

# *EXECUTIVE SUMMARY*

## Overview

The College of Southern Maryland (CSM) (formerly Charles County Community College) serves the Southern Maryland region, comprised of Calvert, Charles and St. Mary's Counties. CSM is a mid-size community college offering a broad range of associate's degree and certificate programs in transfer and career fields, as well as training, workforce development and continuing education courses. The college also makes significant contributions in areas of economic and community development, cultural enrichment and wellness/fitness activities.

CSM has campuses in Prince Frederick (Calvert County), Leonardtown (St. Mary's County) and LaPlata (Charles County). A center in Waldorf (the population center of Charles County) serves working adults and houses joint-bachelor's degree programs with the college's four-year college partners. Several off-campus site house specialized training. The Center for Transportation Training in LaPlata houses programs leading to CDL and motorcycle licenses, the Center for Trades and Energy Training in Waldorf provides training in the trades (e.g., welding, HVAC, carpentry, and electrical), the Center for Nuclear Energy Training houses the college's new nuclear energy technician program in Prince Frederick, and the Training Center outside the gates of the Patuxent River Air Station provides programs for the military and defense contractors in Lexington Park. These programs cannot be accommodated on CSM's three campuses.

The college serves a credit student population of approximately 8,827 credit students during the fall, 2009 semester-- 52% on the LaPlata Campus, 21% in Leonardtown, 20% in Prince Frederick, and 7% in Waldorf. Approximately 41% of the credit students attend full-time—that percentage is growing rapidly. The college has a high penetration rate, as well as high graduation and transfer rates compared to other community colleges in the state.

The continuing education side, under the Corporate and Community Training Institute (CCTI) has prospered with its separation from academic affairs in 2007. Approximately 12,500 continuing education students enroll each year in workforce development and personal enrichment programs.

The Southern Maryland region is a rapidly growing area of approximately 342,100 residents. This population is relatively young, tends to commute outside the region to work or (if employed locally) is employed in government or small service businesses. St. Mary's County has the largest proportion of high-technology workers in the state of Maryland. Charles and Calvert counties have large proportions of the working residents traveling outside the counties to work in the greater Washington-Baltimore metropolitan region. Major employers in the region include two Naval bases (Patuxent River NAWC and Indian Head NSWC), other state and local governmental entities, power plants and other utilities, retail, small service businesses, and contractors associated with the Naval bases. The economic development efforts of the Southern Maryland region have been greatly enhanced over the past five years.

Modest increases in the area's population, economic base and the proportion of recent high school graduates indicate that the college will see slow but steady growth over the next ten years. The regionalization of the college, changing enrollment patterns, impacts of technology, aging facilities and infrastructure, and increased demands for specialized programs and services will have dramatic impacts on the college's facilities

development. Rapid changes in the college's environment mean that many of these impacts are as yet unknown. The college views itself as a major contributor to a thriving Southern Maryland. In addition to its academic and training programs and its wellness and personal enrichment classes, and its cultural arts programming, the college has launched several new institutes. Its Financial Literacy Institute (Money Smart) provides programs for the general public to help them spend their resources wisely. The Institute for Science, Technology, Engineering, and Mathematics (ISTEM) is working to coordinate all STEM pipeline-related programs in the region to ensure an adequate local workforce for our major employers. The college's newest institute, the Southern Maryland Non-Profit Institute, is helping the region's vital non-profit organizations to prosper by providing training, consultation services, and networking opportunities. Through its Better Education Together (BET) initiatives, the college is working with the school districts in all three counties to encourage more children to graduate from high school and consider post-secondary education and be better prepared for it.

### **Implications of Becoming a Regional College**

Legislation passed during the 1999 legislative session established the College of Southern Maryland (CSM) as a regional college serving Calvert, Charles, and St. Mary's counties. Prior to that time, Charles County Community College had served Calvert and St. Mary's counties through contracts with the county governments. The college's ability to plan strategically for the long term was hampered by the instability and limitations of the contractual agreements. As of July 1, 2000, the college's board of trustees, now comprised of residents from all three Southern Maryland counties, owns the college's campuses and all three counties are sponsors of the college. As of 2009, the Board of Trustees consisted of equal representation from the three Southern Maryland counties.

The college has assumed greater responsibility for meeting the higher education needs of the region. In addition to offering the associate degree and certificate programs needed by local citizens and businesses, the college is working to bring a greater variety of bachelor's degree programs to the region. (The Southern Maryland region has a disproportionately low number of bachelor's degree holders compared to the rest of the state.) To achieve this end, CSM worked closely with University of Maryland University College in establishing the Waldorf Center for Higher Education (in the population center of Charles County) where students pursue bachelor's degrees in five programs areas through a dual enrollment program. Three master's degrees are also available through the Waldorf Center. The college continues to explore ways of bringing additional academic programs to the citizens of Southern Maryland.

The college has also assumed greater responsibility for the region's economic and workforce development. The Center for Business and Industry (BI), located on the LaPlata Campus, was built in response to the workforce training and business development needs of the region. The facility is in constant use, often by multiple organizations on a given day. The center is also the major site for the college's Corporate and Community Training Institute (CCTI) to hold its courses. A similar center is planned as part of the second Prince Frederick Campus building. It will feature a large room that is subdividable into three smaller spaces that can be used for training and college/community events. In 2007, the college dedicated an Entrepreneurial Center in Building C at the Leonardtown Campus. This facility includes a large classroom, conference room, and offices for the exclusive use of the CCTI .

Industrial training has become an important focus for the college. The college's Center for Transportation Training near La Plata offers truck driver and heavy equipment operator training. This facility was supplemented by the Center for Trades and Energy Training in 2009, to offer training in welding, HVAC, electrical, carpentry, and construction management. Plans are being made to introduce plumbing training in this facility. Participants may partake of intense short-term training leading to a "helper" designation, and continue their training to become journeymen. The most recent facility is the Center for Nuclear Energy Training located near Prince Frederick. This facility will train nuclear energy technicians in conjunction with Constellation Energy (CENG) until it transfers to the second building on the Prince Frederick Campus.

CSM has also developed closer ties to those agencies serving unemployed and underemployed persons in the region. In an effort to meet the needs of these residents, greater emphasis has been placed on short-term instructional programs intended to prepare students for immediate employment. Many of these short-term programs require specialized equipment for skill development. The college has worked closely with the Southern Maryland Workforce Investment Board (WIB) and has become its major educational provider. In 2011, the college and the regional WIB will share the use of a mobile training facility that will allow the college to bring training classes and logistical support to all regions of Southern Maryland.

In selecting its campuses in St. Mary's and Calvert counties, the determination was made early on (with the concurrence of the county governments) that the College of Southern Maryland would not attempt to replicate its athletic facilities, particularly those intended primarily for intercollegiate athletics. This decision was made because intercollegiate athletic programs are extremely expensive, and it made little sense for a regional college to support multiple teams in a given sport; also, the infrastructure required to coordinate activities operates most efficiently at a single campus. The intercollegiate sports program currently resides on the LaPlata Campus, but could move to a more central location if adequate property could be identified. This concept is being expanded to more expensive academic programs (see below).

Providing programs to ensure wellness and fitness throughout the lifespan is an important part of the college's mission. The ability to provide courses and related activities at multiple sites is necessary to fulfill that part of the mission. Consequently, the campuses at Leonardtown (St. Mary's County) and Prince Frederick (Calvert County) have been planned to effectively meet those needs. The Leonardtown Campus' Wellness and Aquatics Center opened in 2010, providing a swimming pool, therapeutic pool, expanded fitness center, and several fitness classrooms. The second Prince Frederick building will feature expanded fitness facilities.

The interconnectivity of campuses' telecommunications systems is an essential element in the regional college strategy. Services are increasingly being provided online. The ability of the college to centralize its systems and distribute its services will determine its ability to serve its customers' needs in the most efficient and effective manner. Through its Colleague system (Datatel), students can apply for admission, register for classes, and receive a multitude of other services. The college has increasingly used the capacity of Blackboard, an online course delivery system, to provide online courses and support services. Beginning in 2009-2010, all CSM courses had a Blackboard shell that permitted instructors to interact with their students and provide continued instruction/services should the campuses be shut down for long periods of time. The college also extensively utilizes its Polycom system to facilitate meetings on all three campuses, freeing

employees from having to travel to a particular campus for a meeting.

Library services are entirely dependent on the ability to share resources through telecommunications systems connecting the college's campuses. The facilities in Leonardtown and Prince Frederick are not intended to house large library collections, but rely on the LaPlata Campus library for most print materials and for the development and distribution of appropriate electronic databases.

A small number of programs continue to use compressed video to deliver instruction. These are primarily in the nursing and allied health areas.

### **Changing enrollment patterns/Technology effects on instruction**

The college has evolved to mount new programs only when there are jobs or demand. The process is very much data driven and involves a new Program Outlook Committee. Whenever possible, outside grants are sought to fund start-up/enhancement costs for costly academic programs.

The College of Southern Maryland has aggressively grown its distance education programs. While the delivery of telecourses has been phased out, the college continues to augment its robust online program. Online enrollment increases have been in the double digits each year for the past several years. Currently, the college offers thirteen programs completely online. This trend is projected to continue into the foreseeable future. The college is also complementing these online courses with web-hybrid approaches, in which approximately half of a course is offered in a traditional way and the other half is delivered online. This accommodates the needs and desires of students, while allowing the college to double the number of courses offered in a given classroom. A third approach is the web-enhanced and/or technology enhanced course. While the entire course is not offered over the web, the web is used to enhance the educational experience. This type of instruction requires that the classroom be technologically advanced and web-enabled and that students have access to computers outside of class periods so they can interact with peers and receive materials from the instructor.

### **Keeping up with the needs of our learners, faculty, and support personnel**

The college has been engaged in an ambitious program to expand and renovate its facilities in all three counties. The La Plata Campus has, or will have renovated every older building, with the exception of the Maintenance Building, Maryland Center for Environmental Training Building (TC) and Fine Arts Center (FA). The latter building did receive funding from Charles County in 2009 to replace its roof, renovate its rest rooms, and address HVAC problems. A more extensive renovation of the FA and TC buildings is planned in the future.

Since the last Master Facilities Plan, the Leonardtown Campus added three new buildings and parking spaces. The most dramatic changes have occurred to the Prince Frederick Campus, which moved from Broome's Island Road to Route 231 and has constructed a large flagship

building and funding has been secured to design and construct a second building. A total of five buildings are planned for this campus.

The college has had difficulty undertaking renovations because it lacked surge space. This was addressed in 2007 with the construction of the modular Campus Services Building (CS) that serves this function. When renovations are complete, this facility will be permanently used for other purposes.

The college's infrastructure has also been of concern. The forty-year old sewage treatment plant will be removed in 2011 and replaced by a pump station as the La Plata Campus taps into the Charles County sewage system. The technology infrastructure is beginning to show signs of having reached its capacity. In addition, the La Plata Campus has been incurring periodic electrical outages due to its aging electrical infrastructure. New roofs, lighting, repaving projects, new well, and updated telephone systems will be needed in the near future.

### **New space needs**

As a regional college, capital projects must be prioritized college-wide rather than by campus. Each project is evaluated for importance and the impact on student and community needs, as well as the resident county's ability to support the project. Because of an increasing amount of State capital funds, there has been little difficulty funding projects in all three counties.

Two major facilities issues need to be addressed in the near future. First, given the growth of expensive academic programs, the Board of Trustees has agreed, in principle, to a fourth or Central Campus. This campus would be sited in near the center of the region and would house two-three buildings, including the permanent Center for Trades and Energy Training, and possibly Allied Health and performing arts/broadcasting programs. Second, the Waldorf Center continually leases less than adequate space in Waldorf. A college-owned facility is needed that could be built to the specifications of the college and include a number of science labs, not currently housed at the Waldorf Center.

### **The Plan**

The following plan attempts to present in some detail the College of Southern Maryland's approach to assessing and addressing its current and projected facilities needs. It must be remembered that, in order for a community college to achieve its mission and effectively respond to community needs, it must remain flexible. While it is the intent of the college to construct facilities that are as flexible as possible, it is nearly impossible to accurately predict the impacts of a rapidly changing and increasingly complex environment.

