Ensuring Appropriate Trustee Involvement in Designing an Inclusive, Collaborative Strategic Plan

Presented by Dr. Clifford Coppersmith, Mr. Christopher Garvey, and Mr. Reza Jafari
BACKGROUND & INTRODUCTION

About Chesapeake College

• Chesapeake College
  A classic, rural, comprehensive community college

• Eastern “Mid” Shore of Maryland

• Established in 1965 as Maryland’s first regional community college (serving five counties)

• FTE/Headcount, transfer, professional, skilled trades and ABE
BACKGROUND & INTRODUCTION

Recent History

• Transition in the president’s office (interim 2017-18) with current president appointed permanently in 2018
• President tasked with drafting a new strategic plan as the previous expired in 2018
• Engaged Board of Trustees in the transition, search process and in the past year with significant involvement in the strategic planning process
BACKGROUND & INTRODUCTION

The Board

• Nomination via county government passed through state senators/delegates with appointment by Governor Larry H. Hogan

• Two per county (total of 10)

• Chair and Vice Chair with three substantive committees:
  Human Resources & Governance
  Finance & Facilities
  Programs, Planning and Outreach

Trustees also serve on the Chesapeake College Foundation—the fundraising arm of the College
BACKGROUND & INTRODUCTION

The Board (continued)

• Five year terms with renewal up to 15 years total
• Backgrounds: varied—public service (city and county), education (K-12 and higher), business and industry. All with significant and long-term ties to the region, long term association with the College, and dedicated to their roles on the Board
BACKGROUND & INTRODUCTION

Introduction of the Panel

Reza Jafari

Reza Jafari joined the Chesapeake College Board of Trustees in 2018. Mr. Jafari brings valuable insight to the Board as the Chairman, CEO and Founder of eDevelopment International, and a member of the Talbot County Economic Development Commission. Mr. Jafari brings to this role a unique history of vast and diverse leadership experiences—as well as a clear passion for both regional economic development and higher education.

Mr. Jafari earned his M.B.A. degree in 1976, Specialist in Education degree, Post graduate in 1980 and his ABD/PhD in Instructional Systems Technology and Innovation in 1981, all from Indiana University, Bloomington, Indiana. Mr. Jafari and his wife Dale Greenhawk Jafari reside in Talbot County.
BACKGROUND & INTRODUCTION

Introduction of the Panel

Christopher Garvey

Christopher Garvey of Chester was appointed to the Board of Trustees in 2016, and now serves as the Vice Chair. Mr. Garvey offers a unique perspective to the Board of Trustees as President and CEO of Associated Builders and Contractors Chesapeake Shores Chapter in Annapolis. A resident of Queen Anne’s County for 22 years, Mr. Garvey has served on the construction management advisory councils of both Anne Arundel Community College and the University of Maryland Eastern Shore.

He and his wife, Christine Garvey, have three children. Mr. Garvey coaches youth sports and is a board member for the ACE Mentor Program. Mr. Garvey earned a bachelor’s degree in history and visual arts (double major) at the University of Maryland Baltimore County.
THE PROCESS

• The Board of Trustees: Recognizing the Importance of the Strategic Plan and Tasking the President

• Formation of The Steering Committee & Shared Governance
  • Administration President Chaired
  • Trustees Participation Chair and two members of the PPO Committee
  • Faculty Faculty Assembly Leadership and general faculty
  • Staff Staff Assembly Leadership and general staff/deans
  • Students Representatives
THE PROCESS

• Selection of Facilitator
• Creation of the Timeline for Data Collection and Analysis
• Presentation of the Progress Report to the Steering Committee and the Board of Trustees
• First DRAFT the Report for Review and Comments by the Steering Committee
• Reflection of the comments in the DRAFT
• Final DRAFT
THE PROCESS

• Approval by the Steering Committee for presentation to the Board
• Approval of the Final Report by the Board
• Sharing with all Internal and External Constituents of the College
• Creation of the KPIs (Key Performance Indicators)
• Tracking the Implementation Process and Regular Reporting to the Board Reflecting the KPI
LESSONS LEARNED & TAKE AWAYS

• Active Involvement of the Board of Trustees
• Active and Direct Participation by Three Trustees of the Board
• Importance of a Neutral and External Facilitator
  *Free of any internal and personal bias and agenda*
• Academic Experience and Background
  *Extensive experience in strategic planning in a higher ed environment*
LESIONS LEARNED & TAKE AWAYS

• Vetting through Interview Process
  Confirmation of excellence in communication and the ability to combine existing data including an environmental scan, created new data via surveys (coordinated through the Institutional Research Office), and conducted focused listening sessions (faculty, part-time faculty, staff, students, and Trustees)

• External/Community Input
  Provided through numerous data sources including extensive work to support the presidential search
LESSONS LEARNED & TAKE AWAYS

• Importance of Regular Communications with the Steering Committee and the Board

• Importance of the Environmental Scan
  *This is a big differentiator for each College*

• Importance of Student Participation

• Importance of Creating KPIs and an Implementation Tracking System
PANEL DISCUSSION

Question & Answer
IN REVIEW

Key Takeaways for Trustee Engagement in the Strategic Planning Process