

EXHIBIT A

EXHIBIT A



BOARD OF TRUSTEES Business/Finance Committee Agenda Items

To: Board of Trustees
From: Office of the President
Date: December 1, 2010

The following Finance Committee items are recommended to the Ocean County College Board of Trustees for approval at its meeting on **December 6, 2010:**

1. Recommend acceptance of the statement of income and expenditures as of October 31, 2010 (**Exhibit A-1**)
2. Recommend review of the Ocean County College Restructuring Plan and Reduction in Force developed in response to the resolution adopted by the Board of Trustees on November 6, 2010, which declared a financial emergency at Ocean County College in FY 2012; a recommendation for formal action will be presented at the December 10, 2010, Board meeting (**Exhibit A-2**)
3. Recommend that the following contracts be awarded:
 - a. For the purchase of a cooling tower for the Combines Heat and Power Plant (**Exhibit A-3**)
4. Recommend adoption of resolutions to award the following contracts:
 - a. For the fifth year of a five-year agreement for maintenance service on the fuel cell (**Exhibit A-4**)
 - b. For the purchase of furniture for the Health Science Building (**Exhibit A-5**)
 - c. For the purchase of computer anti-virus software for campus-wide use (**Exhibit A-6**)
 - d. For the purchase of Apple computers for the Technology Building (**Exhibit A-7**)

5. Recommend that the following contracts be amended:
 - a. An additional \$19,960, for a maximum of \$114,960, to Assessment Technologies Institute, Overland Park, Kansas, for additional pre-nursing tests for the Nursing Department and Continuing and Professional Education (contract originally awarded at the June 28, 2010, Board meeting) **(Exhibit A-8)**
 - b. An additional \$7,375, for a maximum total of \$72,680, to GoPrint Systems, Inc., San Ramon, California, for the purchase of hardware and software for the print/cost recovery system installation at the Southern Education Center (contract originally awarded at the September 21, 2009, Board meeting) **(Exhibit A-9)**
6. Recommend approval of the sale on the Internet of Ocean County College surplus property through GovDeals, which holds the State Division of Purchase and Property Internet Auctions contract **(Exhibit A-10)**
7. Recommend acceptance of a \$368,868 Carl D. Perkins Career and Technical Education grant award from the New Jersey Department of Education for the purpose of developing more fully the academic, career, and technical skills of Ocean County College students through instruction, equipment and supplies, professional development, student travel, and tutoring, with the emphasis for this funding cycle on those Career Clusters that support workforce development, economic development, and stakeholder partnerships. Project Manager: Ms. Mary A. Burke, Associate Professor of Computer Studies. Funding Cycle: July 1, 2010, through June 30, 2011.

EXHIBIT A-1

EXHIBIT A

OCEAN COUNTY COLLEGE

STATEMENT OF CURRENT EXPENDITURES FY 2010-2011
For the Period Ending October 31, 2010 (not audited)

| | ACTUAL | ENCUMBRANCES | TOTAL | Amended FY11 Sept. 27, 2010 BUDGET | (OVER) UNDER BUDGET | % BUDGET |
|-----------------------|-------------------|--------------|-------------------|--|---------------------------|---------------|
| REVENUE: | | | | | | |
| Tuition & Fees | 17,858,780 | | 17,858,780 | 35,066,047 | 17,207,267 | 50.93% |
| State Appropriation | 2,557,836 | | 2,557,836 | 7,676,506 | 5,118,670 | 33.32% |
| County Appropriation | 3,800,065 | | 3,800,065 | 15,200,259 | 11,400,194 | 25.00% |
| Miscellaneous | 97,147 | | 97,147 | 826,754 | 729,607 | 11.75% |
| Other | 0 | | 0 | 0 | 0 | 0.00% |
| Total Revenue: | 24,313,828 | | 24,313,828 | 58,769,566 | 34,455,738 | 41.37% |

EXPENDITURES:

| | | | | | | |
|----------------------------|-------------------|------------------|-------------------|-------------------|-------------------|---------------|
| Instruction | 4,721,808 | 825,207 | 5,547,015 | 19,402,929 | 13,855,914 | 28.59% |
| Academic Support | 2,690,120 | 249,231 | 2,939,351 | 10,456,124 | 7,516,773 | 28.11% |
| Student Services | 1,451,453 | 85,600 | 1,537,053 | 5,339,264 | 3,802,211 | 28.79% |
| Institutional Support | 4,898,515 | 2,603,350 | 7,501,865 | 11,490,070 | 3,988,205 | 65.29% |
| Plant Maint-Opr. | 2,573,428 | 4,403,026 | 6,976,454 | 9,699,045 | 2,722,591 | 71.93% |
| Scholarships | 260,773 | 0 | 260,773 | 382,134 | 121,361 | 68.24% |
| Debt Service | 419,505 | 0 | 419,505 | 2,000,000 | 1,580,495 | 20.98% |
| Total Expenditures: | 17,015,602 | 8,166,414 | 25,182,016 | 58,769,566 | 33,587,550 | 42.85% |

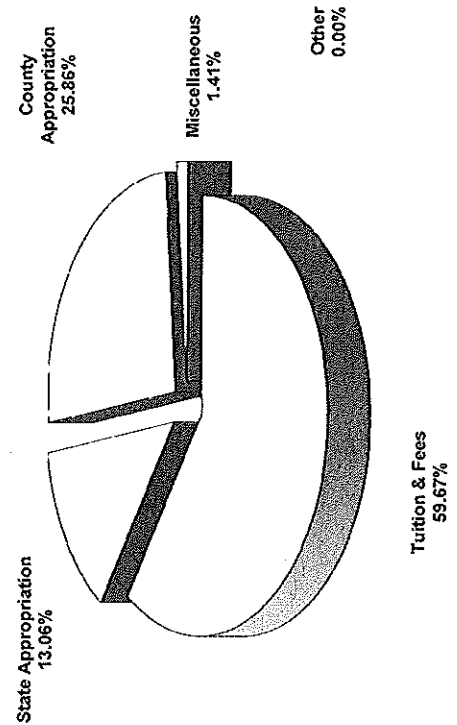
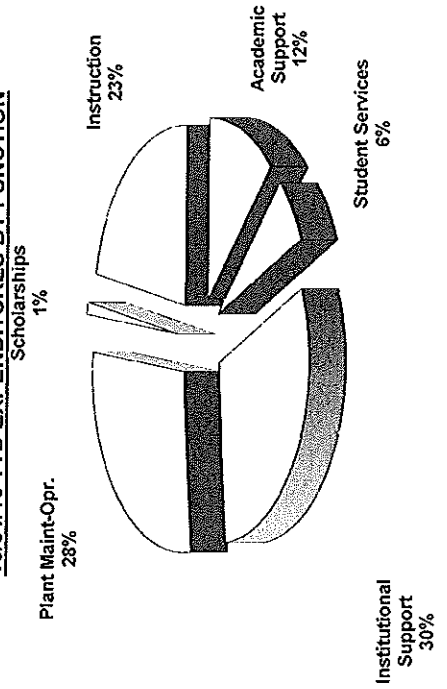
FY 2011 BUDGET REVENUE SOURCES**10/31/10 YTD EXPENDITURES BY FUNCTION**

EXHIBIT A-2

OCEAN COUNTY COLLEGE

Restructuring Plan 2010

OCC Values

- The freedom of intellectual pursuit
- A commitment to multiple teaching-learning styles
- An open-door environment with accessible faculty and staff
- A respect and an appreciation for cultural diversity
- A climate of civility and courtesy
- A family spirit in an intellectual community
- A collaborative, creative, and team-spirited approach to leadership
- The highest personal and institutional integrity
- The highest standards of professional commitment

OFFICE OF THE PRESIDENT

Dr. Jon H. Larson
President
Ocean County College
Toms River, NJ

www.ocean.edu/effectiveness.htm



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OFFICE OF THE PRESIDENT

RESTRUCTURING PLAN

November 29, 2010

This plan has been developed by the Ocean County College leadership:

In response to the Board of Trustees' Resolution of Financial Emergency adopted at its November 8, 2010, meeting;

In response to changing economic circumstances challenging our nation and the State of New Jersey, which are facing stresses and threats to financial, housing, and employment markets not seen since the Great Depression;

In light of the impact of those economic and demographic constraints on Ocean County's economy;

In order to strengthen the ability of Ocean County College to grow and sustain the highest standards of quality as an academic institution during a period of unprecedented impacts from transformational technologies on the delivery of learning and operations of higher education institutions;

And, in a broadly-based, college-wide community effort, to reorganize and reform the institution and reaffirm its mission and approach to serving the citizens of Ocean County;

The following RESTRUCTURING PLAN is presented to the Board of Trustees as a comprehensive and thoughtfully developed program to address the challenges we face and to take advantage of the opportunities they present to improve and grow Ocean County College as it pursues the goal of remaining one of the nation's premier community colleges.

OCEAN COUNTY COLLEGE RESTRUCTURING PLAN

November 29, 2010

EXECUTIVE SUMMARY

Faced with an unprecedented economic and financial challenge, Ocean County College has elected to address the issues posed by the current financial crisis facing the nation, the State, and the College as an opportunity to restructure, reform, renew, re-energize, and reinvigorate the institution. As we review the circumstances we face, our commitment is to see in them the opportunities they offer as well as the challenges they pose.

Thus, the OCEAN COUNTY COLLEGE RESTRUCTURING PLAN (herein, The Plan) will focus on both the ways in which Ocean County College can benefit from strategic thinking about its approach to its mission as well as upon cost containment, productivity, reorganization, and short-term steps to reduce expenses through a reduction in force and reallocation of personnel within the organization.

Accordingly, The Plan addresses the projected FY 2012 funding shortfall and the long-term operational health of our institution:

- The Plan defines several new programs and initiatives through which the College believes it can enhance revenue to supplement or replace the short-term reductions in funding from traditional governmental sources.
- The Plan identifies several areas in which technological change has made the customary approaches to delivery of services to students no longer necessary or entirely obsolete and thus prime candidates for elimination or substantial change.
- The Plan proposes a comprehensive program to develop and serve new student enrollment markets and to utilize electronic delivery systems fully in a state-of-the-art Distance Learning program which will enhance productivity, improve student learning outcomes, and broaden the geographic reach of the College

within the guidelines of our degree-granting charter and the strictures of the College's regional accrediting agency, the Middle States Commission on Higher Education.

- The Plan encourages a continuation of the development of a leadership transition program through a succession plan that will provide a continuance of the commitment to excellence the College has pursued over its 45 year history.
- The Plan identifies several specific necessary steps for immediately addressing the pressing financial emergency posed by reductions in State aid, County aid, and student enrollment in FY 2012.
- The Plan has been reviewed by the College's Affirmative Action Officer, who has prepared an analysis, specifically of the affected personnel, and has concluded that no affirmative action violations exist. While a significant number of female and older employees are included in the reduction in force, they are not in disproportionate numbers to the total work force. The rationale for each reduction in force has been strictly due to the nature of the position in relationship to the financial emergency and not to any individual holding the position.

Affirmative Action Data Restructuring Plan

| Employee Group | Females | Males | Post-RIF Females | Post-RIF Males | % Change Female/Male | Race/ Balance | Age/ Balance | Average Age |
|------------------|---------|--------|------------------|----------------|----------------------|---------------|--------------|-------------|
| FPA | 70.83% | 29.16% | 69.04% | 30.95% | 2% | No impact | No impact | 52F/46M |
| M/T | 63.38% | 39.66% | 63.23% | 36.67% | 1% | No impact | No impact | 51F/45M |
| Administrators | 62% | 38% | 62.50% | 37.50% | 0.50% | No impact | No impact | 52F/55M |
| SSA | 63.86% | 36.13% | 62.28% | 37.71% | 2% | 1% | No impact | 54F/52M |
| Total Population | 186 | 89 | 173 | 86 | 5.80% | 0.50% | No impact | 52F/50M |

Note: This table does not reflect transfers of personnel from RIF positions.

To define the imminent financial problem, The Plan first identifies the planning process used (Introduction) and then examines the College's financial challenges in the broader economic context of national, State, County, and Ocean County College's service region to establish the general background for the actions being proposed (Chapter 1).

Next, The Plan specifically details the anticipated FY 2012 financial shortfall and the actions taken to generate a balanced budget (Chapter 2: Fiscal Realities and Chapter 3: Reductions in Force).

Finally, The Plan then discusses:

Chapter 4: The Long-Term Capital Plan

Chapter 5: Revenue Enhancements

Chapter 6: Organizational Renewal

Chapter 7: Partnering

Chapter 8: Outcomes Measurement

Conclusion

It is important to understand that a plan with the multiple dimensions of this one needs to be a general overview rather than an in-depth and detailed action prescription. The chapters ahead mark our direction clearly and chart our course to the renewal we seek.

INTRODUCTION: THE PROCESS

In order to incorporate the entire College community into the process for developing this comprehensive plan, the College leadership used broadly-based meetings and a campus-wide survey to share information and collect ideas.

Meetings with Employee Groups: The President and Vice Presidents met with all employee groups (Evening Employees, Managerial Technical Employees, Support Staff, Faculty, and the President's Advisory Council), at length and on two separate occasions, to describe the College's fiscal condition, expectations, and primary areas of concern. At each of the ten meetings, question and answer sessions were embedded in the presentation format and then pursued at the end of the presentation.

Meetings with Individual Employees Affected by The Plan: The Vice Presidents met with every individual employee impacted by The Plan, either through reduction in force or position transfer.

Meetings with Bargaining Unit Representatives: The Vice Presidents of Academic Affairs and Finance met with the bargaining unit executives of the SSA and FPA to apprise them of The Plan's impact on members of the bargaining units.

Reemployment Opportunities and Outplacement Services: The Vice President of Student Affairs prepared a list of services the College is making available to employees affected by the reduction in force incorporating information about counseling, job search, and unemployment benefits.

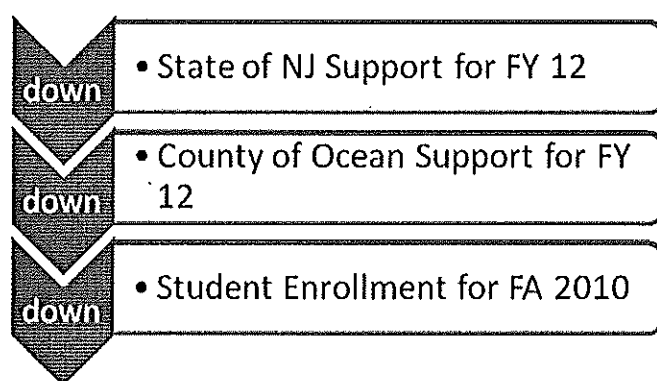
College-Wide Survey: The IR department posted a college-wide survey to which 177 employees responded, offering more than 250 separate suggestions which were reviewed, itemized, and incorporated into this plan where feasible. Of the respondents, 31% were administrators, 30% were faculty, and 39% were staff. Thirty-six percent of the respondents indicated that they had been employed at OCC for more than ten years.

Chapter 1: THE ECONOMIC ENVIRONMENT

The complex difficulties of the American economy encountered over the past several years, especially since the recession of 2007 with its most visible scourges, unemployment and the mortgage crisis, have directly and indirectly affected State and local economies and, as a result, have affected our County and our College.

We are most familiar with two factors: The reduced revenues of the State of New Jersey producing significant cuts in county college support and the 2% budget cap on local governments limiting our Freeholders' ability to increase their funding contribution to the institutions within their constituency, including the College. We also know that our College's Fall 2010 enrollment, predicted conservatively to rise by 3%, actually declined by close to 1%, creating a 4% gap. Spring 2011 enrollments are currently down by 4.5%.

These are the basic and irrefutable economic conditions and, like so much arithmetic, are, in the language of budgets, unrelenting and finite. Our revenues are down measurably in all three categories. It was this decline that resulted in the Board of Trustees' timely action, a Resolution of Financial Emergency for Ocean County College, adopted at its November 8, 2010, meeting.



In addition to reduced revenues, College expenses will go up, as they inevitably do. However, in this area the College has many more realizable options, less finitude,

and can (and will) make decisions about expense reductions in order to balance the budget, as required by law. As we examine our options in expense reductions, we have asked ourselves criterion-based questions:

- How can we reduce costs without reducing the quality of our services?
- What cost cuts will produce the greatest results?
- Is it possible to spend less and yet increase productivity?
- How can we protect our students from the impacts?
- How can we protect ourselves against revenue reduction?

In addition, we have had to ponder the need and the wisdom for a reduction in force and measure this choice carefully against an attempt to increase the revenue stream by raising tuition. As painful as the decision to let some employees go might be, it is clear that a tuition increase affects literally thousands of students, many of whom might elect not to enroll were the cost to rise, while a RIF provides the opportunity to increase efficiency.

Like governments, businesses, and families across our country have done, we too must do. We must face our problems as intelligently and realistically as we can in a timely manner and select the best solutions we can find, however difficult. This document charts those choices.

Chapter 2: FISCAL REALITIES

It is important to notice in Table 1 (below) two major factors: the need to revise (in September 2010) the current (FY 2011) budget as the College was already impacted by reduced revenues, and the need to find more than \$1.006 million in expenses to cut in order to balance the current budget (see the itemized reductions under “Difference” in the FY 2011 section of Table 1). The most significant cuts in the itemized reductions were realized from the new money requests developed by the Planning and Budgeting Council (PBC) for a total of \$263,411, whereby every department of the College felt the current pinch.

We must also recognize that it is this fiscally reduced posture that we bring to the FY 2012 budgeting process, undertaken annually during November-December for presentation to the Board of Trustees and the County Freeholders in January-February.

**TABLE 1: Financial Emergency Outline
Funding Shortfall Anticipated for FY2012
November 8, 2010**

| | |
|---|--------------------|
| FY11 Original Budget | 59,776,296 |
| FY11 Revised Budget | 58,769,566 |
| Difference | (1,006,730) |
| <u>FY11 Expense Reductions</u> | |
| Reserve for Salary Increases | 248,000 |
| PBC Line Item Reductions | 263,411 |
| Adjust 1.5% Employee Contribution to Health Benefits | 239,727 |
| Utility Reductions | 100,000 |
| College-wide Reservist & Misc Line Items Reductions | 50,000 |
| Vacancies Removed from Budget | 105,592 |
| Four 12 Mo Faculty Positions Netted Against Retirements | - |
| | 1,006,730 |
| | |
| <u>FY12 Projected Revenue Increases/(Decreases)</u> | |
| Tuition & Fees Revenue No Change from Revised FY11 | - |
| Various Non-Credit Revenue Reduction | (150,213) |
| 5% State Aid Decrease | (386,675) |
| County Aid Reduction | (500,000) |
| Increase in Miscellaneous Revenue | 102,519 |
| Total Revenue (Decrease) | (934,369) |

| | | |
|---|--|--------------------|
| | | |
| <u>FY12 Expense (Increases)/Decreases</u> | | |
| Health Benefit Estimated Premium Increase | | (139,320) |
| Reserve for Salary Increases | | (494,755) |
| Employer FICA | | (30,675) |
| Employer FICA-Medicare | | (7,174) |
| Unemployment Waivers | | (120,792) |
| Tuition Remissions High School Students | | (79,477) |
| Credit Card Fees & Bank Charges | | (110,992) |
| Contract Increases (Software, SunGard, Outside Contracts) | | (453,627) |
| Testing Materials & Supplies (volume increase) | | (21,500) |
| Sub Total | | (1,458,312) |
| | | |
| Vacancy Reductions | | 648,102 |
| Associated Benefit Reductions | | 163,980 |
| Sub Total | | 812,082 |
| | | |
| Total Shortfall | | (1,580,599) |
| | | |

It should be noted that the FY 2012 information given above in Table 1 itemizes projected revenue decreases (\$934, 369), the largest amount resulting from County aid reduction. The Table also itemizes projected expense increases, the largest one coming from employee salary increases (\$494,755), with external contractual increases a close second at \$453,627. All told, the projected loss of revenue and the increased expenses, offset by eliminating current position vacancies, produce a total budget shortfall of slightly more than \$1.5 million for FY 2012 (starting July 1, 2011).

This is the most important number we have had to think about and the one that poses the central question: How do we eliminate \$1.5 million from the FY 2012 budget in a fair and judicious way? In total, the College made the following choices:

Table 2: Proposed Expense Decreases

| | | |
|--|--|------------------|
| Proposed Expense Decreases | | |
| Retirements | | 206,935 |
| Vacancy Reductions | | 212,297 |
| Utility Reductions | | 100,000 |
| Reduction in Force Salary & Benefits | | 713,668 |
| Reservist & Overtime Reductions | | 226,543 |
| Various Line Item Reductions (includes survey suggestions) | | 121,156 |
| Subtotal of Cuts | | 1,580,599 |

With regard to Table 2, above, it is important to note two things: Suggestions from the employee survey were incorporated as much as was feasible into the line item reductions (final item listed @ \$121,156). Along with this and other major items, including a major anticipated utility expense reduction of \$100,000, the expense decreases still fell very short of the dollars needed to close the gap. As a result, reductions in force, with an eye to fair and judicious restructuring, were explored and are identified above and as outlined in Chapter 3.

Chapter 3: REDUCTIONS IN FORCE

One of the most serious options any institution must consider is the elimination of positions and, as a result, a reduction in force. In evaluating position eliminations, the College was acutely aware of making transfer opportunities available to as many affected employees as was possible; that is, filling positions that had been heretofore vacant or had been revised to be more efficient by taking advantage of technological improvements. In as many instances as was possible, the College was able to effect these transfers with qualified personnel, thus reducing the number of those valued employees who would be left without jobs by about 18%. Table 3, below, shows the net loss of positions as 13, with an additional 8 transfers to be made with no budgetary impact. All incumbents will have the opportunity for re-employment via a recall list.

It is the opinion of the College's leaders, the President and the Vice Presidents, that these eliminations and transfers will create greater efficiency of College operations with significant cost savings but with no reduction of services to students. While these choices were individually and collectively painful, they were necessary to better position the College to respond to these dire economic times.

Table 3: Reductions in Force

Transfers for Efficiency - No Budgetary Impact

| | <u>From</u> | <u>To</u> |
|-----|-------------------------------|-------------------------------|
| M/T | CPE & ALL Technician | Accounts Receivable |
| SSA | Admin Asst CPE | Accounts Receivable |
| SSA | Admin Asst CPE | Registration & Records |
| SSA | Registration Admin Asst CPE | Registration & Records |
| | Executive Asst Planning & | |
| M/T | Admin | President's Office |
| | Evening Shift Custodial | |
| FPA | Supervisor | Change in Hours |
| SSA | 12 Evening Shift Custodians | 12 Overnight Shift Custodians |
| M/T | Evening Custodian Work Leader | Change in Hours |

Reductions in Force

| | | | |
|---------|--------------------------------|----------------------|---------------|
| FPA | Learning Support Specialist | Academic Services | 60,212 |
| FPA | Coord of Academic Affairs | Academic Affairs | 62,857 |
| FPA | Manager of Purchasing | Purchasing | 80,000 |
| FPA | P/T Special Projects/Alt | School Relations | 32,230 |
| FPA | Coord of Customized Training | CPE | 47,008 |
| FPA | Manager of Security Operations | Security | 54,686 |
| M/T | Lab Technician/Engn Studies | Science | 59,150 |
| M/T | Web Specialist | College Advancement | 32,669 |
| M/T | P/T Writer | College Advancement | 17,502 |
| Non-Rep | Dir of Southern Education Ctr | SEC/Academic Affairs | 65,008 |
| Non-Rep | Asst to the President | President's Office | 100,575 |
| SSA | P/T Fine Arts Studio Asst II | Language & Arts | 18,606 |
| SSA | PT Box Office Assistant | Theater | 17,472 |
| SSA | Administrative Assistant | College Advancement | 29,138 |
| SSA | Administrative Assistant | CPE | 34,598 |
| SSA | Administrative Assistant | School Relations | <u>27,446</u> |
| | | | 739,157 |

Existing Vacancies to be Filled

| | | | |
|-----|------------|------------------------|---------------|
| SSA | Admin Asst | Computer Studies | 27,446 |
| SSA | Admin Asst | Media Services | 29,138 |
| SSA | Admin Asst | Library/Disability Res | <u>34,598</u> |
| | | | 63,736 |

New Positions

Department

| | | | |
|-------------------------------|------------------------------|----------------|----------------|
| Non-Rep | Manager of Employee Training | HR | 45,000 |
| FPA | Custodial Night Supervisor | Physical Plant | 50,000 |
| M/T | 2 Verification Processors | Financial Aid | <u>60,000</u> |
| (30 hrs per week no benefits) | | | <u>155,000</u> |

Benefits for New Positions 28,500

Total Addition to Budget 247,236

Summary

Subtotal RIF 739,157
Associated Benefit
Reduction 221,747

960,904

Offset by Additions 247,236

Total Reduction from RIF 713,668

Chapter 4: THE LONG-TERM CAPITAL PLAN

Until recently, the College has based its long-term facilities capital funding plan, primarily, on Chapter 12 (NJ State) funds in addition to some limited moneys from the existing fund balance. Because it has become apparent that higher educational institutions in New Jersey can no longer rely on the State for either consistent operational revenues or sufficient capital dollars, determined over the years through various funding formulas, it has become crucial that a new type of long-term capital plan be developed and that annual budgets be amended to support this plan.

The new capital plan for Ocean County College, developed in June 2008 in support of the new Facilities Master Plan, is a paradigmatic shift from the traditional funding mode in that it will rely on bonded funding and debt service over the next 15-20 years (Long-Term Capital Plan). Major campus facilities development will be undertaken over the next 5 to 7 years and financed over the next 15 to 20 years, a funding approach which frees the College from the uncertainties of State support and guarantees facilities that can meet the needs of our steadily growing student population. We anticipate a debt service of two to three million dollars annually over the next 20 years, which remains a manageable commitment.

In addition, the fund balance will be tapped for deferred maintenance and moderate capital improvement projects. There are no NJ Chapter 12 capital funds for FY 2011; however, if Chapter 12 funds again become available (in FY 2012 or after), they will be used to offset projected fund balance expenditures. In addition, the College sets aside approximately one million dollars annually from its operating budget for technology replacement, furniture and equipment replacement, and deferred maintenance projects, funds distributed by the College's Planning and Budgeting Council, the College regulatory body that prioritizes new money requests. The annual debt service for the new capital plan ties it to the operating budget and thus a debt-service number for the budget has been projected through FY 2031 based on modest revenue assumptions. The

College's capital funding bonds will be floated by the County, which currently has an AAA bond rating (Moody's).

While many institutions of higher education are encountering deep financial difficulties and relying on antiquated funding formulas to see them through, or not, Ocean County College enjoys a successful four-year university partnership, dedicated commitment from the County to both operational and Chapter 12 funding, sound and creative resource management from its Chief Financial Officer, and planning and budgeting practices that have become a national model.

Chapter 5: ENHANCING REVENUES

ACADEMICS

Credit Programs

While the College is engaged in continuous program evaluation as part of the Learning Outcomes Assessment Plan, the challenge of program restructuring has been intensified during this planning process in order to target areas that are lagging behind and also to implement areas with significant revenue potential. During the next twelve months, special attention will be given to:

- Developing DL partnerships for credit courses and degree programs in nations such as China, Brazil, and India;
- Removing unnecessary courses from existing programs and degree options to accelerate persistence to completion;
- Developing new curricular options, such as Corrections under the Criminal Justice degree;
- Developing new degrees in Homeland Security;
- Redesigning the Computer Science degree;
- Developing an International Business degree that enables our students to compete in the global economy;
- Developing an Accelerated AAS/BS in Nursing Program with Kean University on the OCC campus as an alternative to existing AAS and BSN completion program.

Distance Education

OCC has been offering online distance education courses since 1999. Last year 9,000 students were enrolled in 349 online sections. Although most students take the courses to supplement their traditional on-campus courses, there are a growing number of enrollees who take all of their courses online, many of whom are from out of the service

area. The growing acceptance of online education offers OCC an opportunity to expand its reach and offer its courses and degrees throughout the country. Three years ago, the College began offering online science courses in order to make full degree requirements available online. The response has been very positive, with students drawn from all over the country.

The College is also pursuing a partnership with a nationally recognized publisher to develop and market OCC online associate degrees nationwide. The College will be upgrading and enriching all of its online offerings and developing a full suite of online student support services that will qualify, orient, advise, and support students through their online degree experience. The College will also market its online degree option to active duty military personnel. Service personnel will be able to enroll and be supported to degree completion, regardless of the location of their duty stations.

In addition to offering an affordable online associate degree, the College will establish articulation agreements with four-year colleges and universities that offer online degrees to enable a seamless transfer for both foreign and domestic students.

Additionally, the College will:

- Raise the quality level of its programs and courses to be highly competitive;
- Recruit College Lecturer I candidates with Distance Education experience in both the delivery and development of courses;
- Develop additional partnerships with companies to provide continuous and consistent course development, student services, recruiting services, and tutoring services.

Distance Education - International

As aforementioned, the College is working with possible partners in this country and overseas in an attempt to begin offering OCC associate degrees in foreign countries.

A U.S. college degree is considered the gold standard throughout the world and is highly desirable and sought after. Many countries are finding it difficult to provide sufficient local opportunities to meet the demands and needs of a swelling middle class population. Some U.S. institutions are trying to build American-type colleges in foreign countries. For most, this is proving to be a difficult and expensive proposition. The College believes, and our potential partners concur, that an online option has greater potential, can avoid many of the in-country problems, and can be successful.

Distance Education--Overall Strategies

- To increase revenue by rapidly increasing enrollment;
- To restructure all courses into cadres of master courses;
- To offer additional degree programs fully online;
- To restructure blended courses to a more uniform delivery mode and increase the offerings;
- To create training programs for instructors, quality assurance programs for all courses, and a unique OCC Quality Matters review process;
- To address the following initiatives:
 - Expand marketing
 - Create a pool of adjuncts to meet the demands of additional courses
 - Launch a targeted global initiative
 - Restructure the Nursing and Homeland Security degree programs to attract the online market
- To partner:
 - In order to grow E Learning, investigate partnerships with Pearson, SunGard Higher Education, Campus Cruiser, Kaplan, and other four-year and community colleges
 - Seek NJCC affinity groups within which to create distance learning consortia programs for delivery
- To seek and participate in grant opportunities as they arise;

- To expand support services: A suite of fully online student support services will be developed. These services will include, among others, qualifying potential online students (i.e., assessing the potential students' understanding of online instruction, their technical skills and personal characteristics that have been deemed essential to success, and their basic communications and computation skills); orienting the students to OCC, their selected online degree programs, and the online delivery platform; academic advising; registration; tutoring; and career advising. It is anticipated that once these online components have been developed and implemented, most, if not all, will be made available to all students.

Non-Credit Programs

Non-credit programming is now a positive source of revenue for the College after several years of research, program improvement, and staff task reevaluation and reassignment. The Continuing and Professional Education (CPE) department has strong growth and revenue potential.

The focus for the coming years will be developing relevant and successful career training programs, both online and on campus, as job training has proven to be the most in-demand and most profitable programming.

In the past, CPE focused on providing a traditional face-to-face learning experience on site that limited the potential customer base to those in the College's geographic area. In order to expand the revenue stream and meet customer demand outside of the College's usual customer base, market research is underway to determine which additional programs are true 21st century job training options and can produce the highest profit.

Focus will now be directed toward online instructional delivery working in tandem with the College's distance learning team to develop quality programs with maximum employment potential upon completion.

Particular attention will be paid to the Allied Health curricula since they currently produce the most revenue and there is a large health care workforce locally that can support graduates.

New programs in production include: CEU training for licensed professionals (counselors, psychologists, accountants, etc.) in a distance learning format to increase participation and access for students, a certificate program in American Sign Language, and English as a Second Language for particular fields of work where non-English speaking persons are likely to be employed.

Elimination of Redundancy of Service Delivery

Registration and payment for CPE courses currently resides outside the framework of the main College registration and payment processes. These functions and employees will be incorporated into the main College departments to maximize employee efficiency, contribute manpower to the increased workload of both Registration and Accounting, and eliminate the redundancy of providing these functions in separate locations.

Facilities Rental

The fee structure for college facility use by outside groups will be updated to be competitive to similar facilities in the area.

ENERGY

Conservation

The Energy Conservation Project is a combination of energy conservation measures and lighting control improvements. Buildings will become smart and will sense when people are inside in order to turn lights on, run fans and adjust their speeds, and determine air conditioning and heating settings to keep the building's occupants comfortable. The ultimate goal of these changes will be to light, cool, or heat only occupied spaces in order to conserve energy consumption. This project also replaces equipment that has been an HVAC maintenance liability and will improve overall campus reliability measurably.

Ocean County College will be moving into the future with the implementation of the College's first reliable solar power solution in Bartlett Hall, producing a solar power array that will provide 18 kilowatts of energy, enough to power three average homes. Solar cells are proven technology, having a fifty year history of powering satellites, telecommunications, water pumps, remote houses, and safety signals, as well as fuelling today's newest applications such as grid-tied homes, buildings and businesses, and large solar farms. Within the year, the College will begin harvesting abundant, inexhaustible solar energy at Bartlett Hall, further reducing this green building's carbon.

Electric Power Generation

The College is adding a Combined Heat and Power Plant (CHP) to provide electricity, hot water, and cold water to reduce energy consumption and additional utility capacity well into the future. The CHP Plant will produce 1.1 megawatts of electricity, 4.2 mmbtu/hr of hot water, and 305 tons of chilled water to be distributed throughout the campus via an underground distribution system.

OCC is committed to a policy of sustainability, and one of the more effective ways of implementing this policy is through Combined Heat and Power.

Chapter 6: ORGANIZATIONAL RENEWAL

Institutional Restructuring

After careful consideration and review, the Vice Presidents made reorganizational recommendations for each of their divisions, taking into account several factors, among them: position redundancies and overlaps, operational logic regarding reporting lines, more effective realignment of job responsibilities, transfers, upgrades, reassignments, and role redefinition.

President's Office

- One Assistant to the President position is eliminated.

Planning and Administration

- The Division of Planning and Administration is being removed from the operational lines of the College. With this change, the Vice President of Planning and Administration position is eliminated.
- The Director of Facilities Engineering and Operations will report directly to the Executive Vice President - Operational with a redirection of effort and a change in title to Director of Capital Construction, Improvement, and Renewal.
- The Associate Director of Facilities Engineering and Operations and staff will report directly to the Vice President of Finance with a redirection of effort and a change in title to Director of Engineering and Facilities Operations.
- Although Physical Plant operations and new Capital Construction activities are in some ways integrally related and overlapping, there are distinct points in time when the new construction activity ends and the equipment and building maintenance and services become a routine physical plant responsibility. The growth in the square footage of our campus, the aging of our physical plant, and the increasing number of capital projects that are scheduled for the near future present a complexity

that is more and more difficult to oversee and manage through a single-stream management model.

- The Director of the Barnegat Bay National Estuary Program will report directly to the Executive Vice President - Operational with the new title, Director of the Barnegat Bay Program.

Executive Vice President – Operational

- Assume responsibilities transferred from Planning and Administration for Facilities (see above) and the Barnegat Bay partnership.
- Eliminate the Manager of Security Operations position.

Executive Vice President – Instructional

- Redesign and replace the Evening/Weekend Supervisor position at the SEC upon the retirement of the current Supervisor.

Academic Affairs

- Upgrade the Assistant Vice President for Academic Affairs (AVPAA) to the Associate VPAA to assume more of the daily responsibilities of the Vice President.
- Expand the position of the current English Tutor to become Manager of Professional Tutoring Services at OCC and the SEC.
- Move scheduling duties to the Academic Deans, subject to review by the Vice President.
- Redesign the responsibilities of the office of off-campus programs to assist with the oversight of class scheduling by Deans.
- Expand faculty roles:
 - Twelve-Month Non-Tenure Track College Lecturer I: Create a more effective use of faculty by: changing the work mode from teaching credits only to one based upon a work day comprised of teaching,

counseling, assessment, course preparation, service to the department, and other instructional-related work.

- Ten-Month Full-Time Faculty: Increase involvement in student tutoring, civic engagement, and service learning.
- Adjunct Faculty: Integrate into the academic schools, provide professional development through the Center for Teaching and Learning, and recruit faculty world-wide for Distance Learning initiatives.
- Southern Educational Center (SEC)
 - Combine the primary responsibilities of the Director of the SEC and the Provost into one position and eliminate the Director position.
 - Relocate the office of the Provost to the SEC.
 - Move adjunct supervision to the Academic Deans.
- Additionally, eliminate the following positions: Learning Support Specialist, Coordinator of Academic Affairs, Fine Arts Studio Assistant II/PT, Administrative Assistant/School Relations, Special Projects Person/School Relations/PT.

Finance

- The Associate Director of Facilities Engineering and Operations and staff will report directly to the Vice President of Finance with a redirection of effort and a change in title to Director of Engineering and Facilities Operations (see above).
- The Director of Accounting will be physically relocated to the Purchasing Office and will resume direct supervision of the buyers. The Manager of Purchasing position will be eliminated.
- The faculty and College Bookstore will collaborate to create a system that maintains reasonable costs for text books, including the expansion of e-books and text rental options.
- The College has utilized a shift approach for the assignment of custodial staff to their cleaning areas. In response to significant increases in

students and staff, a new night shift (10:00 PM – 6:30 AM) was created for efficiency purposes. Recently, new custodial employees have been assigned to the night shift; however, twelve senior custodians remain on the evening shift (6:00 PM – 2:30 AM). As part of this restructuring plan, the remaining evening shift employees will be reassigned to a different shift and the night shift will be eliminated.

Student Affairs

- Develop an expanded role for the faculty to work with the Career Center to assist the students in the achievement of their career objectives.
- Expand the opportunities to link career services with faculty so that all new students have an opportunity to understand the relationship of coursework to life/career development as well as college major and transfer institution selection.
- Consolidate all credit and non-credit registration by the Department of Registration and Records in Student Affairs into a “one stop” registration center.
- Expand the use of online resources for advising, registration, and orientation (utilization of social media and interactive devices for widespread access to information).
- Develop an outsourced system for distance learning classes that provides recruitment, advising, registration, and student support services for all distance learning-only students.
- Design a new integrated recruitment/marketing campaign that highlights “building your future, not your debt.” This is in response to the reluctance of families to take on any debt during this economic downturn.

College Advancement

- Eliminate the following positions: CPE and ALL Technician, five Administrative Assistants (four from CPE), Coordinator of Customized

Training, Web Specialist, P/T Writer (see following for specific reassignments).

Continuing and Professional Education (CPE): The CPE department will be reorganized to achieve maximum productivity from the staff. The focus for coming years will be on program development, and all registration and payment functions will be transferred to the main Accounting and Registration offices. This will eliminate the redundancy of these tasks being completed in two locations and also provide additional needed human resources to Accounting and Registration with no budgetary impact.

- Eliminate one of four full-time administrators due to lack of significant Customized Training/Programming work.
- Transfer two clerks to Accounting and two clerks to Registration and Records.
- Allow remaining administrative staff to focus on new program development and current program maintenance.
- Cross-train all transferred staff to support credit processing.

All Vice Presidents will continue to develop, with the President, a leadership transitional program that will insure seamless leadership succession and a continuation of the commitment to excellence that the College has historically pursued.

Chapter 7: PARTNERSHIP ENHANCEMENTS

Kean University

Develop an Accelerated AAS/BS Nursing Degree Program.

Monmouth University

Develop a joint program in Homeland Security for:

1. Degree Transfer and
2. Development of a permanent Center for Training at Lakehurst.

Georgian Court University

Develop a Performing Arts Degree program from the Vocational-Technical High School through OCC and completion at GCU.

Richard Stockton College

Expand the Alcohol and Drug degree program in Public Services and Public Health concentrations.

SunGard Higher Education

Continue to negotiate the transition from outsourced SunGard services to an in-house College IT department, integrating current SunGard staff as College employees and retaining only minimal outsourced services in IT.

Pearson Learning Systems

1. Work to achieve the development of a partnership that provides OCC with a state-of-the-art distance learning program in several degree areas.
2. Utilize their knowledge base to achieve success as a world-wide provider of distance learning degrees.

New Jersey Community College Consortia

Work with other NJ community colleges to provide distance learning courses and programs as a shared revenue stream.

Federal Contracting

Actively work in conjunction with the private sector to attract federal contracts to service the needs of the Mega Base located at Lakehurst-Dix-McGuire. This could also involve working with industry lobbyists as well as contractors.

Chapter 8: MEASURING THE PLAN'S IMPACT

Assessment Matrix for Primary Plan Goals

| Plan Objective | Purpose | Responsible Area | Time Frame | Status |
|---|--|-------------------------------------|---|--------|
| Revising the FY 12 Budget | To bring projections in line with actuals | Finance | September 2011 | |
| Conducting the RIFs expeditiously and with appropriate counseling for employees | To conduct an orderly process of transfer and dismissal within the legal and contractual parameters and to provide assistance to RIFed employees | Human Resources Student Services | June 30, 2011 | |
| Review of the Long-Term Capital Plan | To measure funding assumptions against cost realities | Finance | Annually, by October | |
| To Create Special-Attention Credit Programs for Revenue Enhancement | To evaluate, create a profit and loss mind set while monitoring enrollments and program costs | Academic Affairs | Each Semester, following the census date enrollment reports | |
| Institute Domestic and International DL Degree Programs | As above, be sensitive to the profit/loss status of these programs | Academic Affairs | Each semester, as above | |
| Non-Credit Programs | Continue to evaluate the Profit status of these offerings | College Advancement | Every quarter | |
| Energy Solutions | Monitor grant support and cost savings | Facilities | Monthly | |
| Institutional Restructuring | Insert a success measure for the reorganization into Vice Presidents' annual evaluation reports | Office of the President | Annually | |
| New Affiliations and Partnerships | Assess for effectiveness | Institutional Quality | Annually | |

CONCLUSION

The guiding principles of the Restructuring Plan are a reaffirmation of the College's *Statement of Values* and nine of the thirty-two goals of the *College's Strategic Plan, 2010-2015*. OCC's fundamental commitment is to serve students of Ocean County with the highest integrity and commitment to provide a premier quality educational experience for students pursuing associate degrees, with an emphasis on opportunity to transfer to an affordable baccalaureate degree institution. It is our primary goal as a community college to become the leading provider of affordable, high quality collegiate education in the first two years of a four-year degree experience. OCC intends to become one of the nation's best providers of distance learning opportunities to earn the associate degree online with the specific objective of developing revenues that permit the College to grow and develop in all its dimensions without undue financial constraints posed by the emerging economic climate in our nation.

To that end, The Plan offers:

- A roadmap to a future for Ocean County College as a college of first choice for students seeking a traditional on-campus, in-person, full- or part-time collegiate degree with a fully facilitated transfer to the finest four-year colleges and universities in the U.S.
- A response to the emergent fiscal crisis that will permit the College to become stronger, more responsive to its students, more flexible in developing new programs and services, and more effective in providing a financially secure environment for employees without burdening students, their families, the taxpayers, or the County government.
- A more productive organizational and structural framework within which to focus attention on educating students and providing them with the nation's

best, most affordable options for obtaining collegiate degrees.

- A strategy to renew the spirit of cooperation and commitment among College employees to respond collegially to the constraints of the current economic climate and, through collective effort, to strengthen the ability of the College to innovate, transform its culture and mission, and compete and flourish in a rapidly-changing global environment for higher education.
- A program to develop major new sources of revenue by exporting the best community college degrees in America throughout the U.S. and abroad to the end that the finest facilities, best student services, highest quality instruction, and most affordable total educational package is made available to Ocean County students, families, taxpayers, and philanthropic donors who support this exceptional institution.

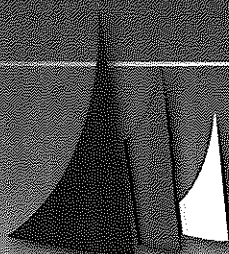
It is through the dedicated work of the entire college community, led by the President and Vice Presidents, that this Plan has been able to be assembled in direct response to a growing fiscal emergency. As we work in the shadow of declining Spring 2011 enrollments, we are still able to look at our future positively, knowing we have the tools and the determination to face our future with confidence.

OCEAN COUNTY COLLEGE

Restructuring Plan 2010

Selected Appendixes

1. OCC Strategic Plan, 2010-2015
2. Table of Organization, Current
3. Table of Organization, Proposed
4. OCC Capital Plan, as of January 2010
5. Trend Report: Online Education in the US
6. Results Overview: Campus Economic Survey (10/12/10)
7. Recommendations: Campus Economic Survey
8. Frequently Asked Questions/FAQs



OCEAN
COUNTY COLLEGE

Strategic Plan ■ 2010-2015

The College Vision

Ocean County College aspires to be an institution of distinction where faculty and staff serve to awaken students to a love of learning. We foster educational innovation through effective teaching/learning strategies designed to develop and nurture intentional learners who are informed and empowered.

We employ technology and learning outcomes assessment to enhance student success. We offer quality life-enhancing cultural and athletic activities and take full advantage of our seacoast and pineland environment to enhance the curriculum.

Our nationally recognized planning and resource management model, our institutional effectiveness design, and our continuing creation of strategic partnerships signify our intention of reinventing the collegiate structure and taking a leadership position in the academic community.

Our ultimate vision is to ensure that our students have what they need to transfer well, to find meaningful career opportunities, and to thrive in an increasingly diverse and complex world. Our vision is, very simply, to be the best.



Ocean County Demographics

As a county college, Ocean County College's primary mission is to serve the citizens of Ocean County; therefore, the scope of its activities is dependent upon the nature of Ocean County, New Jersey. Ocean County is situated in the east central portion of the state and is the second largest county in land area (638 square miles), ranked 6th of 21 counties in population according to the 2008 estimates conducted by the New Jersey Department of Labor and Workforce Development. The county has 45 miles of oceanfront and more than 150 miles of bay shores and estuaries. Toms River, the county seat and the location of Ocean County College's main campus, is located in the northern area of the county, approximately 70 miles from New York City, 60 miles from downtown Philadelphia, and 50 miles north of Atlantic City.

For the past five decades, Ocean has been the fastest growing county in New Jersey. During the 1960's, Ocean County's population grew by 93 percent, followed by a 66 percent increase in the 1970's, 25 percent in the 1980's, and 18 percent in the 1990's. According to the most recent estimate, the county population is projected to increase from its 2002 estimate of 536,769 to 617,600 in 2012 and 731,900 in 2025 (New Jersey Department of Labor, 2008).

Racially, the Ocean County population is primarily white. According to 2006 census data, 93.8 percent of the population was white. The primary minority groups are African American (3.4 percent) and persons of Hispanic origin (6.6 percent). It is anticipated that persons of Hispanic origin will have grown significantly by the next census, possibly to over 10 percent of the county population.

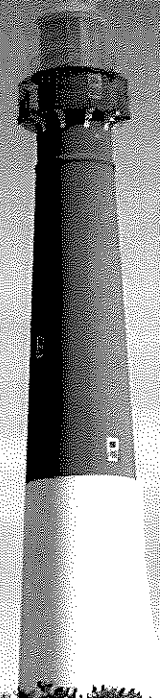
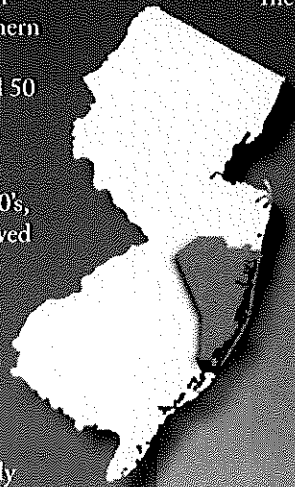
Ocean County is also home to a large number of retirees. During the last several decades, with the vast amount of inexpensive land available, developers created a number of large senior citizen communities, now numbering 92. According to the 2006 estimates, 21 percent of the county residents were 65 years and over, far exceeding the 13 percent average for the state. The younger persons in the county, those under 18, comprised 22.6 percent of the population in 2006 as compared with the 2000 census of 23.3 percent.

Per capita income varies significantly by county in New Jersey, from a low of \$28,149 in Cumberland County to a high of \$62,538 in Morris County. Ocean County had a per capita income of \$34,509 for 2005, very close to the national average of \$34,471. During the ten-year period from 1996 to 2005, Ocean County's per capita income rose by 39.2 percent as compared with a statewide increase of 42.6 percent. The resort and tourism industry has dominated the economic scene and, while this is still the most important industry in the county, the health care industry

has been the fastest growing employment sector in the county. Employment projections in general, released by the NJ Department of Labor, show that Ocean County should continue to experience moderate employment growth into the future. Nonetheless, thousands of Ocean County residents continue to commute to job locations outside of Ocean County to nearby Monmouth County or to northern New Jersey cities, New York City, and, to the south, Trenton, Philadelphia, and Atlantic City. Thus, county employment demographics have limited impact on the college curriculum.

The nation's recession has impacted upon the economy of Ocean County in terms of job growth but has had a lower impact on the increase in real estate rates.

According to the County Board of Taxation, the equalized assessed value of all Ocean County property was \$74 billion in 2008, more than double that of 2003.



The College and the Post-Secondary Educational Environment

Ocean County College has relatively little direct competition with other postsecondary institutions within its geographic service area. Only one other college, Georgian Court University, is located in Ocean County. As a small, private liberal arts university, Georgian Court is considerably different from OCC in both programs and costs to the student. Georgian Court currently enrolls 1,955 undergraduates, with a tuition and fee charge of approximately \$24,160 per year (24-36 credits). This is substantially higher than the current charge of \$3,800 for a full-time OCC student per year (30 credits).

Approximately 80 percent of the county high school graduates (class of 2007) go on to college the following year and OCC attracts 42 percent of those who do so, compared with 35 percent for the class of 2003.

Ocean County College offers three degrees, the Associate in Arts (A.A.) degree, the Associate in Science (A.S.) degree, and the Associate in Applied Science (A.A.S.) degree. There are currently 2 A.A. degree programs, 8 A.S. degree programs, 9 A.A.S. degree programs, 13 Certificate of Proficiency programs (30-36 credits), and 8 Certificate of Completion programs (12-24 credits). Within the degree programs, there are many options, transfer tracks, joint admission programs with the New Jersey colleges, and areas of emphasis within the Liberal Arts program.

The students who attend Ocean County College in some ways typify the American community college student. They are a microcosm of the Ocean County population, young and old, men and women, and are representative racially. The College truly serves Ocean County; 96 percent of the fall 2008 student population resides in Ocean County. Only a very small proportion is from outside the county (2.3 percent), and an even smaller proportion comes from outside New Jersey (0.1 percent).

The full-time students are younger than the part-time students, with an average age of 20.6 years as compared with 27.0 years, respectively. The full-time students are primarily day students, and the part-time are primarily evening students, although many students take courses both in the day and evening and both full and part-time students take classes at the College's off-campus sites.

The substantial increase in student enrollment is beginning to place a strain on the availability of instructional space. The opening of the College Technology Building in spring 2003, the renovations in the Instructional Building in 2005, the addition to the Arts & Community Center, and a new instructional building, John C. Bartlett Jr. Hall, have helped by adding instructional space for the present and near future. For the spring 2008, the College used 17 off campus sites in addition to its Manahawkin location, known as the Southern Education Center (SEC), and 12.7 percent of the total student credit hours are taken at these sites. The Facilities Master Plan anticipates an additional \$50 million in new construction over the next ten years.

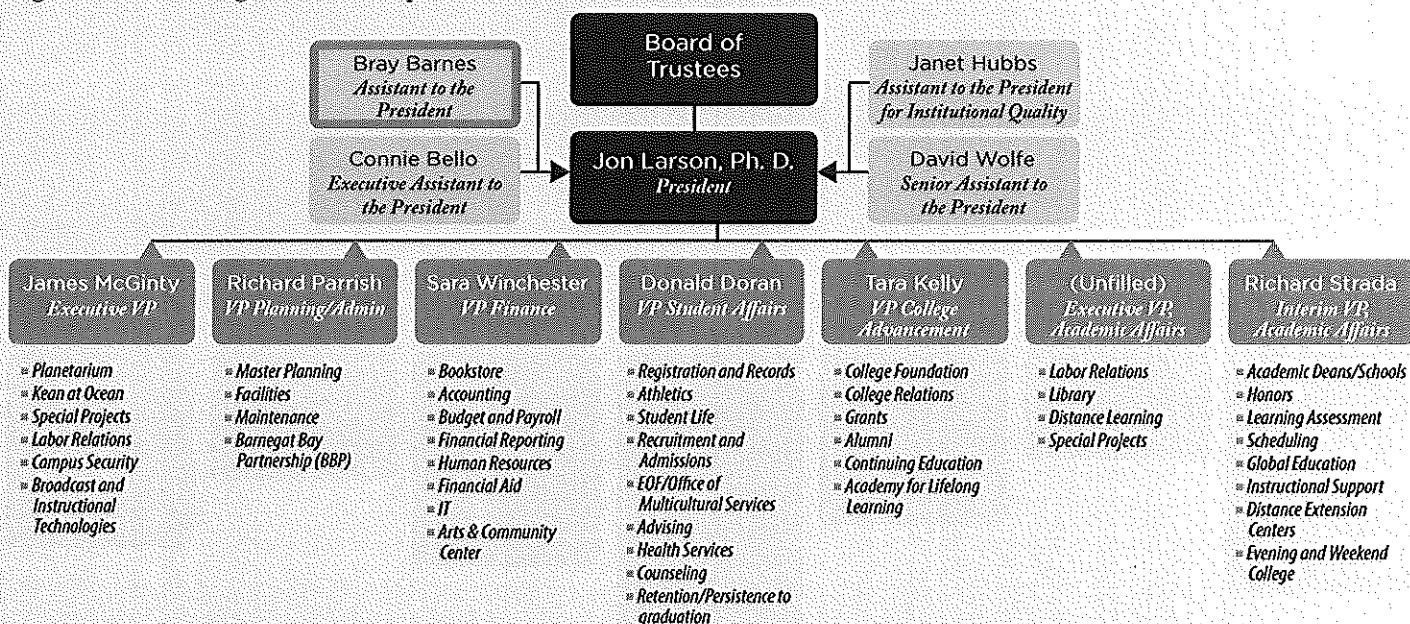
The Board of Trustees of Ocean County College is the governing body of the College and derives its authority from New Jersey Statutes, Title 18A: Chapter 64A. The President of the College is the chief executive officer and reports directly to the Board of Trustees. There are seven major organizational units within the College: the President's Office, the Executive Vice President's Offices, Academic Affairs, Student Affairs, Planning and Administration, College Advancement, and Finance. There are seven Vice Presidents who report to the President. Also reporting directly to the President are the Assistant to the President for Institutional Quality, the Senior Assistant to the President, the Assistant to the President, the Executive Assistant to the President, and the members of the President's immediate office staff.



Table Of Administrative Organization

The roles and responsibilities of all College administrators are defined in the official position descriptions kept on file in the College's Human Resources Office. The College's organization, including administrative position titles and the

names of individuals currently in the positions, is delineated in the organizational charts filed in the *OCC Fact Book*, available on the College's web site. The upper-level administration chart is below:



Planning Assumptions

- Institutional growth will continue to a maximum total of 20,000 students on the main campus (developed to 30 percent of its land mass) by 2025, 8,000 students at the SEC by 2025, and an estimated 4,000 at the 2nd (WEC) extension site to be developed in 2020 for a total campus unduplicated enrollment of 32,000. Distance Learning enrollments will increase exponentially as we explore new markets and create new partnerships.
- The major mission of the College will continue to be to serve the transfer needs of the students using specialized career and jobs programs, work partnerships, certificate programs, and voc-tech alliances to serve the career needs of the county, as they present themselves.
- The major academic partnerships the College pursues will be to make transfer baccalaureate and masters programs available on the College's main campus or create alliances with schools that offer our graduates distinct academic advantages. We will continue to work to arrange articulation agreements that allow our students to transfer seamlessly to quality schools with financial assistance opportunities.
- The major values of the College will continue to be academic quality, variety and excellence of teaching/learning, and a national reputation for the academic preparedness and success of our graduates.
- The educational delivery modes will continue to blend traditional classroom education with cutting edge technology in distance learning modes.
- The College will continue to partner with the county and with business enterprises to develop resources that benefit the students and the citizens of Ocean County.
- We will continue to affirm a culture of assessment leading to improved accountability, transparency, and overall institutional quality, utilizing data-based decision making practices whenever they are effective;
- Increasing globalization will require further internationalization of the curriculum.
- Social and cultural change in the larger society will continue to place demands on the College for organizational flexibility.
- We assume continuing fiscal support from the state and county, but we recognize the need to expand the College's capital position through effective and low-risk leveraging.



Mission and Goals, 2010-2015

It is the mission of Ocean County College to foster teaching/learning excellence and a caring, student-centered environment through its commitment to:

Offer comprehensive educational programs that develop intentional learners of all ages and ensure the full assessment of student learning in these programs:

- Goal 1** Implement all appropriate recommendations for the advancement of Developmental Learning at the College;
- Goal 2** Implement all appropriate recommendations for the integrated academic engagement of first-year students;
- Goal 3** Advance student articulation needs;
- Goal 4** Develop programs that will serve needs generated by current economic conditions in collaboration with community, educational, and business partners;
- Goal 5** Develop a Teaching/Learning Institute on Campus for the improvement of teaching/learning as identified by learning assessment outcomes;
- Goal 6** Enhance our distance learning potential;
- Goal 7** Continue to recast the academic calendar for increased productivity.

Provide broadly-based student support, starting from our initial contact with every individual, regardless of his or her unique needs:

- Goal 8** Implement appropriate recommendations for the integrated campus engagement of all students;
- Goal 9** Use results of the SENSE and CCSSE survey to assist with engagement assessment;
- Goal 10** Continue to expand outreach to NJ STARS students and expand outreach to other targeted student demographic populations;
- Goal 11** Transition to the new one-stop, enrollment management facility;
- Goal 12** Join the effort for career services targeted at special populations;
- Goal 13** Expand and enhance the College's athletic program.

Measure employee attitudes toward the workplace and student attitudes toward the learning experience and make responsive adjustments in institutional strategies:

- Goal 14** Use PACE or other appropriate instrument to measure employee attitudes and develop recommendations for improvement based on the outcomes;
- Goal 15** Develop faculty subcommittees to create action plans based on 2010 CCSSE outcomes.

Provide a well-designed campus and facilities with advanced technology:

- Goal 16** Continue to implement the Facilities Master Plan based on enrollment growth and the development of a campus for Kean at Ocean;
- Goal 17** Explore innovative uses of technology in the classroom for both teaching/learning and classroom assessment techniques;
- Goal 18** Complete ongoing technological upgrades identified in the IT plan.

Address our human resource needs by recruiting and hiring highly qualified people and continuing to develop the potential of each employee;

- Goal 19** Develop and implement as appropriate an employee succession plan for vacated positions;
- Goal 20** Address the need to employ more diverse faculty and staff and to create bonds in the Mexican-American community;
- Goal 21** Continue to use a mutual gains approach to collective bargaining and develop training programs to educate mid-management in the administration of labor contracts
- Goal 22** Implement College-wide staff development and training programs with particular emphasis on comprehensive new employee orientation and services for troubled employees;
- Goal 23** Undertake a comprehensive analysis of compensation, starting salary guidelines, and a classification system for non-represented employees;
- Goal 24** Complete a comprehensive review of all current performance evaluation systems and make replacements with interactive, meaningful systems where needed.

Generate and manage fiscal resources to best serve strategic priorities:

- Goal 25** Continue to refine the long-term capital financial plan to support expansion and refurbishment of the campus; ensure capital and operating budgets are properly aligned and revenue stream estimates are realistic;
- Goal 26** Review outsourcing of services; assess efficiency and ROI; add or subtract as needed;
- Goal 27** Use this strategic plan as a major measure for new money requests to the Planning and Budgeting Council.

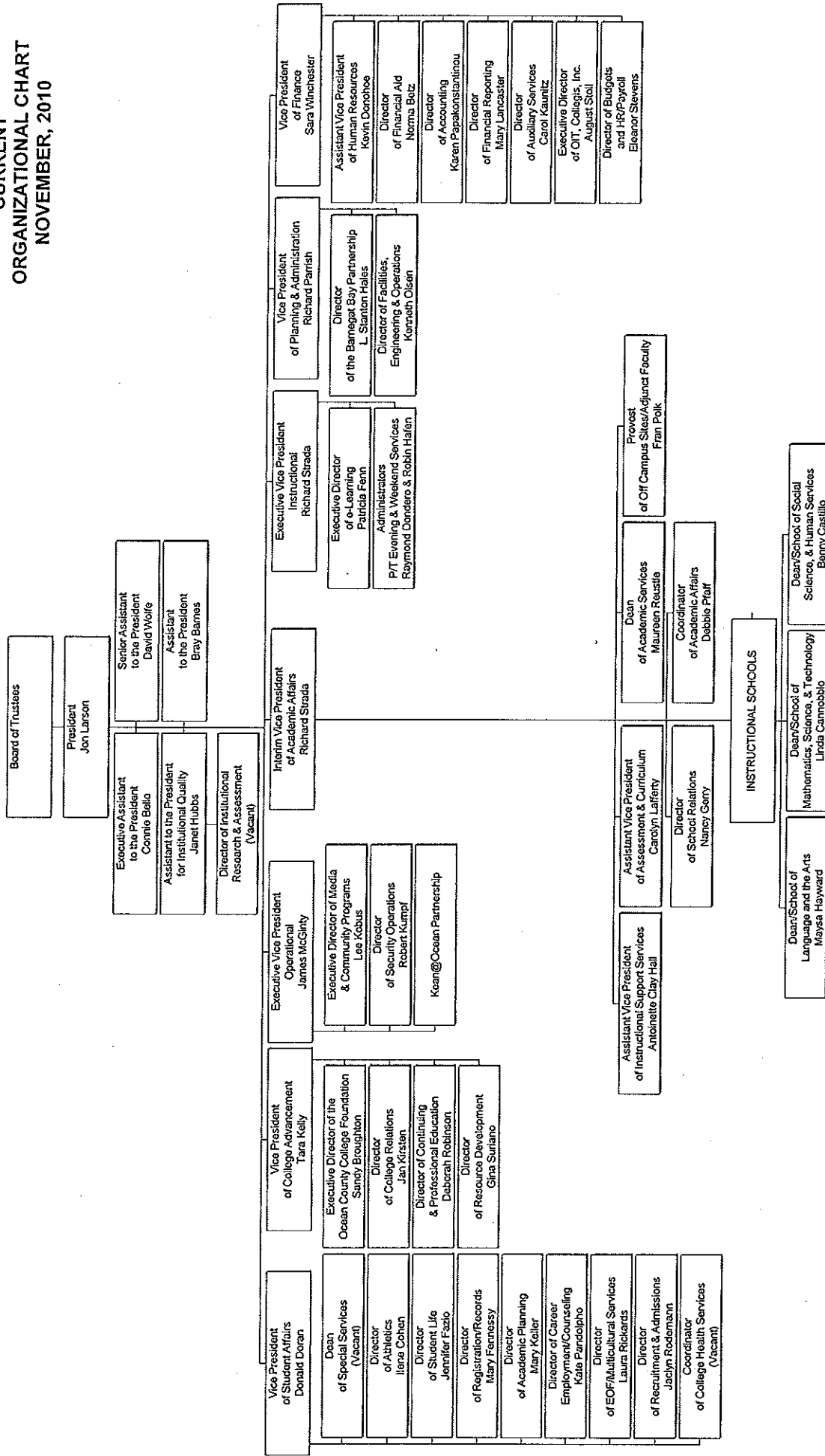
Organize a leadership team committed to outreach, development, engagement, institutional effectiveness, and a fully realized implementation of the College's vision:

- Goal 28** Provide periodic professional development for the leadership team to continue to function effectively as a team;
- Goal 29** Continue to meaningfully expand the use of an in-house electronic Board document management system for greater efficiency;
- Goal 30** Restructure leadership meeting schedules for maximized efficiency.

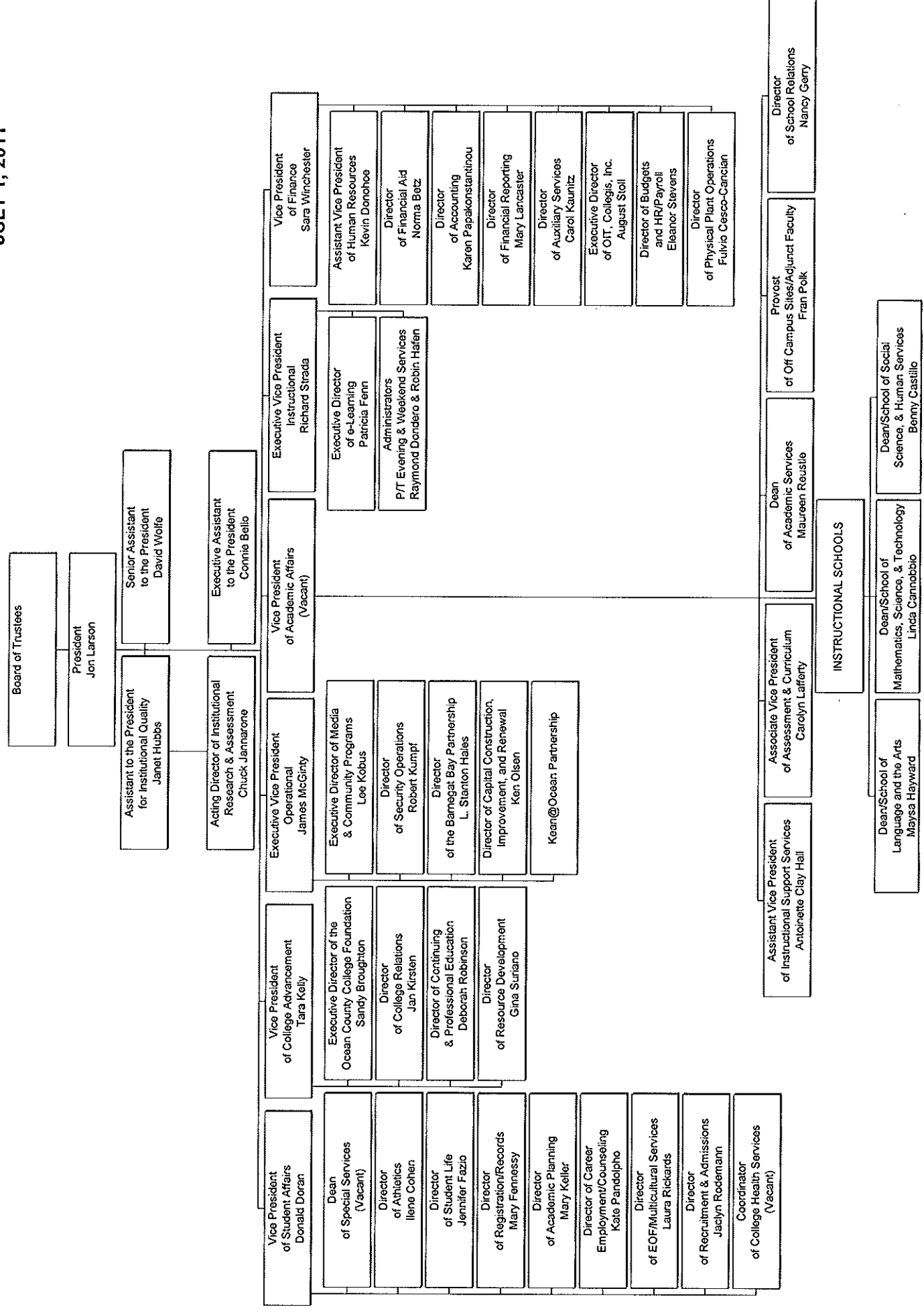
Reach out to members of the Ocean County community and beyond in order to create meaningful, fulfilling, and mutually beneficial partnerships.

- Goal 31** Extend educational partnerships with Kean University, New Jersey City State University, Stockton College, and others, as appropriate;
- Goal 32** Create an institution-based initiative using effective technology to engage alumni as active participants in fundraising.

CURRENT
ORGANIZATIONAL CHART
NOVEMBER, 2010



PROPOSED RESTRUCTURING
ORGANIZATION CHART
JULY 1, 2011



OCC Capital Plan as of January, 2010

| PROJECT | OCC Share of Bond | OCC Fund Balance | County | Kean | State | Est. Total Project Cost | Source of Funds |
|--|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------------|--------------------|
| Arts & Community Center Phase II* (Theater & Cultural Center) | \$3,000,000 | | | | | \$3,000,000 | Bond #1 |
| College Green Power (CHP)* | \$6,000,000 | | | | | \$6,000,000 | Bond #1 |
| Athletic Fields (Chapter 12) | | \$1,447,000 | \$1,176,500 | | \$1,176,500 | \$3,800,000 | FY10 Ch 12 |
| OCC/Kean Gateway Building | \$7,500,000 | | \$7,500,000 | \$15,000,000 | | \$30,000,000 | Bond #2 |
| College Center Addition Phase I | \$5,000,000 | \$3,000,000 | | | | \$8,000,000 | Bond #3 |
| Russell Building Roof, HVAC | \$1,750,000 | | \$1,750,000 | | | \$3,500,000 | |
| Maintenance Storage Barn Replace. | \$500,000 | | \$500,000 | | | \$1,000,000 | |
| | | | | | | \$4,500,000 | Bond #4 |
| Instructional Bldg Interior Renovations | \$9,750,000 | | | | | \$9,750,000 | Bond #5 |
| College Center Phase II FY2012 Ch 12 | \$6,000,000 | | \$9,000,000 | | \$9,000,000 | \$24,000,000 | Bond #6 |
| Southern Education Center Expansion | \$4,000,000 | | | | | \$4,000,000 | Bond #7 |
| Total | \$43,500,000 | \$4,447,000 | \$19,926,500 | \$15,000,000 | \$10,176,500 | \$93,050,000 | |

EXECUTIVE SUMMARY/Online Education in the United States, 2010

Copyright ©2010 by Babson Survey Research Group

Class Differences: Online Education in the United States, 2010 represents the eighth annual report on the state of online learning in U.S. higher education. The survey is designed, administered and analyzed by the Babson Survey Research Group with support from Alfred P. Sloan Foundation. Data collection is conducted in partnership with the College Board. This year's study, like those for the previous seven years, is aimed at answering some of the fundamental questions about the nature and extent of online education. Based on responses from more than 2,500 colleges and universities, the study addresses:

IS ONLINE LEARNING STRATEGIC?

Background: Last year's report noted that the proportion of institutions that see online education as a critical component of their long-term strategy had reached a plateau. Does this steady-state continue for 2010?

The evidence: After remaining steady for a number of years, the proportion of chief academic officers saying that online education is critical to their long-term strategy took an upward turn in 2010:

- Sixty-three percent of all reporting institutions said that online learning was a critical part of their institution's long term strategy, a small increase from fifty-nine percent in 2009.
- The year-to-year change was greatest among the for-profit institutions, which increased from fifty-one percent agreeing in 2009 to sixty-one percent in 2010.
- For-profit institutions also were the most likely to have included online learning as a part of their strategic plan.

HOW MANY STUDENTS ARE LEARNING ONLINE?

Background: For the past seven years online enrollments have been growing substantially faster than overall higher education enrollments. The expectation of academic leaders has been that online enrollments would continue their substantial growth for at least another year. Do the measured enrollments match these lofty expectations?

The evidence: Online enrollments have continued to grow at rates far in excess of the total higher education student population, with the most recent data demonstrating continued substantial growth:

- Over 5.6 million students were taking at least one online course during the fall 2009 term, an increase of nearly one million students over the number reported the previous year.
- The twenty-one percent growth rate for online enrollments far exceeds the less than two percent growth of the overall higher education student population.
- Nearly thirty percent of higher education students now take at least one course online.




Survey Results -- Overview

[Export Data](#)
[Individual Responses](#)

Campus Economic Survey

Respondents: 177 displayed, 177 total

Status: Open

Launched Date: 10/12/2010

Closed Date: N/A

Display: Display all pages and questions

[Manage Filters](#)

0 filters





[Share Results](#)

Disabled



1. 1. How long have you been employed at Ocean County College?

| | | Response Total | Response Percent |
|--------------------------|---|-------------------|---------------------|
| 3 years or less |  | 40 | 23% |
| 4-10 years |  | 75 | 42% |
| 11 years or more |  | 64 | 36% |
| Total Respondents | | 177 | |

2. 2. Your position at OCC is

| | | Response Total | Response Percent |
|--------------------------|---|-------------------|---------------------|
| Administrator |  | 55 | 31% |
| Faculty |  | 53 | 30% |
| MT |  | 37 | 21% |
| Staff |  | 33 | 19% |
| Total Respondents | | 177 | |

3. 3. Are you aware of any practices in your particular work area (department, division, or other) that are wasteful or inefficient and that could be improved?



| | | Response Total | Response Percent |
|--------------------------|---|-------------------|---------------------|
| Yes |  | 79 | 46% |
| No |  | 92 | 54% |
| Total Respondents | | 171 | |
| (skipped this question) | | | 6 |

4. If yes, please use this space to list, as briefly as possible, these practices (limit your list to three items if possible):

View responses to this question [view](#)

Total Respondents **81**
(skipped this question) 96

- 5.** 4. Are you aware of any practices in your particular work area (department, division, or other) that could be added to increase revenues for the college?

| | | Response | |
|--------------------------|---|-----------------|----------------|
| | | Total | Percent |
| Yes |  | 73 | 43% |
| No |  | 95 | 57% |
| Total Respondents | | 168 | |
| (skipped this question) | | | 9 |

- 6.** If yes, please use this space to list, as briefly as possible, these practices (limit your list to three items):

View responses to this question [view](#)

Total Respondents **74**
(skipped this question) 103

- 7.** 5. In general, if you have suggestions, other than those you have already heard at the Colloquium and the employee meetings, about how the college can reduce expenses and/or increase revenues, please list them here (limit to three items):

View responses to this question [view](#)

Total Respondents **108**
(skipped this question) 69

ClassApps.com ©2004
SelectSurveyASP Advanced 8.1.1

Summary of Recommendations

Question 4: *Wasteful or Inefficient Practices* (The first five items were the most common responses in this group; after those, items are listed in no particular order of importance.)

1. **Various wastes of paper/printer supplies, etc.**
 Implement printing reduction campaign. Use of technology and "think before you print"
 Distribute PIP costs vs. internal cost.
 Cost of personal printers vs convenience copier. Who is willing to give them up?
 Encourage Duplex printing. Provide training on various ways to reduce printing costs.
 Contest: Department that reduces use of convenience copier the most wins lunch
 Document Imaging. Already in place in Financial Aid, new Accounts Payable process underway in Physical Plant rolling out campus-wide shortly.
2. **Excessive costs of outside vendors (see items 4.35, 4. 40, and 4.78)**
 Process has begun to reduce reliance on outside vendors in the Physical Plant Department. The following positions will be posted with no budgetary impact. Funds have been reallocated from contracted services lines.
 We are in the early stages of reconfiguring the Sungard Contract to reduce cost.
3. **Too many high-salaried top administrators and middle-managers**
 The plan includes reducing the number of administrators
4. **Too many redundancies in positions and departments (see items 4.31, 4.47 and 7.19)**
5. **Too much work time spent on socializing**
 - **Address delays in Financial Aid (hire an additional staffer)**
 Two new 30 hr no benefit positions are in the plan.
 - **Cross-train staff**
 - **Reduce overtime excesses and unnecessary use of student workers**
 New payroll automated payroll system will improve time reporting and provide better reports to management. College will no longer have to pay ADP contract.
 Reduction of overtime for cleaning will be significantly reduced when custodians are transferred to the 10 pm shift. Current shift begins at 6pm and heavy work cannot be done while campus is in use. Many students are here until 10 pm.
 - **Provide early retirement incentives**
 The Division of Pensions will no longer approve any early retirement incentives (sick leave buy out plans).
 - **Reduce event costs by using outside vendors and buying rather than renting equipment**
 - **Limit the use of reservists**
 - A new procedure has been put in place to reduce the use of Reservists and budgets have been reduced.
 - **Time is wasted on numerous faculty evaluations**
 - **Turn out the lights, close the windows, turn down the heat (etc.: HVAC issues)**
 - **Class schedules could be done better to increase enrollment, increase class size**
 - **Consolidate/centralize campus tutoring services**
 - **Staff training to increase efficiency/productivity**
 Resources will be directed to provide training specific to the needs of OCC through the HR Department.
 - **Streamline work processes to increase productivity and avoid wasted effort**

- **Pool office supply stockpiles, and use everything prior to making new purchases**
The on line office supply system is extremely efficient. It eliminates the need to stockpile and store supplies. A memo was issued to all budget managers in October emphasizing practices that will keep costs down.
- **Eliminate some of the tuition waivers currently granted until times get better**
Employee and dependent tuition waivers are negotiated benefits. Cannot reduce unless unions agree. Other waivers (unemployment, volunteer fireman) are mandated by the State.
- **Support more strongly the retention of minority students**
- **Limit capital expansion (which will require operational funding to maintain)**
- **Reduce-Reuse-ReCycle**

Question 6: *Revenue Enhancements* (The first four items were the most common responses.)

1. Increase tuition and various fees for students
 2. Offer more courses and programs on line
 3. Rent out college facilities (including time/space on electronic sign)
 4. Offer a payment plan for Quick Term
The Cashier's Office will actively pursuing the expansion of payment plans to summer, quick terms and non-credit programs.
- **Employees should promote the college in the community**
 - **More off-campus (mini) sites**
 - **Develop consortiums with schools and businesses for college outsourced services**
 - **Monitor sick days to identify chronic users/offenders**
HR does this. A more effective means of monitoring will become available through the new on line payroll system.
 - **Pursue more grants**
 - **Increase revenue possibilities of the ACC**
 - **Operate a fee-based Skills Academy for non-credit work on reading, writing, math skills for members of the community**
 - **Seek external funding for Ocean TV20 programming**
 - **Use MAC Lab as an Apple-certified *Final Cut Pro* training center**
CPE should offer official Apple certification (not just Final Cut Pro). College would incur up front costs but would recoup with revenue quickly.
 - **Increase credit values for ENGL 091 and 095 to five each**
 - **Seek Gates' Grant Funding**
 - **Advertise the Bookstore more aggressively**
 - **Eliminate the Bookstore and use Barnes and Noble**
 - **Improve our "customer" service**

Question 7: *General Suggestions* (The first three items were the most often repeated.)

1. Furlough employees or develop a furlough pattern for all employees (e.g. 1/day/month)
 2. Freeze salaries and promotions
 3. Offer the option of a reduced work week (e.g. 28 hours at a 20% salary reduction)
 4. Have a 4-day week in summer
- **Create a permanent suggestion box**
 - **Reorganize the institution (7.31-32)**

- Select low-cost texts or provide a text-renting service
- Cut employees equitably across the board
- Automate time sheets
- Have administrators teach in load w/o pay
- RIF the top 10 faculty members even if this is illegal and save over \$1,000,000. They are old and out of touch with students.
- Minimize the negativity and toxicity of certain key administrators and faculty. A few of the most negative are close to the president.
- Reimburse employees for use of their cars at the IRS rate.

FREQUENTLY ASKED QUESTIONS

Why was I selected?

The college leadership went through an extensive evaluation of the college's organizational structure and each division Vice President presented his/her recommendations for cost-effective change in this time of fiscal emergency (declared by the Board of Trustees at its meeting on Monday, November 8, 2010) to the senior leadership team. Each position that appeared to be redundant, reduplicative or no longer needed was reviewed and discussed thoroughly before a collaborative decision was reached. These eliminated positions include almost all employee groups at the College and the positions were selected solely on the basis of the needs of the college (and not on any individual holding the position).

I am so busy, how are they going to do what I do?

The college has a series of options that it can exercise to replace the work being done in terminated positions that include, but are not limited to, technology, cross-training, limited outsourcing (at cost savings) and the judicious use of part-time and reserve employees.

It took two years to find someone to fill this position. How can the position not be needed?

The length of the search is not always related to the current need for a position. In times of financial stability, unique positions might be preferable to other work solutions. In times of financial emergency, they are not. In short, conditions change and these dictate employment realities.

Is this retaliation against for me questioning the practices of the College?

No. Positions are being eliminated on the basis of financial exigency. The college honors the First Amendment rights of all of its employees and does not practice "retaliation" in any form.

How many others were selected for this reduction?

As part of the restructuring plan that is being presented to the Board of Trustees, there are currently 36 positions impacted by the plan. We are offering 22 of the employees in those positions a transfer to open positions at the college for which they qualify. For the remaining 14 employees, transfers are not available.

Why is the College really doing this?

The reason for this plan is, solely, a \$1.58m shortfall in FY12 which begins on July 1, 2011. We are required by statute to present a budget for FY 12 to the Board of Trustees and the Board of School Estimate in January that is balanced. We have made all the line-item, new-spending, and cost reduction

cuts that we can without impacting the quality of our services to students whose needs are paramount to our mission. We are implementing many new actions that we hope will produce additional revenue, but we cannot balance our budget with the promise of increased revenue streams. We must wait to see if they materialize.

Will this decision change between now and June 30?

Change is always possible, but it is unlikely that things will change significantly, given our current revenue status. You should not expect change and should consider taking any opportunities that are presented to you to locate another position. The College is offering terminated employees a series of services that we hope will assist them with these matters.

Why weren't other alternatives looked at? Aren't layoffs that last alternative?

We did look at all alternatives and have adopted quite a few, including suggestions from a large number of employees, but no matter how we looked at the numbers, we could not balance the budget without taking this action. We did not take the decision lightly, but it is one that the senior management team felt had to be made because, in fact, we were down to final alternatives.

Will my manager support me in with my job search?

Your managers will work with you to come up with a fair schedule, but if you feel that they are being unreasonable you have the recourse of talking with your VP or Human Resources.

Will others in my department know that I am being RIF'd?

After the December 6, 2010 Board of Trustees meeting, the terminations will be public knowledge. This may be uncomfortable, but we expect everyone to be supportive and to act in a collegial manner under the circumstances. If you feel that you are being unfairly treated by someone, you should talk to your immediate supervisor, your VP or Human Resources. Your rights to due process remain as long as you are employed here.

Why weren't certain departments affected?

In order to remain viable and to support the long-term success of the College, the senior management team decided that the College needed to continue to be clean, safe, and to provide the high quality of education we offer to our students. So the number of custodians, security guards, and faculty members were not affected by the restructuring plan.

EXHIBIT A-3

RECOMMENDATION: Recommend that a contract be awarded to James R. McQuaide DBA-TriState HVAC Equipment Company for the Cooling Tower Purchase Combined Heat and Power Plant in the amount Not to Exceed: **\$53,700.00** at Ocean County College.

Said contract to be in accordance with bid specifications and requirements received November 16, 2010 and the proposal of the recommended vendor.

REQUEST FOR BID**COOLING TOWER PURCHASE COMBINED
HEAT AND POWER PLANT****Bid Item # 1****LUMP SUM TOTAL****SOURCE OF FUNDS:****GREEN POWER FACILITY
CAPITAL ACCOUNT****BID SUMMARY**

| VENDOR | ITEM #1 |
|--|----------------|
| James McQuaide Dba TriState HVAC Equipment Company 5825 Westfield Avenue Pennsauken, New Jersey 08110 | \$53,700.00 |
| SPX Cooling Technologies 7401 West 129 th Street Overland Park, KS 66213 | \$59,365.00 |

*** RECOMMENDED VENDOR**

Below vendors were invited via email to submit bid packages:

| | |
|--------------------|--|
| Adam Cohan | acohan@wjhvac.com |
| David T. Moore | dmoore@sassmoore.com |
| George Einhorn | George.einhorn@carrier.utc.com |
| Frank Saffioti | Franksaffioti@suretymechnical.com |
| Mario Buludis | Buludis@aol.com |
| Marlene San Miguel | msanmiguel@falascamechnical.com |
| Mimi Allen | mimi@gaudelibros.com |
| PAG | pag@spilaneco.com |
| Todd G | toddg@etsi-online.com |

BOARD MEETING: December 06, 2010

par

EXHIBIT A-4

OCEAN COUNTY COLLEGE

RESOLUTION

WHEREAS, the Board of Trustees of Ocean County College recognizes the need for the fifth year of a five year contract for a Fuel Cell Maintenance Service Agreement and upgrades for fiscal year 2010/2011 for Ocean County College; and

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the County College Contracts Law Chapter 64A of Title 18A of the New Jersey Statutes requires that the resolution authorizing award of contracts for this service without public bids, be made available for public inspection,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The Ocean County College Board of Trustees hereby authorizes and directs the appropriate officials of the College to execute an agreement with **Fuel Cell Energy, Inc., 3 Great Pasture Road, Danbury, CT 06813-1305**, in the amount not to exceed: **\$75,000.00**
2. The contract period is effective July 1, 2010 through June 30, 2011.
3. This contract is awarded without public bidding in accordance with the provisions of the County College Contracts Law (18A:64A-25.5a (9)).
4. Specific line item against which this contract is to be charged is as follows:

**UTILITIES / FUEL CELL MAINTENANCE
F/Y 2010/2011**

BOARD MEETING: December 06, 2010
par

RESOLUTION

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.

PURCHASE OF FUEL CELL MAINTENANCE SERVICE AGREEMENT AND UPGRADES FOR OCEAN COUNTY COLLEGE.

VENDOR: Fuel Cell Energy, Inc.
3 Great Pasture Road
Danbury, CT 06813-1305

ACCOUNT: UTILITIES / FUEL CELL MAINTENANCE
F/Y 2010/2011

AMOUNT
NOT TO EXCEED: \$75,000.00

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011 and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-5

OCEAN COUNTY COLLEGE

RESOLUTION

WHEREAS, the Board of Trustees of Ocean County College recognizes the need to purchase furniture for the renovations to the Health Science Building at Ocean County College; and

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the County College Contracts Law Chapter 64A of Title 18A of the New Jersey Statutes requires that the resolution authorizing award of contracts for this purchase without public bids, be made available for public inspection,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The Ocean County College Board of Trustees hereby authorizes and directs the appropriate officials of the College to acknowledge agreements for the purchase of furniture for the Health Science Building

Trendway Corp. (\$21,129.16)
13467 Quincy Street
P.O. Box 9016
Holland, MI 49422-9016 (State Contract)

2. This contract is awarded without public bidding as a purchase through the State Division of Purchase and Property in accordance with the provisions of the County College Contracts Law (18A:64A-25.9).
3. Specific line item against which this contract is to be charged is as follows:

NURSING BUILDING RENOVATIONS
Capital Account
F/Y 2010/2011

BOARD MEETING: December 06, 2010
par

RESOLUTION

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.


PURCHASE OF FURNITURE FOR HEALTH SCIENCE BUILDING AT
OCEAN COUNTY COLLEGE

VENDOR: TRENDWAY CORP. **\$21,129.16**
(C/o BUTLER OFFICE INTERIORS, TOMS RIVER, N.J.)
13467 QUINCY STREET
P.O. BOX 9016
HOLLAND, MI 49422-9016 (State Contract)

ACCOUNT: Nursing Building Renovations
Capital Account
F/Y 2010/2011

AMOUNT NOT TO EXCEED: **\$21,129.16**

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011, and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-6

OCEAN COUNTY COLLEGE

RESOLUTION AUTHORIZING THE AWARD OF A CONTRACT FOR

Kaspersky Anti-Virus Software and Maintenance
First Year of a Three Year Contract
Contract Term: December 01, 2010 – November 30, 2013

WHEREAS, the Board of Trustees of Ocean County College has a need to acquire goods and services which are exempt from bidding pursuant to the provisions of N.J.S.A. 18A:64A-25.5a(19), providing goods or services for the use, support or maintenance of proprietary computer hardware, software peripherals and system development for the hardware; and

WHEREAS, the Vice President of Finance of Ocean County College has determined and certified in writing that the value of the acquisition will exceed \$17,500.00; and

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the vendor has completed and submitted a Business Entity Disclosure Certification which certifies it has not made any reportable contributions to a political or candidate committee in the County of Ocean the previous one year, and that the contract will prohibit making any reportable contributions through the term of the contract; and

WHEREAS, Ocean County College wishes to award said contract without the need for public bidding in compliance with the provisions of the County College Contracts Law, N.J.S.A. 18A:64A-25.1 et seq., and the provisions of N.J.S.A. 19:44A-20.4 et seq.;

NOW THEREFORE, BE IT RESOLVED BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES as follows:

1. The Ocean County College Board of Trustees hereby authorizes and directs the appropriate officials of the College to execute an agreement with **CDW Government Inc.** 200 N. Milwaukee Avenue, Vernon Hills, IL. 60061 for the first year of a three year contract for Kaspersky Anti-Virus Software and Maintenance at Ocean County College in the amount not to exceed: **\$21,980.00.**

BOARD MEETING: December 06, 2010
Par

RESOLUTION

**Anti-Virus Software and Maintenance
First Year of a Three Year Contract
Contract Term: December 01, 2010 – November 30, 2013**

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.

VENDOR: CDW Government Inc
200 North Milwaukee Avenue
Vernon Hills, Il 60061

ACCOUNT: Software
Office of Information Technology

TOTAL: \$21,980.00

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011, and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-7

OCEAN COUNTY COLLEGE

RESOLUTION

WHEREAS, the Board of Trustees of Ocean County College recognizes the need to purchase Apple Mac Pro Systems (computers) and Applecare Protection plan (extended warranty) for the replacement of computers in the Technology Building room # 208 at Ocean County College; and

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the County College Contracts Law (Chapter 64A of Title 18A of the New Jersey Statutes) requires that the resolution authorizing an award of contract for this service without public bids, be made available for public inspection,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The Ocean County College Board of Trustees hereby authorizes and directs the appropriate officials of the college to execute an agreement with **APPLE COMPUTER INC., 2420 RIDGEPOINT DRIVE, AUSTIN, TEXAS 78787**, providing Apple Mac Pro Systems (computers) and Applecare Protection Plan (extended warranty) for Ocean County College in the amount not to exceed: **\$71,358.00**.
2. This contract is awarded without public bidding as a purchase through the State Division of Purchase and Property in accordance with the provisions of the County College Contracts Law (18A:64A-25.9a).
3. Specific line item against which this contract is to be charged is as follows:

**OIT Minor Capital / Computer
F/Y 2010/2011**

RESOLUTION

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.

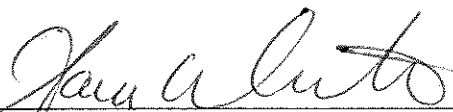
PURCHASE OF APPLE MAC PRO SYSTEMS
AND APPLECARE PROTECTION PLAN

VENDOR: Apple Computer Inc.
2420 Ridgpoint Drive
Austin, Texas 78754

ACCOUNT: OIT / MINOR CAPITAL – COMPUTER
F/Y 2010/2011

TOTAL: \$71,358.00

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011, and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-8

OCEAN COUNTY COLLEGE

AMENDMENT

**Purchase of Custom Evaluation Tests for Nursing
Purchase of Courses for Continuing Education Program**

WHEREAS, the Board of Trustees of Ocean County College recognizes the need to amend the \$95,000.00 contract awarded by Resolution on June 28, 2010 to **Assessment Technologies Institute, 12603 Hemlock, Overland Park, KS 66213** to provide "Custom Evaluation Testing for Nursing Students" through the Nursing and Continuing Education Program at Ocean County College

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the County College Contracts Law (Chapter 64A of Title 18A of the New Jersey Statutes) requires that the resolution authorizing an award of contract for this service without public bids, be made available for public inspections,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The Ocean County College Board of Trustees hereby authorized and directs the appropriate officials of the College to amend the contract with **Assessment Technologies Institute, 12603 Hemlock, Overland Park, KS 66213** in the additional amount of **\$19,960.00** for a total amount of **\$114,960.00**. The monies are needed for additional pre-nursing tests for nursing department and pre-nursing courses for the continuing education program. The original contract for "custom evaluation tests" in the amount of **\$95,000.00** was awarded at the June 28, 2010 Board of Trustees meeting.

BOARD MEETING: December 06, 2010
par

RESOLUTION

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.

PURCHASE OF CUSTOM EVALUATION TESTS FOR TESTING
PURCHASE OF PRE-NURSING COURSES

| | |
|-------------------------|--|
| VENDOR: | ASSESSMENT TECHNOLOGIES INSTITUTE 12603 Hemlock Overlook Park, KS 66213 |
| ACCOUNT: | TESTING CENTER / TESTING MATERIAL \$7,500.00 CPE / FEES CONSULTANTS \$12,460.00 |
| ORIGINAL AMOUNT: | \$ 95,000.00 |
| AMENDMENT: | \$ 19,960.00 |
| TOTAL: | <u>\$114,960.00</u> |

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011, and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-9

OCEAN COUNTY COLLEGE

A M E N D M E N T

WHEREAS, the Board of Trustees of Ocean County College recognizes the need to amend the \$36,635.00 contract awarded by Resolution on September 21, 2009 to **GOPRINT Systems, Inc.**, 1 Annabel Lane, San Ramon, Ca. 94583 for the purchase and installation of a "Print/Cost Recovery System for the GoPrint GS Server" in the Southern Education Center at Ocean County College; and

WHEREAS, a Certificate has been provided by the Vice President of Finance of Ocean County College, stating that funds are available for this purpose, which certificate is attached to the original of this resolution and is on file in the office of the Vice President of Finance; and

WHEREAS, the County College Contracts Law (Chapter 64A of Title 18A of the New Jersey Statutes) requires that the resolution authorizing an award of contract for this service without public bids, be made available for public inspection,

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The Ocean County College Board of Trustees hereby authorizes and directs the appropriate officials of the college to amend the contract with GoPrint Systems Inc., 1 Annabel Lane, San Ramon, Ca. 94583, in the additional amount of **\$7,375.00** for a total amount of **\$72,680.00**. The additional monies are necessary for the purchase of hardware and software for the print/cost recovery system installation in SEC. The original contract for the purchase of the GoPrint Server in the amount of **\$36,635.00** was awarded at the September 21, 2009 Board of Trustee meeting
2. Specific line item against which this contract is to be charged is as follows:

Software
OIT
F/Y 2010/2011

BOARD MEETING: December 06, 2010
par

RESOLUTION

CERTIFICATION OF THE VICE PRESIDENT OF FINANCE AS TO THE AVAILABILITY OF FUNDS FOR THE AWARDING OF A CONTRACT BY THE OCEAN COUNTY COLLEGE BOARD OF TRUSTEES.

VENDOR: GoPrint Systems, Inc.
1 Annabel Lane
San Ramon, Ca. 94583

ACCOUNT: Software OIT
F/Y 2010/2011

| | | |
|--------------------------|---------------------------|-------------------------|
| ORIGINAL CONTRACT | \$36,635.00 | awarded 09/21/09 |
| AMENDMENT: | \$3,310.00 | awarded 11/02/09 |
| AMENDMENT: | \$3,045.00 | awarded 02/22/10 |
| AMENDMENT: | \$22,315.00 | awarded 11/08/10 |
| AMENDMENT: | \$ 7,375.00 | |
| TOTAL CONTRACT: | <u>\$72,680.00</u> | |

I HEREBY CERTIFY that funds are available in the Ocean County College Board of Trustees budget for 2010/2011, and the appropriation is sufficient to cover this contract and the contract shall be encumbered against such appropriation.



Vice President of Finance

BOARD MEETING: December 06, 2010
par

EXHIBIT A-10

OCEAN COUNTY COLLEGE

RECOMMENDATION

WHEREAS, Pursuant to College Policy #4610, Disposal of Capital Assets, Board approval is requested for the sale of items on the attached surplus property list; and

WHEREAS, it is proposed that the surplus property sale be conducted by GovDeals. GovDeals holds the State Division of Purchase and Property Internet Auctions contract, which has been extended for use by local government entities through the State Division of Purchase and Property's Cooperative Purchasing Program; and

WHEREAS, it is anticipated that offering the items below for sale through the internet will generate more revenue for the College than an on campus sale of these surplus items:

| Item | Quantity | Description | Condition |
|------|----------|---|---------------------------------------|
| 1 | Lot of 4 | Jamex Coin / Fax cash boxes | good |
| 2 | Lot of 8 | Cash registers - Point of sale system with locking draws, barcode scanners, tethered keyboard, and credit card swipes | good |
| 3 | 1 Set | Bose 802 Series II loud speakers - 3 piece total | fair |
| 4 | 1 | HP DesignJet 750c Plus w/ Jetdirect 170x | fair |
| 5 | Lot of 6 | Resussa Annie Dolls w/ case | obsolete |
| 6 | 1 | Honeywell Control System Model WP 240B5D5BOA serial number 10625842405406L | good working condition |
| 7 | 1 | Louise Ladder Company Climbing ladder - aluminum. Model 400, Serial number 58682 Winch capacity 400 lbs | poor |
| 8 | 1 | National Super Services Company Charger 2000BP floor machine | not working / not used in years |
| 9 | 1 | Western Plow - ProPlow #60308 8'6" w/ Uni mount | fair |
| 10 | 1 | Beige 5 draw blueprint draw 41 deep x 53 1/2 wide | good |
| 11 | lot of 2 | Mayline 5 draw grey blueprint draws 42 deep x 53 1/2 wide | fair |
| 12 | lot of 2 | Mayline 5 draw brown blueprint draws 42 deep x 53 1/2 wide | dented |
| 13 | lot of 3 | (1) Mayline 5 draw blueprint cabinet 36 deep x 47 wide - (2) Mammer 3 draw blue print cabinets 36 deep x 47 wide | dented |
| 14 | 1 | Mayline Blueprint draw with side draws and top 29 1/2 deep x 50 wide | dented |
| 15 | lot | Plumbing materials - (2) American standardsinks with faucets, sloan optima flushometer | Newer |
| 16 | 1 | aluminum sign with locking glass doors (no keys) 72"wide x 48" tall, green backing for post letters | good |
| 17 | 1 | Miller Commercial plant mixer Model 70501, Serial number 07606398, Single phase, 115 vac | unknown condition - not used in years |

EXHIBIT A-10

| | | | |
|----|-------|---|--|
| 18 | 1 | Hobart welder, Model TR-300, serial number 2RT28955, 300 amp, single phase | Antique - does not hold amperage, damaged plug |
| 19 | 1 | Sanyo AC unit, model SAP243C, serial number 0020902, outdoor, single phase | fair |
| 20 | 1 | Advance Floor machine model 26013, serial number 117037, date code E 86, 24 volt, 56 amps | very poor, has not been used in years unknown condition |
| 21 | 1 | 36 inch lateral file cabinet, gold color with wood grain laminate top. | fair |
| 22 | 1 | SnapOn wheelbalancer, model W13250, serial number S-285-009715 | fair |
| 23 | 1 | Pump and Motor combo w/Armstrong suction guide model sG65 max flow 750, max temp 300, max pressure 175 Aurora centrifugal pump T3-1615-2, Type 344-13F, GPM 74, Head 125, RPM 1750, size 4X12 Aurora Centrifugal pump NO 87-75551-1 Type 344a-bf, size 3x44x11, GPM 420, Head 80, RPM 1750 Marathon Electric motor Moedle 13c324TTdr7025EEw, 40 HP, frame 324t, type TDR-13 5, RPM 1765, Cyc 60, serial number 124680, volt 230/ 460, Amp 96/48 | good |
| 24 | 1 | Walker Pug Mill (ceramics) w/ reliance motor and gear box | filled with dry clay for several years - unknown operational condition |
| 25 | 1 | Skuit automatic electric ceramics kiln | not functioning heating coils damaged, latches damaged / missing, side wall damage |
| 26 | 1 | Skuit automatic electric ceramics kiln | not functioning heating coils damaged, latches damaged / missing, side wall damage |
| 27 | 1 | Skuit automatic electric ceramics kiln | not functioning heating coils damaged, latches damaged / missing, side wall damage |
| 28 | 1 lot | Millipore water filter system and components (details to be added) | Not used in several years unknown condition / system completion |

EXHIBIT A-10

| | | | |
|----|----------|--|--|
| 29 | 1 | Pump and motor combo Taco Pump model Fe301e2lig4loa, Mfg date 10/00, RPM 1750, HP 30, IMPDIA 12.0 - Buldor motor catalog # m2535t, HP 30, volts 230/460, Amp 72 / 36, 60 HZ, spec 39I031496oh1, Ratin 40c AHB-cont | good |
| 30 | 1 | Pump and motor combo Aurora Centrifugal pump no 08-1728151, RPM 1750, GPM 750, Head 125 - Nema Premium motor catalog # D40p2b, model R357, HP 40, volts 230/460, amps 91 / 46, TPEC DE, CID N09-R357-M | good |
| 31 | 1 | Pexto 142 Shear model 142-0, capacity 16 soft steel | fair - parts dented |
| 32 | 1 | Wilton Drill press | poor - drills off center |
| 33 | 1 | Generac Speed roter, 1/2 HP, RPM 1725 | does not work properly |
| 34 | 1 | Pallet of assorted doors | fair |
| 35 | lot of 4 | small dehumidifiers | poor - not used in years unknown wrking condition. |
| 36 | 1 | Ford E150 Van VIN 1ftee14y3rhhb91621 | Poor - computer failing - |
| 37 | 1 | Ford Broncho 1988 | broken frame - flat bed required |
| 38 | 1 | Ford Arstar 1980 | severe body damage - not road worthy - flatbed required. |
| 39 | 1 | Ford Ranger | nor road worthy - flatbed required |
| 40 | 20 | Graduated Media Bottles (500ml) #215266 | new |
| 41 | 6 | Staining Trays #215589 | new |
| 42 | 3 | Disposable Centrifuge Tubes (15 ml)# 215085 | new |
| 43 | 3 | Disposable Centrifuge Tubes (50ml) #215095 | new |
| 44 | 4 | Face Shield # 213696 | new |
| 45 | 6 | ultra Spec 2000 Safety Glasses | new |
| 46 | 1 | Gene Amp PCR System 2400 N803-0001 | new |
| 47 | 1 | System-Lambda Ez210 110V | new |
| 48 | 1 | Isocratic HPLC System | new |
| 49 | 1 | Sequencing System 20 cmx45cm P28556-00 | new |
| 50 | 1 | Gel Caster P28557-00 | new |
| 51 | 1 | Clamps, Gel Caster, SS, 12/pk P28557-50 | new |
| 52 | 6 | Pipetor, Motorized Portable 110v P07897-30 | new |
| 53 | 2 | Cuvettes, Quartz, 1.4ml, 2/pk P83200-32 | new |
| 54 | 1 | Power Supply 300 VDC, 115v/60hz P28403-00 | new |
| 55 | 1 | Cuvettes, PS, 4.5ml 500/pk P06343-10 | new |
| 56 | 1 | Cell Holder, 8 position P83056-35 | new |

| | | | |
|----|----|--|-----|
| 57 | 1 | Software F/ Spectrophotometer P83056-45 | new |
| 58 | 1 | Cable, PC Interface | new |
| 59 | 1 | Dust Cover P83056-30 | new |
| 60 | 1 | Spectrophotometer, UV/VIS sim with built in printer | new |
| 61 | 4 | Mini Power Supply #213676 | new |
| 62 | 4 | Gel Chambers #213668 | new |
| 63 | 1 | DNA Transilluminator / Camera System Fotodyne # 213678 | new |
| 64 | 2 | Twin Pack # 213679 | new |
| 65 | 1 | Eppendorf Microcentrifuge #214050 | new |
| 66 | 1 | Shaking Water Bath #216256 | new |
| 67 | 6 | Digital Micropipets (1-20ml) # 214670 | new |
| 68 | 6 | Digital Micropipets (20-100ml) # 214672 | new |
| 69 | 2 | Digital Micropipets (100-1000ml) #214674 | new |
| 70 | 2 | Octafuge VI Centrifuge # 214075 | new |
| 71 | 4 | Dyna Chill Portable Tube #215586 | new |
| 72 | 4 | Mini ProLight Source # 216214 | new |
| 73 | 4 | AC Adapter # 216216 | new |
| 74 | 6 | Multiple Pipet Strands # 215580 | new |
| 75 | 4 | Labeling Tapes # 215620 | new |
| 76 | 4 | Tape Dispensers # 215622 | new |
| 77 | 6 | Micro Test Tube Racks # 215575 | new |
| 78 | 1 | Micropipet Tips (1-200 ml) Sterile #215053 | new |
| 79 | 1 | Micropipet Tips (100-1000ml) Sterile #215062 | new |
| 80 | 2 | Microcentrifuge Tubes (1ml) #215230 | new |
| 81 | 1 | Sterile Microcentrifuge Tubes (1ml) #215236 | new |
| 82 | 1 | Thin Wall Micro Reaction Tubes # 215240 | new |
| 83 | 4 | Nalgone Floating Tube Race # 215578 | new |
| 84 | 20 | Geraduated Media bottles (125 ml) #215260 | new |
| 85 | 20 | Graduated Media bottles (250ml) # 215262 | new |

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Ocean County College, in the County of Ocean and the State of New Jersey as follows:

1. The College will advertise the fact that College surplus College property is being sold on the internet, providing GovDeals website and the timeframe of the sale ten days prior to the start of the start of the sale.

2. This contract is awarded without public bidding as a purchase through the State Division of Purchase and Property in accordance with the provisions of the County College Contracts Law (18A:64A-25.9a).

BOARD MEETING: December 06, 2010
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