Message from the President

Strategies for Success 2015-2020 is the culmination of the efforts of many members of the Ocean County College community. This document articulates the ongoing evolution of Ocean County College’s mission and the strategies it is pursuing in service to the citizens of Ocean County. Our vision for 2020 describes a vibrant institution focusing on student success and providing and brokering a full spectrum of learning and development programs and services. Through aggressive partnerships and collaborations, we are reaching out to serve global audiences and bringing the best the world has to offer to Ocean County. By 2020, we will have become a new model for higher education in the 21st century.

Jon H. Larson, Ph.D.
President
Ocean County College

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*at the time of publication
Foreword

As Ocean County College celebrated its 50th anniversary in 2014, it embarked on a journey to transform itself into the Community College of the Future. The ensuing Strategies for Success, documented in this Strategic Plan, emerged from an intertwining of powerful planning concepts, including Kotter’s Process for Leading Change and the Baldridge Criteria for Performance Excellence. Presented in this document are eight interconnected strategies that will guide Ocean County College over the next five years and beyond. It was decided during the planning process to use action-oriented strategy to create and showcase the sense of urgency for action and organizational agility needed in this disruptive time in higher education. Whereas typical strategic plans frame goals as statements of intent, the goals, hereinafter referred to as strategies, developed for Ocean County College are process oriented. The figure below identifies the linkage between a typically structured ‘goal’ and currently used ‘strategy.’

Every year, refinements to this plan will be made in response to emergent trends and conditions. Annual budgets and action plans will be aligned with the strategies that will form a pattern of continuous and focused behavior over the five-year period. These actions will build the College’s capacity, elevate its performance, and change its culture. By 2020, Ocean County College will achieve the dramatic changes set forth in its 20/20 Vision and its goal of becoming the educational and cultural hub of Ocean County and a national leader in community college education.

To continue this success beyond 2020, OCC must combine visionary strategy, innovation, and performance excellence. The Board of Trustees is committed to pursuing these strategies consistently, but adaptively, in response to changing conditions. The College is also committed to the ongoing development of executives, faculty, staff, and other stakeholders to assure a firm foundation for excellence. This combination of adaptive consistency and enhanced operational structure will further strengthen Ocean County College’s capacity to provide the programmatic excellence the County so richly deserves and to achieve the financial strength necessary for abiding success.
The Continuation of Growth and Evolution at Ocean County College

Over the past fifty years, there have been many changes at Ocean County College. With each passing year, OCC’s campus has grown larger, its student population has increased, its program offerings have been enhanced, and its position in the community and academia has been elevated – it is now considered an institution to be admired and copied among its peers. But no matter what changes have taken place at OCC over the years, one thing has remained the same – a tradition of excellence and a commitment to provide the finest in higher education to the citizens of Ocean County.

Throughout the College’s history, student enrollment has grown steadily, from just 979 students in the fall of 1966 to 8,663 in the fall of 2015. The number of students graduating each year has increased substantially as well, from 208 graduates in 1968 to over 1,500 in 2015.

Always looking to the needs of students, OCC keeps a sharp eye on the current trends in education and on the up-and-coming job market, including local, national, and international trends. Today, OCC offers a full range of programs, services, and activities designed specifically to meet the diverse needs of its students.

OCC in 2015 offers AA, AS, and AAS degrees, along with certificate programs in nearly 50 areas of study; some programs are designed for students wishing to transfer to four-year institutions, while others are designed for those seeking immediate careers. OCC students can pursue part-time or full-time study with classes available days, evenings, and weekends. Students can also take advantage of online courses, in addition to the opportunity to study on the College’s Main Campus in Toms River, at OCC’s Southern Education Center in Manahawkin, and at 19 off-campus sites located throughout the county.

In addition to college credit programs, OCC provides a variety of noncredit Continuing and Professional Education courses and community events. Year-round activities, open to the public, include art exhibits, lectures, and musical and dramatic productions in the Jay and Linda Grunin Center Theatre and Gallery; planetarium shows in the Robert J. Novins Planetarium; and the opportunity to enjoy the Sambol-Citta Garden in the middle of the campus mall. The College also offers a broad range of noncredit community education courses, trips, seminars, and summer programs for children.

OCC’s Main Campus has seen its share of facilities growth over the years. During the first three phases of a four-phase construction plan, from 1966 through 1974, 11 major buildings were completed.

The 1980s and 1990s saw significant growth not only to the student population but to the campus as well with the construction of five new buildings. Another addition came in the form of the H. George Buckwald access road. Opened in April 1988 to relieve congestion, this road helps to maintain safety on College Drive.

As the College approached the new millennium, construction continued and the campus expanded to include 12 new structures between 2000 and 2011. Of note, in 2000, the OCC Southern Education Center in Manahawkin, which serves residents in the southern part of the county, became OCC’s permanent “off-campus” site.

Most recently, the Gateway Building, a joint venture between OCC and Kean University, opened in 2013. And with an eye toward the future, campus construction continues; 2016 saw the official opening of the Jon and Judith Larson Student Center and the addition of a much-needed third access road, West College Drive.

Responsive to national and international trends, OCC’s commitment to online learning and innovation continues to prove effective. OCC has developed partnerships with Ahram Canadian University (Egypt), The Arab Academy for Maritime Sciences and Transport (Egypt), IMI International (Morocco and Egypt), and Ain Shams University (Egypt). Expansion opportunities in the Middle East and Northern Africa regions abound and prove quite promising for the future of OCC as a global player in higher education.
The Planning Context for Ocean County College

American higher education is clearly entering a period of significant disruption. Greater expectations for affordability, learning achievement, accessibility, and accountability will pose significant challenges for every college and university. Institutions will thrive only if they identify, develop, and rapidly deploy innovative programs, processes, and practices to meet these elevated expectations.

These challenges are compounded by a decline in the number of high school graduates. In order to succeed in the face of these challenges, the College must understand and respond to the changing needs of its learners, improve student success, and identify innovative opportunities to serve new student populations, thereby generating new revenue streams. The good news is that these efforts are already underway at the College.

This Strategic Plan charts a new course for Ocean County College for the period 2015 to 2020 and beyond. It builds on programs, partnerships, and initiatives that will transform the College into an institution that thrives in a disrupted world. It will also strengthen the College’s achievement of financial vitality through growth, optimization of student success, and bold leadership.

The Planning Process

The planning process began in fall 2013 with Strategic Initiatives Inc. (SII) conducting an analysis of Ocean County College. This analysis resulted in the emergence of eight Strategies in the Initial Assessment and Strategy Report (December 2013). Over 150 members of the campus community worked collaboratively in the next stages of developing the plan with the President’s Leadership Team, the Strategies for Success Guiding Coalition, and seven strategy/action teams taking the lead on this effort.

The strategies were refined and extended in the Strategy Report (September 2014), which was largely the work product of the Strategy/Action Teams/Advisory Support Teams. Over the course of almost a year, these work products were extended and enhanced by the members of the President’s Leadership Team and their staff members to include actions, deadlines, and responsibilities as reflected in the Strategy Maps 2015-2020 (November 2015).
Mission Review

Incorporated into many planning processes is a review of the mission to ensure that it is aligned with the purpose of the institution. With the new strategies and path developed for Ocean County College, it was appropriate for the mission to be revised as part of the implementation of the plan. The mission review will incorporate the viewpoints of constituents that were involved in the development of the plan and will extend deeper into the community. It is anticipated that the mission review will launch in fall 2016.

Through the initial analysis of the institution and feedback from stakeholders, it is understood that the new mission for 20/20 will expand well beyond meeting the educational and developmental needs of the residents of Ocean County; in fact, the mission will include providing educational programs to learners nationally and globally.

Under this expanded mission, it is anticipated that the College will serve as a broker of degree and non-degree education offered by partner colleges and universities. The College will collaborate with private corporations, governments, and agencies to deliver these services in a financially sustainable manner, as well as generate revenue that supports the College’s mission to serve Ocean County. The College will also provide significant cultural programs to engage the community and enhance its quality of life.
Vision

Ocean County College will be the boldest, most creative, most innovative student-centered college in America.

Guiding Principles

To assure achievement of its anticipated expanded mission, Ocean County College is guided by the organizational principles listed below. They define the high regard the College holds for its employees, students, and other stakeholders. The Guiding Principles were developed and ratified by the Guiding Coalition and President’s Leadership Team. Effecting these principles will require a persistent commitment to organizational development to achieve a challenging, stimulating, and supportive work environment.

Ocean County College is Student-Focused: The success of our students is our priority.

**Proactive:** Vigorously seek new opportunities for the students in both existing and new markets using ingenuity and innovative thinking.

**Supportive:** Guide, coach, and mentor one another to provide the best possible experience for students and enable them to achieve their full potential.

**Communicative:** Articulate ideas and concerns, practice genuine listening before speaking, and maintain confidentiality when appropriate.

**Impartial:** Remain open-minded and engage new initiatives with optimism and enthusiasm.

**Positive:** Remain congenial, practice empathy, and have fun.

**Courageous:** Act with discipline to maintain accountability while pursuing decisions based on evidence and consensus.

**Collaborative:** Practice teamwork in all actions and decisions.

**Trustworthy:** Practice integrity and transparency in all actions.

**Accountable:** Commit to student success while delivering high performance and presenting results transparently.
2015-2020 Strategies for Success: Execution

Strategy #1: Craft and Execute Transformative Strategies

SUB-STRATEGIES

1.1 Shape a set of five-year strategies for the College that addresses the disruptive challenges before it.

1.2 Implement a comprehensive and effective project management approach to assure the successful execution of these strategies.

1.3 Develop a vigorous internal and external communications plan for the strategies.

1.4 Ensure that approved strategies and initiatives emerging from this process are funded in a timely and appropriate fashion.

1.5 Craft a campus master plan, driven by these strategies, to map the development of facilities.

1.6 Implement annual program review processes for academic and support programs to assess their performance and alignment with College strategies.

Strategy #2: Build Resilience through Innovation, Reinvention, and New Programs

SUB-STRATEGIES

2.1 Build a new organizational structure that will maximize the competitiveness of existing and future academic offerings and develop innovations that create new markets.

2.2 Discover new ways to develop and deliver face-to-face offerings to increase their attractiveness to existing and new stakeholders, enhance student learning and community service, and reduce costs.

2.3 Implement an e-Learning and Learning Enterprises structure that enables the College to develop and offer innovative offerings that ensure its leadership in academic, service, and support programs for current and new stakeholders.

2.4 Incorporate new developments into existing face-to-face and e-Learning and Learning Enterprises offerings, where appropriate, to ensure the long-term market strength and relevance of the College. These include but are not limited to developments in technology and pedagogy.

Strategy #3: Strengthen Leadership at All Levels

SUB-STRATEGIES

3.1 Define a succession plan and develop a Leadership Academy to assure the continuing development of Ocean’s leaders at all levels.

3.2 Improve the current annual employee assessment process and enhance leadership capacity at each organizational level.

3.3 Improve socialization within the OCC community through multiple mechanisms.
Strategy #4: Understand and Meet the Needs of Stakeholders

SUB-STRATEGIES

4.1 Identify the College’s current and potential stakeholders and develop the capacity to learn and understand their true learning and service needs.

4.2 Apply best practices in researching and responding to stakeholder needs, developing new and creative approaches for meeting those needs, and marketing those programs to the stakeholder groups for which they were designed.

4.3 Undertake a coordinated initiative to ensure that all Ocean employees know and respond to the needs of the stakeholders they serve, with the goal of building a strong culture of stakeholder focus and responsiveness at Ocean County College.

Strategy #5: Create a Highly-Effective, Challenging, Supportive and Sustainable Work Environment

SUB-STRATEGIES

5.1 Acquire the capacities necessary to build an employee base with the mix of faculty and staff talents needed to become a national leader in community college education.

5.2 Deploy a fair and equitable compensation and classification structure that will enable the College to reward its employees for individual and team performance and address emerging human resource requirements.

5.3 Pursue the ultimate goal of investing four percent of the total budget in human resources training and professional development, with resources targeted on development needs that will benefit the College and its stakeholders.

5.4 Build and implement programs and opportunities for College employee socializing and communicating.
Strategy #6: Leverage Collaboration, Partnership, and Sharing

SUB-STRATEGIES

6.1 Forge strong partnerships with other educational institutions, governmental agencies, and for-profit organizations that will leverage Ocean’s capacity to serve current and new stakeholders.

6.2 Deploy shared services agreements involving partnerships with service providers and with several small community colleges in the Mid-Atlantic region.

6.3 Operate international e-Learning partnerships with institutions worldwide, enriching the College culturally and financially.

6.4 Leverage existing and emerging internal resources to expand partnerships.
Strategy #7: Continuously Improve Learning Support Processes and Practices

SUB-STRATEGIES

7.1 Create a handbook for continuous improvement and a handbook for innovative re-engineering, as well as establish a Continuous Improvement program at OCC.

7.2 Initiate and support major cross-functional initiatives to achieve breakthrough performance for the College, which includes addressing the challenges of student success from recruitment to graduation.

Strategy #8: Leverage Information and Results

SUB-STRATEGIES

8.1 Utilize analytics to understand the national marketplace, national competitors, and College performance in online course delivery and, where possible, face-to-face and onsite/online course delivery.

8.2 Invest in OCC’s data, information, analytics, warehousing, and reporting capacities so they will match those of institutions that are best-in-class and provide the College with the information for decision making that it needs to become a national leader in community college education.

8.3 Achieve much greater performance from data and information platforms/services, making Ocean an exemplar among its peers.

8.4 Elevate the role of OCC’s institutional research office in data governance, stewardship, quality assurance, and analysis relating to institutional effectiveness, resulting in consistent definitions and considerably improved utilization of data.

8.5 Increase access to information, achieving “analytics” for employees at all levels and eliminating the need for assistance from information technology, institutional research, and the Controller’s Office for simple data queries, standard reports, and simple analysis. More complex applications of statistical analyses, extrapolations, forecasts, and predictive analytics may still require expert assistance.
Commitment to Transformation

The framework used to build *Strategies for Success* emphasizes the importance of crafting *transformative* strategies that build the interconnected leadership and operational excellence strengths of the institution; it also shifts the culture to leverage information and results more effectively to shape decision making. Although visionary strategies, effective leadership, and a profound commitment to meeting stakeholder needs are critical, institutions like Ocean County College need more to succeed in disruptive times. They must also fundamentally create a more supportive and challenging work environment, investing in its employees; foster new levels of collaboration, partnership, and sharing; and improve learning support processes to new levels of excellence. This model will focus attention on these key elements, measuring and acting on results, with an understanding of how they interact.

The College is driven to ensure continuous quality improvement; Strategy Maps will consistently be reviewed and updated by Strategy Leaders. In addition, the Guiding Coalition will review the progress on reaching institutional targets on a quarterly basis and will communicate this progress to the campus community, President’s Leadership Team, and the Board of Trustees. It is through this commitment and dedication that Ocean County College will transform itself into the community college of the future.
Participants in the Charting Our New Course and Strategies for Success Process

*Charting Our New Course* and developing *Strategies for Success* has utilized a combination of top-down and bottom-up planning that has engaged Ocean County College’s formal organizational structure and a matrix structure of Guiding Coalitions, Teams, and Working Groups.

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- Joseph E. Teichman

**President’s Leadership Team (PLT)**
- Jon Larson
- Carol Brown
- Sara Winchester
- Jianping Wang
- Allison King
- Richard Strada
- Pat Fenn
- Leslie Cohen
- Norma Betz
- Hatem Akl
- Matthew Kennedy
- Jeff Harmon
- Sabrina Mathues
- Alexa Beshara
- Connie Bello
- Tracey Donaldson

**Project Management, Logistics, and Support**
- Jeff Harmon
- Sabrina Mathues
- Alexa Beshara
- Dorothy LaPosa
- Connie Bello

**Strategic Initiatives**
- Don Norris
- Tim Gilmour

The Guiding Coalition, Strategy Action Teams, and Supporting Working Groups were organized according to the structure established to create Strategies for Performance Excellence and Success.
GUIDING COALITIONS, STRATEGY ACTION TEAMS, SUPPORTING WORKING GROUPS

Guiding Coalition
(Responsible for Strategy #1)
Alexa Beshara
Erica Carboy
Rebecca Feiler-White
Cynthia Hammer
Jeff Harmon
Andrea Hrehovcik
Ed Kissling
Jon Larson
Pat Leahey
Al Longo
Bill Marshall
Sabrina Mathues
Sean O'Leary
Joe Passiment
Susan Perchiacca
Anna Regan
Laura Rickards
Bill Rickert
Kevin Smith
Sydney Stroman
Kathy Vanone
Tracy Walsh
Evan Williamson
Sara Winchester

Strategy Action
Team #2
Jianping Wang
Allison King
Carol Brown
Anna Regan
AJ Trump

Strategy Action
Team #3
Matthew Kennedy
Jon Larson
Donna Carbone
Karen Papakonstantinou
Joe Passiment
Kevin Smith
Tracy Walsh
Andrew Lazarchick
Andreaa DiLorenzo
Erica Carboy
Maureen Reustle

Advisory Support
Team #3
Laura Baker
Patricia Chirco
Eugene de Silva
Jim Vasslides
Gale Wayman
Frances Yahia
Robert Marchie

Strategy Action
Team #4
Pat Fenn
Pat Leahey
Marc LaBella
Maureen Alexander
Maureen Conlon
Cynthia Hammer
Rebecca Feiler-White
Ann Feneis
Henry Jackson
Jason Ghibesi
Jan Kirsten
Lynn Kenneally

Advisory Support
Team #4
Arthur Chikofsky
Lori Crimmins
Samuel Dickey
Mary Judge
Kathleen Mullen
Donna Rosinski-Kauz
Karen Sieben
Eileen Burdge
Cristo Leon

Strategy Action
Team #5
Sara Winchester
Mary Fennessy
Sabreena Joynes
Johanna Fastige
Laura Rickards
Mary Landolfi
Eric Daniels
Sydney Stroman
Eric Antonelli
Lisa Hussain
Lindsay Antoniuc

Advisory Support
Team #5
Nanci Carmody
Cara DiMeo
Susan Ebeling-Witte
Terri Ivory-Brown
Dorothy LaPosa
Joanne Padron
Megan Springsted
Juliana Springsted
(continued)
GUIDING COALITIONS, STRATEGY ACTION TEAMS, SUPPORTING WORKING GROUPS

(continued from p. 17)

Strategy Action Team #6
Sabrina Mathues
Bill Marshall
Allison King
Michael Forcella
Eileen Schilling
Sean O’Leary
Debra Touhey
Maysa Hayward
Veronica Guevara-Lovgren
Susan O’Connor

Strategy Action Team #7
Norma Betz
Bill Rickert
Renate Pustiak
Debra Pfaff
Elise Barocas
Eileen Buckle
Susan Perchicaccia
Jacqueline Chinappi
Kristen Miller
Jose Olivares
Andrea Hrehovcik
Laura Giacobbe
Ed Tafaro

Strategy Action Team #8
Rich Yankosky
Hatem Akl
Jeff Harmon
Mary Morley
Megan Contreras-Campana
Jennifer Kelemen
Mary Troy
Kathy Vanone
Ashley Drysdale
Sheenah Hartigan
Aaron Nielsen
Kevin Perrino

Advisory Support Team #6
Angel Camilo
Yvonne Doval
Stanton Hales
Betsy Hyle
Ronald Karpe
Richard Varenick

Advisory Support Team #7
Katie Grofik
Jeffrey Kurz
Kathleen Mohr
Kathryn Pandolpho
Nicole Scerbo

Advisory Support Team #8
Lauren Dix
Joseph Pelkey
Christine O’Neill
Maria Tchaplygin
Karen Walzer
Sandra Williams
Samuel Zahran