15-year span. Nearly 85% of the gain will be in the population age 60+, with declines predicted for the primary workforce ages 25–59. Some 44% of the growth will be in minorities; 16% in Hispanics alone. Less than 1% of the job openings in Maryland will be in the five-county region. Jobs requiring little or no formal educational credential will have the largest openings for both the state and the region over the next 10 years. The jobs whose educational requirements Chesapeake College can support directly or indirectly (i.e. some college, no degree, Postsecondary non-degree award, Associate degree, or Bachelor degree) are concentrated in health professions, skilled trades, and education.

We will need to keep these datapoints in mind as we continue to move Chesapeake College forward.

New opportunities will emerge through population and industry changes. We are responsible for anticipating said changes and ensuring we are prepared to thrive in a changing world.
**our PROCESS**

The process for arriving at this strategic plan was built around three key tenets: collaboration, transparency, and inclusiveness. From the beginning, the Strategic Planning Steering Committee (see back cover) aimed to create a document reflective of a shared campus vision of what we do well today and what we wish to do even better over the next five years. Through listening sessions across the campus community (including faculty, staff, students, administrators, the Foundation Board, and the Board of Trustees), surveys, and input and feedback on early drafts, we believe we have crafted a document that reflects the thoughts of all relevant stakeholders. We have brought together the perceived strengths and weaknesses from our entire campus and region throughout the process and attempted to be as transparent as possible regarding what would be in this final document you read today.

*With the plan document now completed, it’s time to come together as we all work to meet the priorities and goals held within it.*

It will take collaborative efforts to achieve the priorities and goals we have set forth for our institution, yet every individual on campus, regardless of title or role, can make meaningful contributions to The Peake Plan. While we have worked tirelessly to capture your voices and the culture of Chesapeake College, we now must ask that you use this document as a driver of activity in the coming years. After all, the ideas expressed throughout the strategic plan are only worth the paper they are written on unless we choose to implement them. We thank you for your involvement in the process throughout the drafting stages and look forward to celebrating our achievements as we begin to work toward the vision held within The Peake Plan.
our PRIORITIES

1 Student Success
Ensure the opportunity for students to succeed through an intentional, holistic student experience

2 Programming
Provide meaningful face-to-face and online educational programming and support that anticipates and meets the needs and expectations of our students and our region

3 Culture of Excellence
Deepen the culture of excellence and innovation amongst faculty, staff, and administration to empower all stakeholders and ensure accountability throughout the College

4 Technology
Ensure appropriate technology is available for fulfilling the College mission

5 Regional & Community Development
Serve as the connector for regional development and innovation on the Eastern Shore
Strategic Priority 1: **STUDENT SUCCESS**

*Ensure the opportunity for students to succeed through an intentional, holistic student experience*

Students are at the heart of everything we do at Chesapeake College. Whether joining us for workforce training, to gain necessary credits to pursue a four-year degree, or to take advantage of continuing education opportunities, we aim to ensure our students are successful. We don’t want their success to stop here; we want students to thrive in life and in the future. As a result, we focus on the holistic student. We understand the challenges faced by our students and strive to create an environment where they have the opportunity to flourish in their programs, in their communities, and in their personal lives.

**Goal 1.1 Develop a culture of empowering student success**

**Goal 1.2 Enhance the student experience**

**Goal 1.3 Ensure appropriate resourcing and staffing to enhance student success**

**Goal 1.4 Conduct intentional fundraising efforts to enhance student success**

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Strategic Priority 2: **PROGRAMMING**

*Provide meaningful face-to-face and online educational programming and support that anticipates and meets the needs and expectations of our students and our region*

Chesapeake College recognizes the importance of our programming to our students and the Eastern Shore. We aim to be the first choice for education for our five-county service region by offering relevant programming that maximizes the talents of our faculty and the opportunities presented by our communities. We work to properly balance programming to ensure opportunities for workforce development, transfer programming, and continuing education. Further, we strive to ensure a balance between face-to-face and online offerings that highlight innovative pedagogy and student experiences. To succeed in offering academic programming to our students, we rely on strong partners—from local high schools to the business community to four-year institutions.

**Goal 2.1 Calibrate programming to maximize appropriateness and relevancy**

**Goal 2.2 Appropriately integrate credit and non-credit program administration, advising, and marketing, in line with discipline-specific pathways**

**Goal 2.3 Expand partnerships and agreements with service-area high schools and Maryland four-year institutions**

**Goal 2.4 Re-envision workforce programs and develop appropriate on and off-campus program and student support**
Strategic Priority 3: CULTURE OF EXCELLENCE

Deepen the culture of excellence and innovation amongst faculty, staff, and administration to empower all stakeholders and ensure accountability throughout the College

An institution can only be as strong as the faculty, staff, and administrators that serve it. Chesapeake College recognizes the dedication and talent present within our employees and strives to deepen our culture of excellence. This involves finalizing an organizational structure that is clearly communicated and maximizes the opportunities for all campus stakeholders to grow, be recognized, and have the opportunity to exhibit leadership within their areas. Moreover, it must allow for innovation and creativity when appropriate. Through enhanced communication, a focus on customer service, and a deep appreciation of diversity, we will continue to acknowledge the excellence of our staff and develop even stronger leaders.

Goal 3.1 Finalize organizational structure changes

Goal 3.2 Provide opportunities for faculty and staff growth, recognition, and leadership, along with opportunities to innovate and exercise creativity

Goal 3.3 Promote a positive campus climate through increased communication, collaboration, and a focus on customer service and appreciation of diversity

Goal 3.4 Ensure future stability of the College

Strategic Priority 4: TECHNOLOGY

Ensure appropriate technology is available for fulfilling the College mission

For an institution that aims to prepare students for success beyond their time on our campus, it is essential that faculty, staff, and students are provided with the technology necessary to maximize their potential. Chesapeake College will assess our current technologies available, identify gaps, and work collaboratively to find appropriate solutions. Beyond having the technology available, it is essential that we maximize the utilization of tools through meaningful, continuous training opportunities for all campus stakeholders. Whether thinking of hardware, software, network capacities, or security policies and procedures, we strive to ensure we are well-prepared to meet our mission.

Goal 4.1 Complete a technology needs assessment on campus—including financial commitment needed to achieve goals—and work across the institution to determine a timeline for achievement of infrastructure needs

Goal 4.2 Ensure that appropriate information, security policies, and procedures exist on campus

Goal 4.3 Provide tools for faculty, staff, and students (selected collaboratively, where appropriate) to best assist the campus community effectively and efficiently, and assure utilization of provided tools

Goal 4.4 Develop and offer technology training for faculty, staff, and students to maximize adoption, utilization, and innovation
Strategic Priority 5: **REGIONAL & COMMUNITY DEVELOPMENT**

Serve as the connector for regional development and innovation on the Eastern Shore

Chesapeake College aims to serve as the connective hub for education, industry, development, and innovation for our five counties and the Eastern Shore. By helping to bring together community members, employers, not-for-profit organizations, and educational institutions, we can help to ensure the continued success of our region. Through reenergizing our partnerships throughout the Eastern Shore by way of increased communication and community presence, we aim to meet the needs of our students and region. And we will continue to rely on regional data to help guide our strategic and operational decision-making.

**Goal 5.1** Leverage current partnerships and create meaningful new ones that position Chesapeake College as a community connector and economic engine

**Goal 5.2** Recalibrate internal processes and efforts to meet the needs of our region

**Goal 5.3** Strengthen existing partnerships within the region

**Goal 5.4** Use available institutional and regional data to build and support strategic enrollment, marketing, and student success plans

We will all be the authors of Chesapeake’s success.

We must all commit to ensuring our students succeed during their time on our campus, in their future work, and in life. We must ensure our faculty and staff opportunities to grow—professionally and personally—as members of the Chesapeake family. And we must continue to serve the needs of our area counties and the Eastern Shore through developing programs and graduates that allow for industry growth and progress. Through a culture of shared governance, data-informed decision making, inclusive excellence, and continuous improvement, we will support faculty success, grow the student experience, increase employee satisfaction, foster alumni and community loyalty, and elevate the reputation of Chesapeake College.
Members of the Strategic Planning Steering Committee:

Clifford Coppersmith / President
Christopher Garvey / Board of Trustees
Reza Safari / Board of Trustees
L. Nash McMahen / Board of Trustees
Ann Goodman / Chesapeake College Foundation Board of Directors
David Harper / Vice President for Workforce and Academic Programs
Lucille Hughes / Vice President of Institutional Advancement
Timothy Jones / Vice President for Administrative Services
Vincent Maruggi / Director of Institutional Research, Planning & Effectiveness
Gregory Wanner / Chief Information Officer
John Haas / Faculty
Jodi Stein / Faculty
Jennifer Dunker / Staff
Thomas Ellis / Staff
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Princess Williams / Staff
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Jacquelyn Smith / Student

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