

2019-  
2022

# Academic Master Plan

**OCEAN COUNTY COLLEGE**

Approved: April 25, 2019

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## Background

The Academic Master Plan from 2012-2016 focused on a simple strategy: “Ocean County College graduates will demonstrate competencies in skills associated with the college’s General Education core goals while successfully completing course program requirements in their chosen curriculum.” While the core requirements dictated by the state are clearly relevant and a major part of outcomes assessment and Middle State accreditation, the former plan lacked a clear and direct connection to the new strategic/master plan for the College that was developed in 2015. When this process occurred, a new mission, values, and strategies for success were created.

During 2012-2016, there were significant accomplishments across the campus. Some highlights include:

- Developmental Education Accelerated Learning Programs (ALP) in Math and English
- Development of new programs based on the Guided Pathway models
- Development of the Student Success Seminar
- Creation of robust college readiness programs throughout Ocean County high schools
- Reaccreditation of the Nursing Program by the Accredited Commission for Education in Nursing (ACEN) from 2016 through 2024
- Increase of online learning offerings and international course offerings and programs
- Creation of student showcases and awards for honors students
- Implementation of a new Learning Management System (Canvas) and an early warning system
- Application of a new General Education assessment process
- Development of the Faculty Center for Excellence, Creativity, and Innovation
- Restructuring of the Global Education Committee and Travel Abroad Initiatives
- Facilities enhancement for the Nursing Program

The College underwent a new planning cycle, beginning with an analysis of OCC in fall 2013 by Strategic Initiatives, Inc. This analysis resulted in recommended strategies that were refined by over 150 members of the campus community, including students, faculty, staff, administrators, and community members. The work was developed into the College’s strategic plan, Strategies for Success, which was implemented in 2015. Along with a new plan, the College undertook a review of its mission and vision and created new guiding principles. The Academic Master Plan incorporates strategies from the overall strategic plan with an emphasis on Strategy #2: Build Resilience through Innovation, Reinvention, and New Programs.

## Academic Principles

Aligned with the College’s new mission, vision, and guiding principles and building upon the priorities that were established in Strategies for Success and the State of New Jersey’s accrediting bodies, the principles guiding the plan for academics at OCC include the following:

- Understanding the best learning experiences for students
- Improvement of student success in academics based on delivery and assessment
- Creating a supportive environment for teaching and learning excellence
- Maintaining a process for reviewing present programs while scanning and forecasting future needs
- Identifying internal and external stakeholders

# Goals

Based on meetings with the various stakeholders within academics, the following arose as major areas and were developed into the Academic Master Plan goals for the future:

1. Build on Strategic Planning Documents to Establish Priorities (charts in specific units reflect how each unit's objectives align with the Strategies for Success)
2. Improve Academic Student Success
  - a. Create innovative delivery systems
  - b. Assess instructional technology
  - c. Understand learners
  - d. Develop faculty and staff
3. Deliver Innovative Curricula Programs and Assess Current Programs
  - a. Create new programs and certificates
  - b. Mirror the Guided Pathways model for students
  - c. Assess current courses and programs
4. Enhance Academic Support Systems
  - a. Maximize the support functionality of the Center for Student Success
  - b. Maximize the support functionality of the Library
5. Develop New and Enhance Current Partnerships
  - a. Articulations with four-year higher education institutions
  - b. Articulations with high schools and Ocean County Vocational Technical Schools
  - c. College Readiness Program in local high schools
  - d. Other external organizational partnerships

## **Goal 1. Build on Strategic Planning Documents to Establish Priorities**

There are several areas in Ocean County College's strategic planning documents that directly or indirectly relate to the Academic Master Plan. Strategy #2, Build Resilience through Innovation, Reinvention, and New Programs, is the primary strategy associated with Academic Affairs because it relates to curriculum, learning, delivery, and the market strength of academic programs. Strategy #4, Understand and Meet the Needs of Stakeholders, is also a key strategy for Academic Affairs because this strategy is about understanding the "true learning and service needs" for all stakeholders in the College and wider community. As far as employment and professional development, Academic Affairs also taps into Strategy #5, Create a Highly Effective, Challenging, Supportive, and Sustainable Work Environment. Next, Strategy #6, Leverage Collaboration, Partnership, and Sharing, relates to several of the initiatives in Academic Affairs, including articulation agreements with educational institutions, governmental agencies, and for-profit organizations. All employees in Academic Affairs continuously work with various areas around campus, most frequently with Student Affairs, which ties Academic Affairs to initiatives set forth in Strategy #7, Continuously Improve Learning Support Processes and Practices. Academic Affairs is especially responsive to student success practices. First in the index, the various units in Academic Affairs are represented, including their missions and goals, and the specific strategies to which those goals connect are mapped.

## **Goal 2. Improve Academic Student Success**

Objective a. Create Innovative Delivery Systems

- Reinvent current programs
- Create innovative online and hybrid offerings
- Increase embedded courses
- Expand dual enrollment programs
- Offer international courses
- Incorporate new educational technologies

Objective b. Assess Instructional Technology

- Use OCC's Learning Management System (Canvas) to its full potential
- Provide training for less used functions in Canvas
- Assess usage of various functions/tools, such as communications, grading, postings, attendance, video, links, and attachments
- Review and update software for placement tests, and software for students with accommodations
- Review and update workstations, the smart board, and Perkins-funded iPads for Supplemental Instruction
- Assess library subject guide pages, research guides, and databases for their impact on the campus community

Objective c. Understand Learners

- Analyze data from various student support departments and campus-wide committees to understand target groups of students

- Analyze various data points from Institutional Research to reflect on student patterns in retention, graduation, and student success
- Use the data to create best practice methods in academic divisions in the Center for Student Success

Objective d. Provide Faculty Development

- Enhance offerings in the Faculty Center for Excellence, Creativity, and Innovation
- Enhance programmatic workshops and speakers from the Instruction Committee and Developmental Education Committee
- Increase activities at the Adjunct and Lecturer Institutes
- Develop faculty-based Human Resources employee development programs, particularly with technology
- Support professional development activities off campus, such as conferences, institutes, and retreats
- Use technology to bring webinars or speakers to campus

### **Goal 3. Deliver Innovative Curricula Programs and Assess Current Programs**

Objective a. Create New Programs and Certificates

- Research the market viability for new programs
- Consider the connections between non-credit and credit-based programs
- Develop both transfer and vocational programs
- Identify pathways from non-credit to certificate to degree programs to jobs or transfer

Objective b. Mirror the Guided Pathways Model for Students

- Establish clear roadmaps to students' end goals that include articulated learning outcomes and direct connections to the requirements for further education and career advancement
- Incorporate intake processes that help students clarify goals for college and careers
- Offer on-ramps to programs of study designed to facilitate access for students with developmental education needs
- Embed advising, progress tracking, feedback, and support throughout a student's educational journey

(Jenkins & Choo, 2014; Bailey, Jagers, & Jenkins, 2015)

Objective c. Assess Current Courses and Programs

- Evaluate all programs and certificates
- Evaluate the General Education course objectives
- Evaluate the most enrolled courses in each academic school
- Utilize the Learning Assessment Committee to its full potential

Please see the index for a list of Current Programs, New Programs, and Certificates

## **Goal 4. Enhance Academic Support Systems**

Objective a. Maximize the Support Functionality in the Center for Student Success

- Reinvent testing practices for Math and English, and expand academic coaching before testing
- Obtain data to assess the success rates of the Student Success Seminar and gather faculty input regarding best practices
- Create more student awareness and access to the Center for Disabilities' latest technologies
- Revitalize the tutoring center and continue innovative tutoring practices with Math, English, Philosophy, Science, American Sign Language, and Accounting

Objective b. Maximize the Support Functionality in the Library

- Support curriculum through highlighting the use of library resources and practices of Information Literacy
- Provide access to quality information
- Increase efficient inter-library loans
- Provide individual reference instruction with a librarian

## **Goal 5. Develop New and Enhance Current Partnerships**

Objective a. Consider Articulations with Four-Year Higher Education Institutions

- Retain current articulations with four-year higher educational institutions
- Create new articulations based on new programs and priorities

Objective b. Continue to Articulate with Ocean County High Schools and Ocean County Vocational Technical Schools

- Revise articulations to reflect current curriculum and programs
- Revise articulations to include embedded programs
- Create new articulations for dual enrollment programs

Objective c. College Readiness Program in Local High Schools

- Create more opportunities for students to enhance math, reading, and writing skills
- Create more embedded opportunities for students
- Create degree programs at College Academies

Objective d. Other External Organizational Partnerships

- Revitalize existing partnerships
- Create new articulations focused on AAS degree/ job training programs

Please see the index for a listing of all current articulations.

# Index 1: Mission and Goals of Academic Units

## School of Arts and Humanities

### Mission and Goals

Mission	<p>The mission of the School of Arts and Humanities is to offer comprehensive academic programs in various disciplines related to the Arts and Humanities, to foster an environment conducive to quality instruction and successful learning, and to empower everyone involved in the enterprise of student success.</p>			
Goals (may extend to additional numbers if needed)	Summary			
	A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success	
	1	Support the launch of the Guided Pathways initiative with curriculum alignments in all programs in the Arts and Humanities.	3.a-c	2.2
	2	Improve the successful completion of necessary writing and reading remediation within the shortest possible time.	2.a-d; 3.c; 4.a; 5c	2.2, 2.4; 4.1
	3	Collaborate with high school academies on embedded courses and dual enrollment.	5.b, c	6.1
	4	Enhance the assessment practices within the school, including course level, program level, and general education assessment.	2.b; 3.c	4.2; 8.2
	5	Continue to cultivate a civil, productive, and engaging environment for instruction for full-time and adjunct faculty.	2.d	4.2; 5.3
	6 Develop new articulation agreements with four-year institutions for programs	5.a	6.1	

	within the Arts and Humanities.		
7	Expand the process of infusing global perspectives across Arts and Humanities curricula in order to better prepare students as engaged and global citizens.	3.a, c	2.2

## School of Business and Social Sciences

### Mission and Goals

Mission	<p>The mission of the School of Business and Social Sciences is to provide high quality academic instruction, advisement, and enrichment activities that inspire success in students across all School disciplines, as well as to establish a presence as a community leader through innovative educational and cultural programming.</p>			
	Summary			
Goals (may extend to additional numbers if needed)	A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success	
	1	In conformance with practices of assessment and accountability, continue the processes of course and program reviews through faculty engagement, and implement core recommendations.	3.c	4.1
	2	Work with faculty, business leaders, and community officials in developing and revising programs to increase enrollment and meet job market needs, such as data analytics, psychology, and social work.	3.a, 3.b	2.2
	3	Actively seek out articulation opportunities with senior institutions for degree programs, especially those that are newly developed.	5.a	6.1
	4	Collaborate on a New Jersey educational pilot program and pursue an A.A. degree in Education.	3.a, 3b	2.2; 6.1
	5	Develop business option programs, such as global supply chain management,	3.a, 3.b	2.2

	and assess their viability as stand-alone programs.		
6	Increase internship/externship opportunities across all schools on campus by transitioning leadership to Career Services.	2.a, 2.c	4.2
7	Provide laboratory opportunities for students to maximize their skill levels in the business and criminal justice areas.	2.a, 2.c	4.2
8	Support the initiatives of the Government Institute in offering quality programming for the on-campus and local community.	2.a; 5.d	6.1
9	Maintain FESHE and NASAC accreditations for fire science and addictions programs, respectively.	2.a; 3.a	2.4
10	Expand study-abroad opportunities and training for faculty trip leaders.	2.a	2.1; 4.2

## School of Science, Technology, Engineering, and Mathematics

Mission and Goals				
Mission	The School of STEM's mission is for STEM faculty and staff to provide and support the delivery of high quality, relevant, and emerging STEM courses, academic certificates, and associate degree programs to Ocean County learners in their pursuit of achieving their academic goals.			
	Summary:			
Goals (may extend to additional numbers if needed)		A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success
	1	Review STEM certificates and associate degrees with academic and industry stakeholders to meet current transfer and employment needs.	2.a-c; 3.b	2.4
	2	Seek and encourage participation in professional development opportunities for full-time and adjunct faculty.	2.d	5.3
	3	Review and revise course content, prerequisites, learning objectives, and integrated assessments to meet current trends and transferability.	2.b; 3.a,c	7.2
	4	Expand the number of county public and private high school partners for STEM activities and articulations through high school embedded courses and Jump Start students.	5.b	6.1

	5	Review and revise as needed the selection of approved Mathematics courses and Mathematics course tracks.	2.a	7.2
	6	Review and revise as needed the selection of approved Engineering courses and programs in Engineering disciplines with an emphasis on NJIT-OCC partnership.	5.a	6.1
	7	Develop A.S. degrees in Biology and Chemistry to assist students with transferring to Four-year institution for science and professional career goals.	3.a	2.1
	8	Explore and develop as needed cross-disciplinary certificate and associate degree programs with other departments outside of STEM.	2.a; 3.a	7.2
	9	Adopt the Cisco Networking Academy to provide support to Computer Science emerging topics.	3a	2.1
	10	Develop proficiency training for adjuncts and new hires within STEM institute tracks.	2.d	5.3
	11	Develop certificates that will lead to A.S degrees in Cybersecurity, Data Management, Cloud Computing, and Mechatronics.	3.a	2.4

## School of Nursing and Health Sciences

<b>Mission and Goals</b>	
Mission	<p>The mission of the School of Nursing and Health Sciences is to provide students with an education that uses holistic patient assessment to establish therapeutic interventions for individuals across the life span. Critical thinking is the basis of the nursing process and is essential to the roles of provider of care, manager of care, and member of the profession. The faculty strives to provide a caring teacher/learner relationship, which is sensitive to the unique and diverse nature of the individual, including faculty/student and nurse/client. This relationship promotes a collaborative educational environment, with broad-based student support, which increases student engagement. The program incorporates a multi-cultural approach toward teaching the value of health maintenance and wellness. Students learn to manage care through delegation of tasks and use of advanced technology. Legal and ethical principles guide the practice of the nurse. The school ensures a full assessment of student learning and provides for competency-based performance criteria to prepare graduates for entry-level positions in nursing. The program supports mutually beneficial partnerships which offer opportunities for educational enrichment. The concept of life-long learning, essential to professional nursing behaviors, is emphasized throughout the program, including continuing education as well as matriculation toward advanced degrees.</p>

Goals (may extend to additional numbers if needed)	<p>Although the School of Nursing and Health Sciences has offerings outside those that are nursing-specific, those offerings are limited. The school seeks to develop them further, but, for now, the primary purpose of the school is to educate students to be Registered Nurses (RN's). The Nursing Program goals are based on the Educational Competencies for Graduates of Associate Degree Programs as identified by the National League for Nursing. Core components are those elements essential to the work of the entry-level registered nurse and include: (a) providing safe, quality care to individuals, families, groups, and the community; (b) practicing legally and ethically based on the scope and standards of practice; (c) engaging in continuous professional education; and (d) advocating for quality health care. Upon completion of the Ocean County College Nursing Program, the graduate will be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate holistic patient assessment across the life span.</li> <li>2. Implement caring behaviors and interventions based on principles of liberal arts and science as well as the science of nursing across a variety of settings.</li> <li>3. Communicate effectively with patients, families, and groups in collaboration with other health care professionals.</li> <li>4. Demonstrate critical thinking in effective clinical decision-making through the nursing process across the wellness continuum.</li> <li>5. Teach patients to maintain health promotion and wellness within a holistic context.</li> <li>6. Organize holistic patient care along the health wellness continuum meeting diverse multicultural needs.</li> </ol>
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	<p>7. Participate in the team approach to deliver holistic client-focused care across a variety of settings.</p> <p>8. Manage care for diverse groups of patients through effective use of delegation, evolving technology, and resources.</p> <p>9. Adhere to legal and ethical principles that guide professional nursing practice and ongoing professional development.</p>		
	A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success
1	Maintain passing score on licensure examination.	2.a-d	2.1.1
2	Maintain program completion rates.	2. a-d	2.1.1
3	Maintain job placement rates following completion of the program.	2. a-d	2.1.1
4	Improve informative and summative testing by demonstrating increasing complexity and linkages to course objectives and program outcomes.	2.a-d	4.2
5	Partnership with four-year institution to develop a BSN program.	5.a	6.1.1, 6.1.2
6	Partnership with four-year institution for Exercise Science Program.	5.a	6.1.2
7	Investigate potential new healthcare offerings in collaboration with clinical affiliates.	3.a; 5.d	6.1.3, 6.2.2

	8	Develop articulation with CPE to advance new health science degree.	3.a	2.1.1
	9	Submit self-study report to the NJ Board of Nursing to obtain re-accreditation status.	3.c	2.1.1

# The Center for Student Success

## Mission and Goals

Mission	<p>The Center for Student Success (CSS) promotes academic excellence and student engagement with special focus on first-year students. CSS services empower students to take an active and collaborative role in pursuit of life-long learning and career preparedness. These services include college readiness, testing, college success course, mentoring, tutoring, supplemental instruction, ESL support, peer programs, and disability services. The CSS fosters a culture of community and intentional learning.</p>			
	<p>Summary: Academic Support Services</p>			
Goals (may extend to additional numbers if needed)		A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success
	1	Collaborate with and provide outreach to faculty, student cohorts, and other College constituents to provide academic support.	2.a,d; 4.a	1.6; 4.2, 4.3; 5.1; 7.2
	2	Continue to offer, review, and revise the College Success Seminar (STSC).	2.a,b,d; 3.b; 4.a	1.6, 2.2,4; 4.2; 8.1
	3	Provide secure, confidential, and state-of-the-art test administration for students and the community.	2.a, 4.a	6.1; 8.1,3
	4	Provide disability services that promote equity and accessibility in educational opportunities.	2.a, 2.c, 4.a	1.6; 4.1-3; 8.1,2
	5	Continue to provide training and other professional development opportunities for professional tutors, peer tutors, and mentors.	2.a, 2.c	1.6; 4.2, 4.3; 8.1, 8.3

6	Continue to provide Academic Coaching services.	2.a,c	4.1-3; 7.2; 8.3
7	Continue to provide orientation and professional development for faculty/lecturers who teach the College Success Seminar (STSC).	2.d	1.6; 4.2,3; 7.2; 8.1,3
8	Identify, obtain, provide, and facilitate the use of adaptive technologies to ensure inclusion and enhanced learning.	2.a,c,d	1.6; 2.2,3; 4.1-3; 7.2; 8.3
9	Continue to educate and encourage the use of Universal Design strategies in the learning process.	2.a,c,d	2.2; 4.1-3; 7.2
10	Continue the identification of and encouragement to attend relevant CSS professional development and training opportunities.	2.d, 4.a	1.6; 4.2, 3
11	Continue the pilot and implementation of the Transition to College Program.	2.a-c, 3.a, 4.a	4.1, 2; 6.1, 6.4; 8.3
12	Revise and pilot STSC EWS system, including Drop out Detective technology.	2.a-c, 4a	2.4; 4.1-3; 8.1,3,5
13	Comprehensive review of staff job titles and descriptions due to expansion of responsibilities and functions.	2.d, 3.c., 4.a	3.2; 4.3; 5.2; 7.2

# College Readiness

## Mission and Goals

Mission	Strengthen all county-wide K-12 partnerships and initiatives related to college and career readiness development.		
	Summary		
Goals (may extend to additional numbers if needed)	A.A. Area Goals	Overall Academic Plan	Connection to Strategies for Success
	<p>1 College Readiness Now – Goal: Develop programs that integrate students approaching college-ready status with college-ready students using evidence-based approaches. College Readiness Now focuses on college readiness but allows for a college credit component. The two primary approaches in the development of students’ college and career readiness skills are:</p> <ol style="list-style-type: none"> <li>1. Traditional College Readiness Program. This includes Summer Bridge, boot camps, or semester-long programs and only serves students who are not yet college ready.</li> <li>2. Accelerated Learning Program (ALP). Students who are not yet college ready enroll in a college credit-bearing course while also being provided with additional supports.</li> </ol>	2.a,c, 3.a-c, 4.a,b, 5.b,c	2.2-4; 4.1-3; 6.1,2,4; 7.1, 2; 8.1, 4

	<p>2 Teacher Professional Development – Goal: Help CRN Academic Coaches enhance the quality of their instruction in a 21<sup>st</sup> century learning environment through professional development workshops that focus on literacy development strategies; incorporate Critical Thinking concepts and tools into the delivery of their CRN transition courses; recommend how to use Accuplacer scores and the NROC diagnostics scores to promote college- and career-readiness skills.</p>	<p>2a,b,d; 3a,b,c; 5b,c</p>	
	<p>3 School Consortium Partnerships – Goal: Encourage collaboration, coordination, and communication among OCC departments and Ocean County schools through STEM Prep, High School for the Arts, Bridge Project, and other related events. Contests are a recruiting technique to encourage students to attend OCC, and, through new presentation modes, they promote educational excellence in county schools.</p> <p>A. Ocean County School Consortium  1. High School to OCC Articulation and beyond  2. STEM Academy programs – STEM@OCC, IEE Engineering Day, Teen Arts</p> <p>B. College Readiness Now Program – Early testing on the Accuplacer (11<sup>th</sup> and 12<sup>th</sup> graders) program to identify skills and interventions needed prior to entering OCC.</p> <p>C. Dual Enrollment/College Academy – Statewide partnership to encourage high school students to take college courses or enroll in full degree program while in high school (Jump Start).</p>	<p>2a, c; 3,a-c; 5b,c</p>	<p>2.2-4; 4.1-3; 6.1,2,4; 7.1,2</p>
	<p>4 High School for the Arts – Enhance high school arts programs by partnering with the New Jersey Council for the Arts to offer one-day-a-week arts curriculum to gifted and talented high school students for college credit and expand partnerships with all Ocean County School Districts. Also partnering with</p>	<p>2.a,c; 3.a-c; 5b,c</p>	

	the OCVTS: Performing Arts Academy in the development and implementation of an Early College program.		
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# Library

## Mission and Goals

<p>Mission</p>	<p>The mission of the OCC Library is to support and enhance the curriculum and programs of the College by providing relevant information resources, information literacy instruction, and services to OCC stakeholders.</p>			
<p>Goals (may extend to additional numbers if needed)</p>	<p>The goals of the OCC Library reflect the aims of the Ocean County College Strategies for Success, 2015-2020 Strategic Plan. Specifically, the Library strives to teach and support learners in discovering and analyzing information and to demonstrate critical thinking and problem-solving skills.</p>			
	<p>A.A. Area Goals</p>	<p>Overall Academic Plan</p>	<p>Connection to Strategies for Success</p>	
	<p>1</p>	<p>Support the teaching and learning needs of faculty and students through data analysis and discovery.</p>	<p>2.a-d; 4.b; 5bc</p>	<p>2.2; 2.4</p>
	<p>2</p>	<p>Teach users to discover and critically evaluate information.</p>	<p>2.a-c; 4b; 5.b, c</p>	<p>4.1-3</p>
	<p>3</p>	<p>Build and preserve access to pertinent collections of information resources.</p>	<p>2.a-d; 3.c; 5,b,c</p>	<p>2.2; 4.1-3</p>
	<p>4</p>	<p>Create supportive and dynamic physical and virtual environments for study, teaching, and learning.</p>	<p>2.a-c; 4.b; 5.b-c</p>	<p>2.4, 4.1-3; 6.4; 7.2</p>
	<p>5</p>	<p>Collaborate with faculty and staff to develop and promote enriching student learning opportunities.</p>	<p>2.a-d; 3.b; 4.b; 5.b,c</p>	<p>4.1-3; 6.4</p>
	<p>6</p>	<p>Advance local, national, and international library and information initiatives.</p>	<p>2.a-d; 4.b; 5.b,c</p>	<p>2.2; 4.1-3; 5.1, 4; 6.1,4; 7.2</p>
<p>7</p>	<p>Develop and support the expertise, commitment, and innovative spirits of Library faculty and staff.</p>	<p>2.a-d; 4.b; 5.b,c</p>	<p>3.1,3; 4.1-3; 5.1,4; 7.2</p>	

# **Ocean County College 2015-2020 Strategies for Success**

## **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.