How Integrated Planning, Strategy and Partnerships Can Drive Engaged, Innovative Learning Enterprises

Tim Gilmour, Moderator and Discussion Leader
Principal, Strategic Initiatives, Inc.

SCUP 2019 Annual Conference
Seattle Convention Center
July 15, 2019

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We Begin with a Simple Thesis (See Handout)…

- We are currently living in an **Age of Accelerations,** as described by Thomas Friedman in **_Thank You for Being Late_** (2016).

- These accelerations require the emergence of a new generation of learning enterprises that is more **engaged and innovative** than anything we have seen before. They will change the dynamics of work, learning and living.

- **Integrated Strategy, Planning and Partnerships** are required to vision, strategize, plan, and achieve these engaged, innovative learning enterprises.

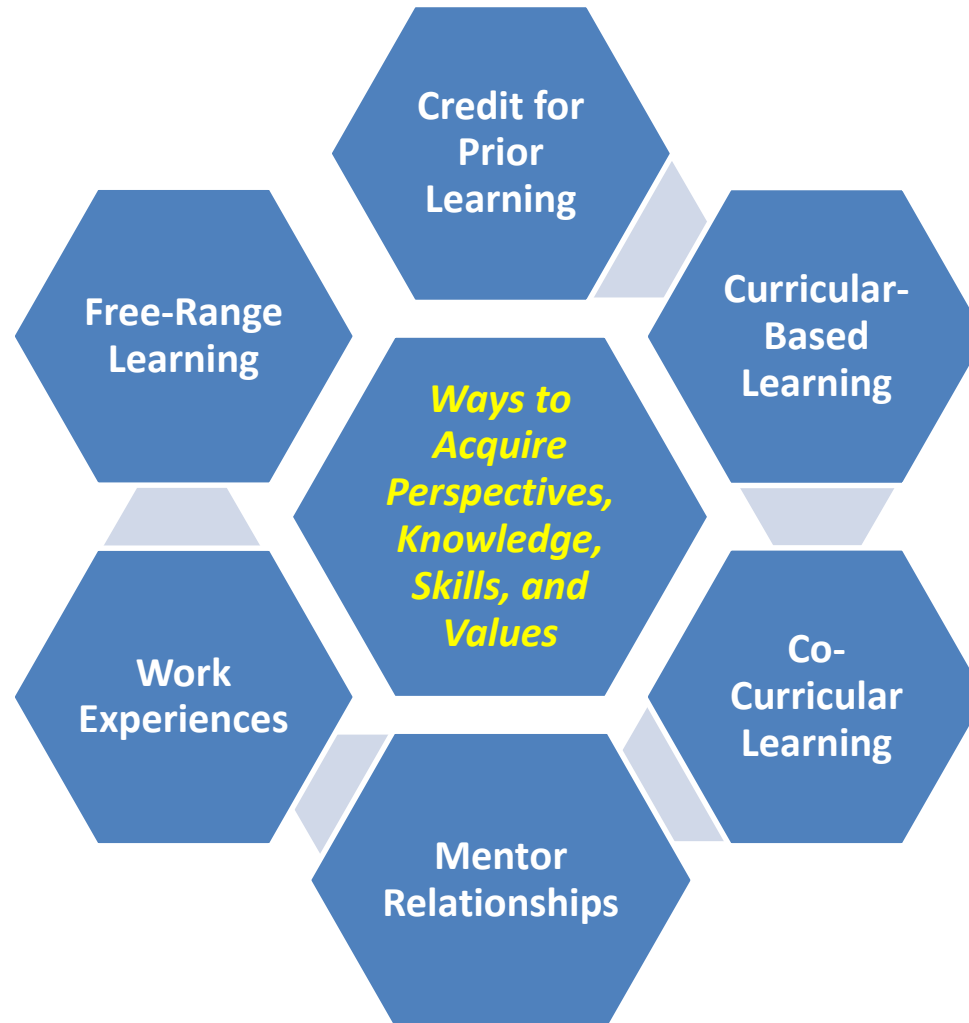| Technology, Globalization and Climate Change	Accelerating the Pace of Change and Adaptation	Changing the Dynamics of Learning, Work and Living in the 21st Century

Engaged, Innovative Learning Enterprises

- Meet the dramatically changing value expectations of learners, employers and society by providing a **full portfolio of learner experiences** that:

    - ✓ Simultaneously improve existing practices and invent new ones that provide a concurrent range of choices to learners;
    - ✓ Include "free-range learning," "knowledge on demand," and emerging workforce knowledge marketplaces, all as part of the mix;"
    - ✓ Open up learning and development experiences and the campus itself;
    - ✓ Aggressively innovate to extend current offerings and transform institutional business models; and
    - ✓ Forge relationships with new collaborators, partners, and competitors.

- The following slide portrays the diverse and inclusive portfolio of experiences that learners will demand.

The Full Portfolio of Learner Experiences

Credit for Prior Learning

Curricular-Based Learning

Free-Range Learning

Ways to Acquire Perspectives, Knowledge, Skills, and Values

Work Experiences

Co-Curricular Learning

Mentor Relationships

Agenda for Session

- We will hear from two institutions--Ocean County College and the New Jersey Institute of Technology (NJIT)—whose strategies and trajectories meet the definition of engaged, innovative learning enterprises, defined in our white paper.

- A summary of and link to the white paper provided in handout.

- Ocean County and NJIT think strategically and act much differently than their peers. Will talk about how they have made their collaboration work and explore the fruits of these labors. Both believe as President Joel Bloom puts it, "What got us here won't get us there."

- Strategic Initiatives has been honored to work closely with Ocean County College as it has reimagined its mission and is progressing to realize it.   We are all excited about the huge potential that their partnership with NJIT brings to both institutions.

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Session Outcomes and Approach

At the end of our session, attendees should be able to:

1. Help reshape integrated planning/strategy crafting processes to dramatically re-imagine mission, vision, strategies, business models, best practices, and partnerships and collaboration.

2. Use strategies, plans, and/or implementation to achieve greater levels of engagement, innovation, entrepreneurship, and collaboration.

3. Support the establishment and nurturing of solid, multi-faceted partnerships with like-minded leaders.

4. Evaluate, refine, and evolve partnerships and collaborations to achieve transformative stretch goals.

I will serve as the moderator and discussion leader for this conversation. 20 minutes at the end of the session is reserved for conversation with the audience.

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Developing and Nurturing an Entrepreneurial Mindset in an Engaged & Innovative Learning Enterprise at Ocean County College

Joe Konopka, Vice President for Academic Affairs
Ocean County College

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About Ocean County College

- Located in Toms River, NJ and founded in 1966
- Student enrollment of 8,176 as of fall 2018.
- Offers AA, AS, and AAS degrees, along with certificate programs in nearly 50 areas of study
- Offers online programs in various disciplines
- Offers Continuing and Professional Education courses and certificates
- Kean University, in partnership with OCC, has a branch campus in Toms River, NJ, offering programs in business, technology and healthcare
- H. Hovnanian Health Sciences Building opened in 2018

- Partnerships with Ahram Canadian University (Egypt), The Arab Academy (Egypt), IMI International (Morocco and Egypt), and Ain Shams University (Egypt)

How Did OCC Begin the Entrepreneurial Journey?

- Strategies were defined by the President's Leadership Team (PLT), the Guiding Coalition, and seven strategy teams

- Over 150 members of the campus community took part in this strategy development effort

- Strategic Initiatives Inc. (SII) developed an initial Assessment and Strategy Report in December, 2013

- The strategies were then refined and extended in the Strategy Report in September, 2014

- Members of the PLT and their staff developed deadlines and responsibilities for the plan in November, 2015

Mission Statement

Ocean County College, an innovative academic leader, provides affordable, student-centered, high quality educational experiences that prepare and empower diverse learners to contribute to and succeed in global societies. OCC invests in and fosters academic, economic, and cultural excellence and ensures financial strength by generating new revenue streams, engaging in national and international university and corporate partnerships, and cultivating a technologically progressive and entrepreneurial spirit.

Vision Statement

Ocean County College will be the boldest, most creative, most innovative student-centered college in America and, by pioneering community college education internationally, will be a new prototype for global education.

Guiding Principles

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

Strategy #1   Craft and Execute Transformative Strategies

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

Strategy #3   Strengthen Leadership at All Levels

Strategy #4   Understand and Meet the Needs of Stakeholders

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

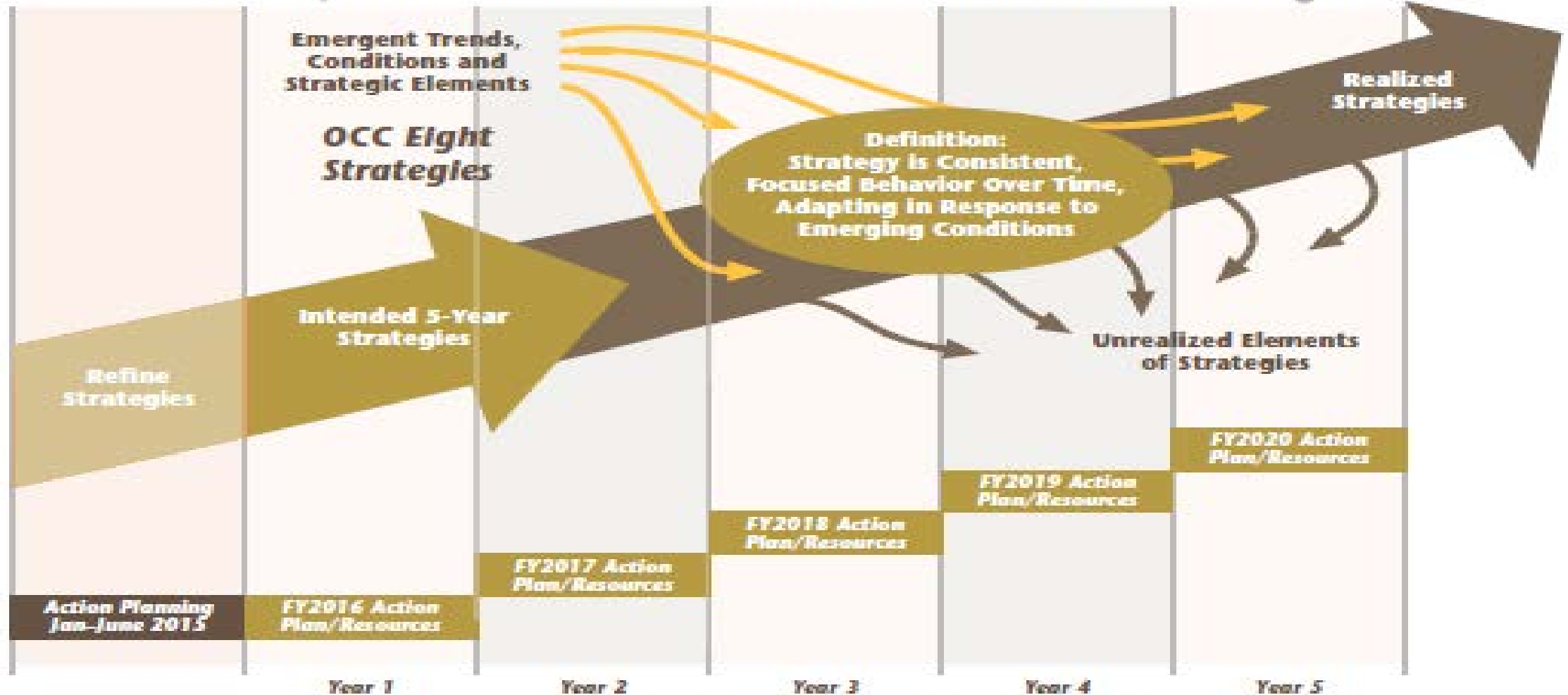**Strategy #6**   Leverage Collaboration, Partnership, and Sharing

Strategy #7   Continuously Improve Learning Support Processes and Practices

Strategy #8   Leverage Information and Results

How Does OCC Continue the Entrepreneurial Journey?

Annual, Continuous Refinement in Elements of Strategies

Emergent Trends, Conditions and Strategic Elements

OCC Eight Strategies

Definition: Strategy is Consistent, Focused Behavior Over Time, Adapting in Response to Emerging Conditions

Realized Strategies

Intended 5-Year Strategies

Refine Strategies

Unrealized Elements of Strategies

FY2020 Action Plan/Resources

FY2019 Action Plan/Resources

FY2018 Action Plan/Resources

FY2017 Action Plan/Resources

Action Planning Jan–June 2015

FY2016 Action Plan/Resources

Year 1   Year 2   Year 3   Year 4   Year 5

OCC Strategies and Annual Action Plans/Budgets

Strategic Plan
Iterative planning cycle

Advisory Groups

Board of Trustees

Strategic Plan

Executive Team

External Partners
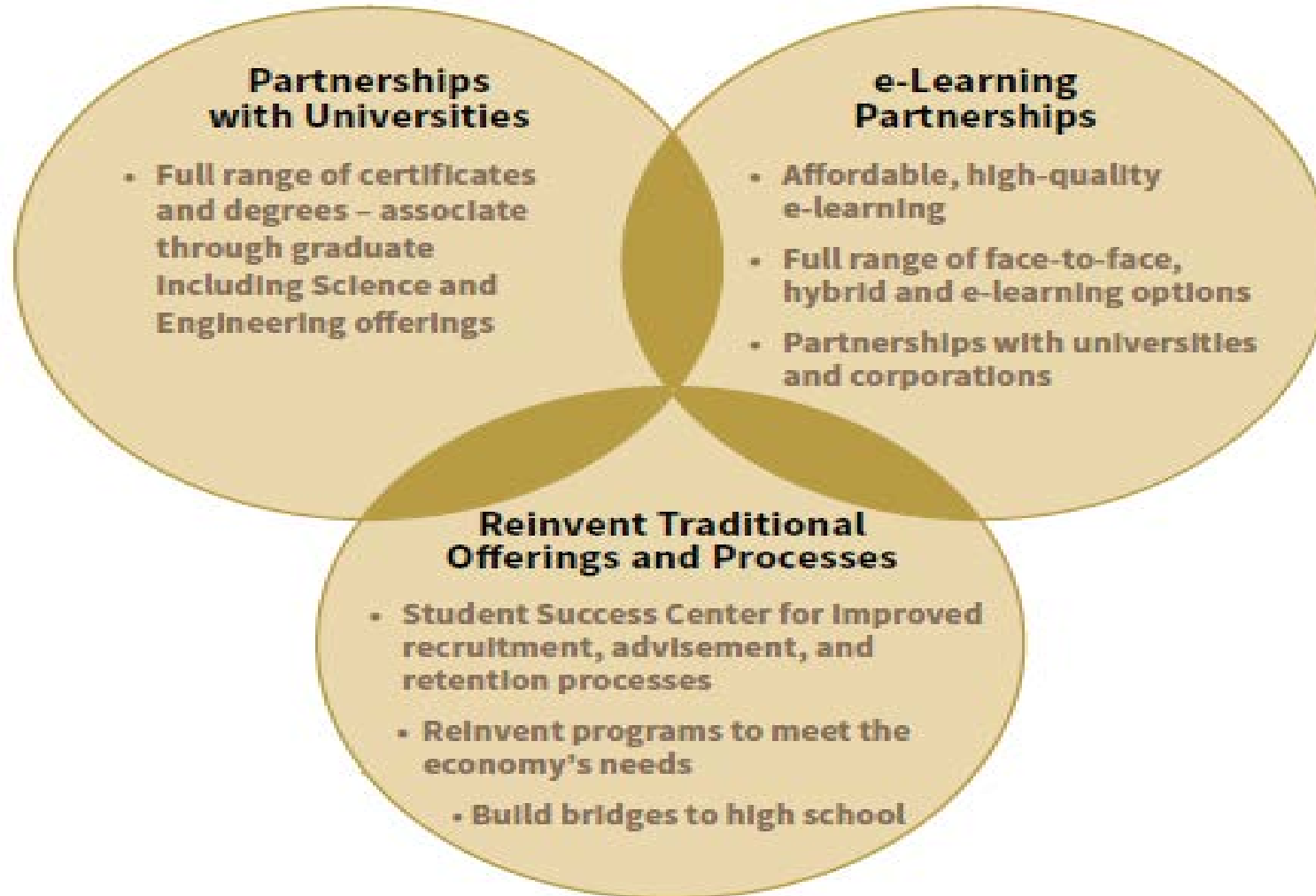
Guiding Coalition

SketchBubble

Board of Trustees Update

- ***Develop new academic programs***
  - AS in Computer Science, Cyber and Information Security option
  - AS in Business, Supply Chain Management option
  - AA in Digital Mass Media

- ***Develop new academic partnerships***
  - New Jersey Institute of Technology
  - Kean University
  - Montclair State University

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

Innovation, Reinvention, and New Programs

Partnerships with Universities

- Full range of certificates and degrees – associate through graduate including Science and Engineering offerings

e-Learning Partnerships

- Affordable, high-quality e-learning
- Full range of face-to-face, hybrid and e-learning options
- Partnerships with universities and corporations

Reinvent Traditional Offerings and Processes

- Student Success Center for improved recruitment, advisement, and retention processes
- Reinvent programs to meet the economy's needs
- Build bridges to high school

Campus Update for Colloquium
School of Business and Social Sciences - Data Analytics Program

Modules within Business Courses

CPE Courses and/or Business Courses

Business Certificate

AS /AAS Degrees

Example: Predictive Analytics

CHURN rate

% of customers who leave a supplier during a particular time frame

# of new customers must exceed churn rate => growth

MASTERY BADGES

- IBM Business Intelligence Analyst

-Predictive Analytics Modeler

-Business Process Analyst

Data Analytics Certificate

AAS Data Analytics
OR
AS Business –
Option: Data Analytics

BUSINESS INTELLIGENCE ANALYSTS
- Use data to inform decision-making process and provide recommendations to businesses
- On average, BIA's earn $70,000-$90,000 annually

SOURCE: Forbes, May 9, 2018

NJIT/OCC Entrepreneurial Partnership

- IBM program in Data Analytics
- Applied Engineering Technology program with Ocean County Vocational Technical School
- Center for STEM
- Community College in Egypt
- NJ Innovation Institute for Healthcare

Egyptian Entrepreneurial Activities

- English as a Second Language (ESL) training for various government entities

- In partnership with 14 Egyptian Universities, three-year plan developed for offering academic programs in Egypt

- Phase 1 includes academic programs offered at four universities for the 2019-2020 academic year as follows:
  - Digital Web Marketing
  - Graphic Arts, Design and Media
  - Forensic Accounting and Fraud Examination
  - Hotel Recreation Tourism Management
  - Mechatronics Engineering Technology

Other Entrepreneurial Initiatives at OCC

- NJ Center for School Success
- "Reggie" the ro(bot)
- Innovation Institute
- Performing Arts Academy
- Degree Apprenticeship Programs
- Bloomberg Lab

OCEAN COUNTY COLLEGE

Strategy, Planning, Collaboration and Innovation at NJIT

Joel S. Bloom
President, NJIT

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Preparing students to become leaders in the 21ˢᵗ-Century

Founded in 1881 as Newark Technical School

7 Colleges and Schools
- Albert Dorman Honors College
- Newark College of Engineering
- School of Applied Engineering and Technology
- Ying Wu College of Computing
- Martin Tuchman School of Management
- Hillier College of Architecture and Design
- College of Sciences and Liberal Arts

60,000+ hours of community service per year

$2.8 billion annual economic impact on New Jersey

11,600+ students

Now one of the leading polytechnic research universities in the U.S.

NJIT Overview

#1 nationally for student upward economic mobility, according to Forbes

4-pronged mission:
- Education
- Research
- Community service
- Economic Development

NJIT Overview

12% increase in applications

Top 20 nationally for graduating minority engineers

Average high school GPA of 3.58 (3.9 for Honors)

3 job offers in hand by graduation

Average SAT of 1288 (1475 for Honors)

Education and Workforce Preparation

NJIT conducts $162 million in applied research annually, solving real-world problems.

Carnegie R1 Classification is the highest ranking possible for university research activity.

NJIT, Princeton and Rutgers are the only R1 universities in New Jersey.

NJIT Research

The New Jersey Innovation Institute is NJIT's portal to partnership with industry and government, generating more than $80 million in annual revenue with a 17:1 multiplier effect on the economy.

Examples of Work:
- **New Jersey Healthcare Information Network**
- **National Aviation Research and Technology Park**
- **Smart Cities**
- **Cell and Gene Therapy**

Economic Development

Incubating

Our startup incubation program provides the resources and support a business needs to thrive. Our network of advisors, mentors, and industry leaders will help you get started. Get your company traction and sales, while getting prepared for investment.

Coworking

Do you have a startup company and need a place to get started? Our co-working space can help. We're more than just cheap space, we provide the innovative culture modern offices need to thrive.
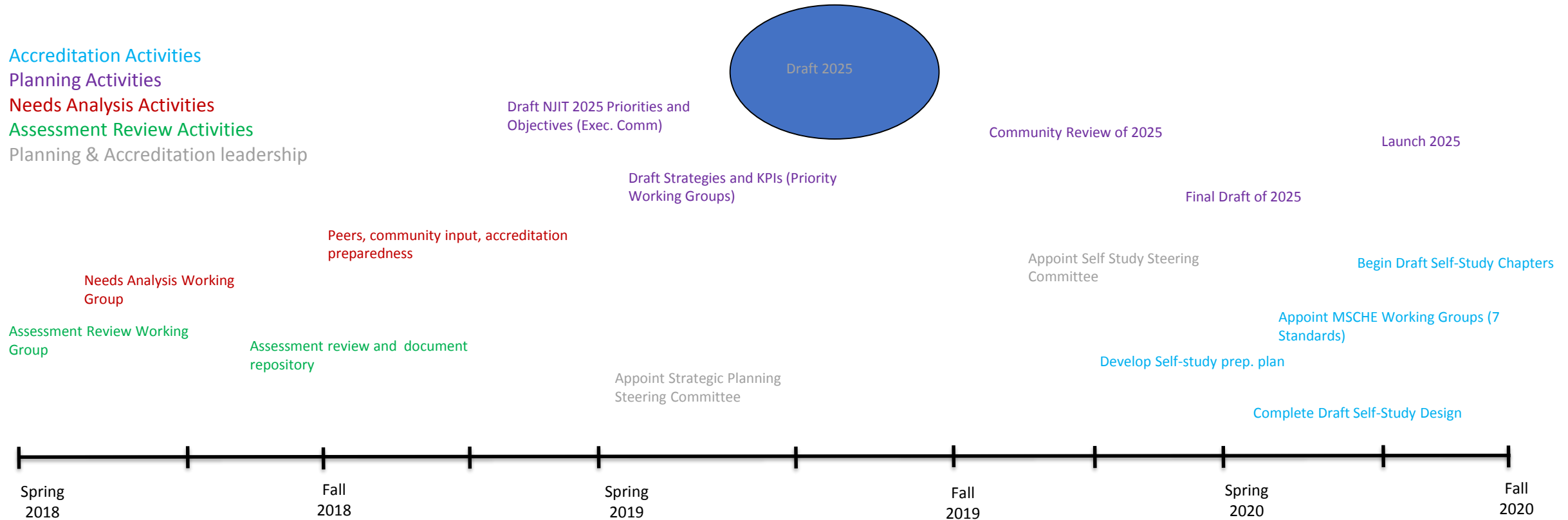
Private Office Space

VentureLink proudly hosts 90,000 square feet of private office space. Whether your company is just getting started or growing predictably, we have the right space for your needs.

Currently home to 62 client companies that range from biotech to access authorization to cyber security to audio/video technology

Economic Development

Strategic Planning & Accreditation Timeline

Accreditation Activities
Planning Activities
Needs Analysis Activities
Assessment Review Activities
Planning & Accreditation leadership

Draft NJIT 2025 Priorities and Objectives (Exec. Comm)

Draft 2025

Community Review of 2025

Launch 2025

Draft Strategies and KPIs (Priority Working Groups)

Final Draft of 2025

Peers, community input, accreditation preparedness

Appoint Self Study Steering Committee

Begin Draft Self-Study Chapters

Needs Analysis Working Group

Assessment Review Working Group

Assessment review and document repository

Appoint MSCHE Working Groups (7 Standards)

Develop Self-study prep. plan

Appoint Strategic Planning Steering Committee

Complete Draft Self-Study Design

| Spring 2018 | | Fall 2018 | | Spring 2019 | | Fall 2019 | | Spring 2020 | | Fall 2020 |

Timeline 2018-2020

Learning from *2020 Strategic Plan for 2025*

Key accomplishments

- Applications/Enrollment—exceeded expectations for freshmen applications and achieved enrollment targets
- Student Profile—freshmen profile continues to improve
- Research and Scholarly Productivity—externally funded research and awards grew beyond all expectations
- Faculty Renewal—completed an ambitious faculty hiring plan
- R1 Classification by Carnegie—reflects NJIT & NJII synergy
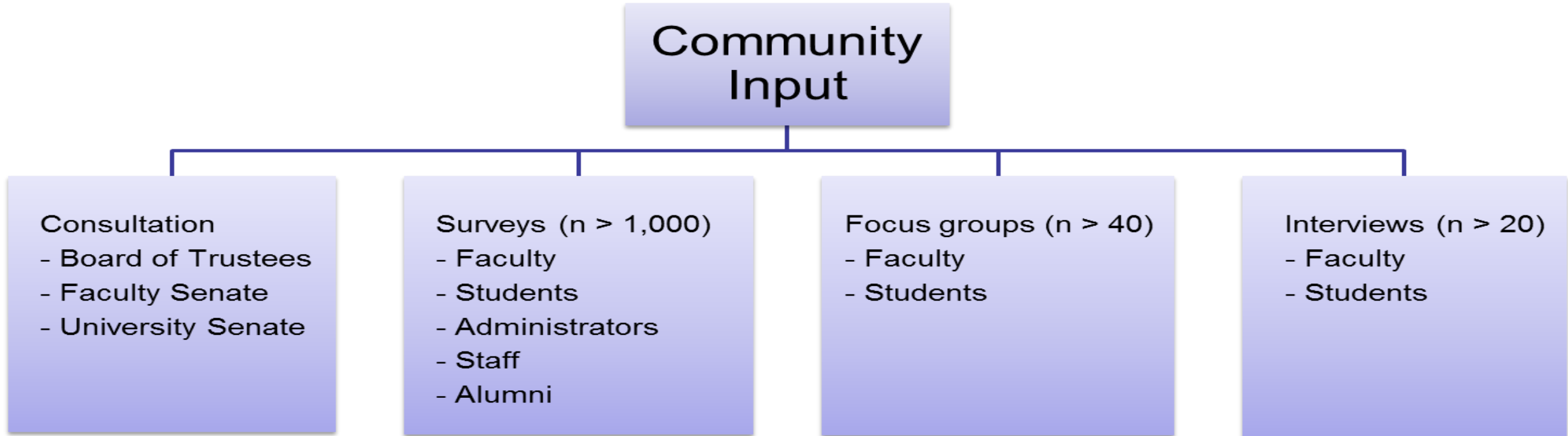
More work remains

- Diversity—some gains but fell short on important targets
- Facilities/Technology—satisfaction not improved despite significant investment
- Recognition—inconsistent with accomplishments

Process

A community process with open discussions where all voices are heard

1. Develop new peers list and review best practices
2. Update Vision, Mission, and Core Values
3. Draft priorities and objectives to guide plan development
   - Propose ambitious and cost-effective strategies
   - Identify rigorous and quantitative KPIs

Community Input

Community Input

Consultation
- Board of Trustees
- Faculty Senate
- University Senate

Surveys (n > 1,000)
- Faculty
- Students
- Administrators
- Staff
- Alumni

Focus groups (n > 40)
- Faculty
- Students

Interviews (n > 20)
- Faculty
- Students

An Articulated System of Higher Education Partnering with Ocean County College (OCC)

1. Joint Articulation Agreement (Transfer& Reverse Transfer)

- Engineering
- Engineering Technology
- Computer Science
- Other Majors

2.MOU- NJIT, OCC & Tatweer MISR, (Developer, P3)

- Tatweer-Turn Key Campus
- OCC- Lower Division, Training
- NJIT- Upper Division, Post Baccalaureate, Economic Development

Questions and Conversations about "What Works?"